

PARTNERING

26TH

EXCELLENCE



26TH ANNUAL CALTRANS

EXCELLENCE IN PARTNERING

AWARDS CEREMONY

SEPTEMBER 3RD, 2026



26TH ANNUAL CALTRANS
**EXCELLENCE
IN PARTNERING**
AWARDS CEREMONY
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Hello and welcome to the 26th Annual Caltrans Excellence in Partnering Awards Ceremony! Today, we gather to honor and celebrate the outstanding project teams and individuals that have exemplified the highest standards of collaboration, teamwork, and dedication across California's transportation construction industry. Building on a legacy of teamwork and shared achievements, this event recognizes the remarkable impact that true partnership continues to have in safely delivering transportation solutions to the public on time and within budget.

The judging process this year was more competitive than ever before, with nearly 40 impressive applications submitted for recognition. This accomplishment highlights both the talent of these teams and the success of the partnering program. Today, we celebrate 25 teams who distinguished themselves as the very best. Throughout their projects, these teams have consistently demonstrated their ability to overcome complex challenges by embracing trust, fostering open communication, and embodying mutual respect—values that have formed the foundation of the Caltrans partnering program for over two decades. We commend this year's award recipients for their exceptional achievements in partnering, celebrating not only their success but also the inspiring example they set for our industry.

Thank you for joining us as we reflect on the enduring spirit of collaboration that drives progress, strengthens our industry, and inspires lasting partnerships for the future.



Justin Kunert
Caltrans Division of Construction Partnering Program Manager

AWARDS CEREMONY

SEPTEMBER 3RD, 2026 | 2:00 PM - 4:00 PM

INTRODUCTION



Welcome

Ray Hopkins
Division of Construction
California Department of Transportation



Partnering – Our Way of Doing Business

Dina El Tawansy
Caltrans Director
California Department of Transportation



In it together: Leading with Trust, Respect, and Partnership

Donna Berry
Caltrans Chief Engineer
California Department of Transportation

AWARDS PRESENTATION

Award winners will be recognized across the following categories

Projects Less Than \$10 Million

Projects Between \$10 Million and \$50 Million

Projects Greater Than \$50 Million

Self-Directed Partnering



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PARTNERING



EXCELLENCE

CALIFORNIA DEPARTMENT OF TRANSPORTATION
EXCELLENCE IN PARTNERING AWARDS CEREMONY

PROJECTS LESS THAN \$10 MILLION





Sonoma and Hooker Creek Bridge Replacements

PROJECT SUMMARY

In Sonoma County, the work consisted of replacing two bridges for scour mitigation, including CIDH piles, excavation, rock slope protection, bridge removal, retaining walls, abutments, girder placement, creek restoration, highway planting, and plant establishment to stabilize the site and restore the surrounding environment.

SUCCESS STORIES

The 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 the start of wildfire season on this critical evacuation route. Strong collaboration between the contractor and Caltrans, combined with proactive planning and innovative scheduling, enabled the team to overcome challenging geological conditions, groundwater issues, and utility conflicts.

Open communication played a key role in the project's success. Daily tailgate meetings, weekly progress meetings, monthly partnering sessions, and video conferencing kept all stakeholders informed and allowed issues to be resolved quickly. The team also reduced traffic impacts by shortening one-way traffic control and completing the Hooker Creek detour ahead of schedule.

The contractor worked around the clock to minimize disruptions while maintaining community access throughout construction. Public outreach included neighborhood meetings, printed project updates, and accommodations for impacted residents, including access to mail service and driveways. Completed without environmental violations or formal disputes, the project demonstrated outstanding teamwork, community stewardship, and efficient delivery of this critical transportation improvement.

PARTNERING FACILITATOR

Sue Dyer
Ormetrics, LLC

RESIDENT ENGINEER

Leanord Brajnikoff

PROJECT MANAGER

Tim Salles

STATS

Project ID: 04-4H0504

Caltrans District: 4

Contractor: Ghilotti Construction Company

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

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

OSHA Recordable Incidents: 1

Estimated Partnering Savings:
\$13.69 per dollar





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EXCELLENCE

SILVER

PARTNERING SKILLS DEVELOPMENT

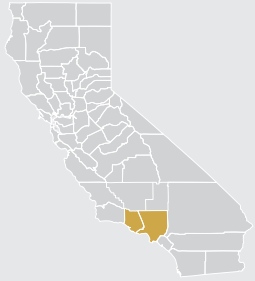
1. Project Goals
2. Project Schedule
3. Quality & Budget
4. Communication

PARTNERING TIP

The project team implemented a multifaceted approach to team building and motivation, strategically designed to foster collaboration and engagement. Partnering meetings were deliberately held at venues close to the jobsite, facilitating attendance by the project foremen and enhancing field-level participation.

// *Few teams rise to this level of performance. They used the partnering process to overcome some large challenges to achieve remarkable results!"* **//**

—Sue Dyer, Project Partnering Facilitator



Upgrade Transportation Systems in LA County

PROJECT SUMMARY

The 17-mile project along Route 101, from downtown Los Angeles to I-405, impacts four communication hubs. Work on mainline and ramps requires strict safety measures due to heavy traffic.

SUCCESS STORIES

This contract reflects the Caltrans Excellence in Partnering Award by demonstrating how facilitated partnering can successfully address technical, financial, schedule, and safety challenges. Early in construction, discrepancies between the Ramp Metering System (RMS) plans and existing field conditions created conflicting interpretations and threatened the project's largest bid item. Guided by partnering facilitator Bina Jhaveri, the team established open communication, clarified responsibilities, and used a formal dispute resolution process to collaboratively develop a change order that improved RMS functionality while reducing costs to the State and avoiding potential claims.

Safety remained the highest priority through close coordination with COZEEP, improving protection for workers and motorists during nighttime operations. Regular partnering meetings also resolved lane closure conflicts, coordinated work with overlapping projects, supported emergency response during the Sunset Fire, and addressed schedule concerns by increasing staffing and coordinating subcontractor activities. The partnering process fostered trust, strengthened relationships, and contributed significantly to the project's successful completion.

PARTNERING FACILITATOR

Bina Jhaveri
Global Leadership Alliance

RESIDENT ENGINEER

Muhammad Hossain

PROJECT MANAGER

Adrian Loera

STATS

Project ID: 07-337804

Caltrans District: 7

Contractor: JFL Electric, Inc.

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

Budget: \$8,139,256 (contract)
vs. \$9,197,329.50 (actual)

OSHA Recordable Incidents: 0

Estimated Partnering Savings:
\$133.33 per dollar





GOLD

PARTNERING SKILLS DEVELOPMENT

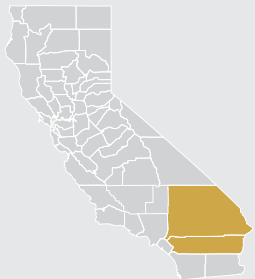
1. Leadership
2. Effective Communication
3. Problem Solving
4. Constructive Escalation Ladders

FUN FACT

The Cahuenga Pass Freeway (now part of the Hollywood Freeway US 101) originally incorporated Pacific Electric railway tracks in its median. When the first segment opened in June 1940, it featured the iconic red cars of the Pacific Electric railway running down the center

// *The field personnel are the driving force behind our project. These representatives actively participate in partnering meetings, providing valuable insights into project progress.*

—Project Team Leader



Three Star and Determination Ditch Bridge Upgrades

PROJECT SUMMARY

The project on I-10 near Chiriaco Summit includes two bridges in a remote desert environment. Limited access, extreme temperatures, elevation changes, and environmentally sensitive washes required careful planning for staging, traffic management, and construction operations.

SUCCESS STORIES

This project demonstrates Caltrans' Excellence in Partnering through voluntary collaboration, proactive communication, and a shared commitment to safety. Although partnering was not contractually required, Caltrans and Griffith established a formal partnering program with in-person kickoff and lessons-learned workshops to strengthen communication and accountability. Early logistical challenges, including limited site access, restricted work windows, and subcontractor coordination, were resolved through timely discussions that avoided schedule delays and cost impacts.

Safety remained the team's highest priority. In response to concerns about narrow lanes and high-speed truck traffic, the team implemented enhanced CHP enforcement, rumble strips, additional lighting, portable message boards, and radar speed signs, resulting in a project completed with no injuries or major incidents. Partnering also encouraged value engineering improvements that reduced costs while enhancing performance. A structured dispute resolution process resolved issues quickly and prevented claims, demonstrating how collaboration, trust, and shared responsibility contributed to a safe, cost-effective, and successful project.

PARTNERING FACILITATOR

Leonard Steinberg
Creative Alliance Group, LLC

RESIDENT ENGINEER

Sadique Hossain

PROJECT MANAGER

Jose Martin

STATS

Project ID: 08-1J4704

Caltrans District: 8

Contractor: Griffith Company

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

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

OSHA Recordable Incidents: 0

Estimated Partnering Savings:
\$15.30 per dollar





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PARTNERING SKILLS DEVELOPMENT

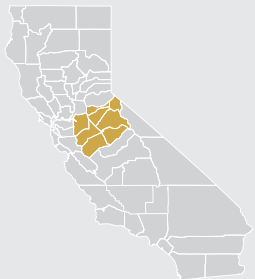
1. Effective Escalation Ladders
2. Communication
3. Conflict Resolution
4. Problem Solving

PARTNERING TIP

From the start, have the team agree to resolve issues at the lowest possible level, with all members focused on solutions rather than escalation. This procedure will prove effective for every issue on the project.

// Regular partnering sessions encouraged mutual respect and trust, while collaborative problem-solving reinforced a shared sense of ownership of project outcomes. **//**

—Project Team Leader



Plymouth Clean CA Bike Path

PROJECT SUMMARY

This Plymouth Clean California project in Amador County constructed a three quarter mile bike path, a pedestrian and bicycle crossing with rapid flashing beacons across Route 49, plus drainage improvements, railings, and signage to enhance community connectivity and safety.

SUCCESS STORIES

The Plymouth Clean California Bike Path project exemplifies Caltrans Excellence in Partnering through teamwork, flexibility, and proactive communication. Faced with design deficiencies, utility conflicts, missing survey information, and a compressed construction schedule, Caltrans and George Reed collaborated to develop timely solutions that maintained progress and avoided claims. Weekly field meetings promoted open communication, while safety remained the highest priority through enhanced traffic control, additional flaggers, and COZEEP support.

The contractor demonstrated exceptional flexibility by accommodating design revisions and working day and night to meet strict environmental construction deadlines. Partnering also benefited the community through collaboration with the City of Plymouth and Rotary Foundation to add a trail connection to Veterans Park, with the contractor performing work beyond the contract scope. Effective coordination with utility owners, the Postmaster, and local stakeholders ensured the project was completed safely, on schedule, and with lasting community value.

PARTNERING FACILITATOR

Kelly Bonine Hall
Pinnacle Leadership Group, Inc.

RESIDENT ENGINEER

Jonathan Ngai

PROJECT MANAGER

Les McWilliams

STATS

Project ID: 10-1P5904

Caltrans District: 10

Contractor: George Reed Inc.

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

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

OSHA Recordable Incidents: 0

Estimated Partnering Savings:
\$6.65 per dollar





GOLD

PARTNERING SKILLS DEVELOPMENT

1. Communication
2. Conflict Resolution
3. Partnering Process & Concepts
4. Running Effective Meetings

FUN FACT

Plymouth, CA is today best known as “the Gateway to Shenandoah Valley”, boasting nearly 30 wineries in the nearby Sierra Foothills—especially renowned for its Zinfandel—and for hosting the long-running Amador County Fair every July.

// A key lesson learned is that the partnering process should extend beyond construction and be implemented earlier in project development. //

—Project Team Leader





CALIFORNIA DEPARTMENT OF TRANSPORTATION
EXCELLENCE IN PARTNERING AWARDS CEREMONY

PROJECTS \$10 MILLION TO \$50 MILLION





Calpella Bridges Replacement Project

PROJECT SUMMARY

The new Calpella bridge spans the Russian River, the North Coast Rail (which is now in the process of becoming the Great Redwood Trail), and the east side Calpella Road undercrossing. The Russian River is home to a vast variety of aquatic and terrestrial species.

SUCCESS STORIES

The Calpella Bridges Replacement Project exemplifies Caltrans Excellence in Partnering by overcoming significant schedule challenges through teamwork and proactive communication. A delayed contract award reduced the construction season work window and threatened to extend the project by an additional year, increasing costs and inconvenience to the public. At the project's first partnering meeting, Caltrans and the contractor committed to working collaboratively to recover the schedule. The team partnered with Caltrans environmental staff and regulatory agencies to secure critical work window extensions, allowing in-channel construction to continue beyond the original deadline.

Additional resources were also dedicated to accelerating the submittal and review process, enabling construction activities to begin ahead of schedule. Through trust, shared problem-solving, and coordinated decision-making, the team completed all river-channel work during the 2022 season. Recovering the lost time and delivering the project a full year earlier than the delayed schedule would have otherwise allowed was a true partnering achievement.

PARTNERING FACILITATOR

Kelly Bonine Hall
Pinnacle Leadership Group, Inc.

RESIDENT ENGINEER

Geoffrey Wright

PROJECT MANAGER

Chris Nelson

STATS

Project ID: 01-0E0904

Caltrans District: 1

Contractor: Myers & Sons
Construction

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

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

OSHA Recordable Incidents: N/A

Estimated Partnering Savings:
\$36.16 per dollar





GOLD

PARTNERING SKILLS DEVELOPMENT

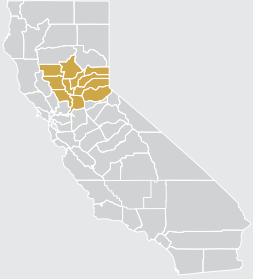
1. Active Communication
2. Relationships
3. Trust
4. Negotiation / Problem Solving / Dispute Resolution

PARTNERING TIP

Monthly partnering surveys are used to evaluate schedule, communication, climate of leadership, culture of one team, issue resolution, respect, responsiveness, safety, and quality. These results are discussed with the team in the quarterly partnering leadership workshops.

// *We collaboratively executed an inexpensive CO to install underdrains and prevent long term slope saturation issues, extending the surface life of the facility for years to come.* **//**

—Project Team Leader



Placer County Safety Barrier Project

PROJECT SUMMARY

This project on rural four-lane State Route 49 serves local and recreational traffic. Limited detours, direct residential access, and constrained work and staging areas required careful planning to minimize impacts while maintaining safe traffic operations.

SUCCESS STORIES

This project highlights the success of facilitated partnering in overcoming complex construction challenges through collaboration, communication, and shared goals. Located on SR 49 with high-speed traffic, limited detour options, constrained staging areas, and numerous adjacent property accesses, the project required innovative solutions and strong coordination. Partnering efforts included workshops, a project charter, online surveys, weekly owner-contractor meetings, and a dispute resolution ladder that empowered field teams to resolve issues quickly.

Caltrans, the contractor, Placer County, property owners, and PG&E worked collaboratively to address staging concerns, improve traffic safety, coordinate utility work, and implement design modifications with minimal schedule impacts. Revised staging plans, extended closures, improved access solutions, and proactive stakeholder outreach helped avoid delays and claims. Through effective partnering and joint problem-solving, the project was completed on time, without additional delay costs, while improving safety and quality for the traveling public and project stakeholders.

PARTNERING FACILITATOR

Kelly Bonine Hall
Pinnacle Leadership Group, Inc.

RESIDENT ENGINEER

Renee Plaza

PROJECT MANAGER

Tom Gunther

STATS

Project ID: 03-4H6004

Caltrans District: 3

Contractor: DeSilva Gates
Construction

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

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

OSHA Recordable Incidents: 1

Estimated Partnering Savings:
\$349.06 per dollar





GOLD

PARTNERING SKILLS DEVELOPMENT

1. Communication
2. Conflict Resolution
3. Effective Escalation Ladders
4. Leadership

FUN FACT

The project is located on SR 49 between Auburn and Grass Valley. This route, once called the Mother Lode Highway to reflect its significance during the gold rush era, was officially established in 1934.

// *It is my firm belief the project only got completed on time due to Rene and Tom's collaborative efforts on resolving issues and leading the communications.* **//**

—Anonymous Monthly Survey Response



San Francisco Oakland Bay Bridge Cable Investigation

PROJECT SUMMARY

Weekday night closures of eastbound and westbound lanes, as well as rolling westbound lane closures during selected weekdays, were implemented on the West Span of the San Francisco-Oakland Bay Bridge. These closures facilitated safe inspection of the main cable and suspension ropes, alongside tower-top access door and platform upgrades designed to enhance worker safety and support more efficient inspection procedures.

PARTNERING FACILITATOR

Sally Magee
Magee Leadership Solutions, Inc.

RESIDENT ENGINEER

Tom Larwin and Daniel Guzman

PROJECT MANAGER

Wade Barie

SUCCESS STORIES

The facilitated partnering process played a critical role in the successful delivery of this complex bridge rehabilitation project by strengthening collaboration, improving safety, enhancing quality, and reducing delays, cost overruns, and disputes. Partnering established a shared vision among all stakeholders, promoted open communication, and encouraged issues to be resolved at the lowest appropriate management level.

From the contractor's perspective, the process transformed how the team approached both the work and its relationship with the client, creating lasting improvements that will benefit future projects. Regular partnering sessions provided a forum for day-shift and night-shift teams, designers, Caltrans staff, and contractors to collaboratively solve technical challenges, including the safe replacement of bridge suspender ropes during limited work windows while maintaining public access. Weekly preconstruction meetings, a strong commitment to safety, effective risk management, value engineering, and proactive dispute resolution resulted in zero claims or potential claims, reflecting the success of the project's partnering approach.

STATS

Project ID: 04-3G4444

Caltrans District: 4

Contractor: American Bridge Company

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

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

OSHA Recordable Incidents: 0

Estimated Partnering Savings:
\$10.21 per dollar





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PARTNERING SKILLS DEVELOPMENT

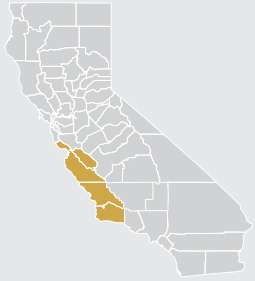
1. Conflict Resolution
2. Partnering Process and Concepts
3. Project Organization
4. Effective Escalation Ladders

PARTNERING TIP

By encouraging early communication, joint problem-solving, and clear expectations, the team minimized misunderstandings and mitigated risks. This proactive approach safeguarded quality, reduced delays, and reinforced confidence in the outcome.

// *The work was executed with professionalism and an unwavering commitment to the public interest.* **//**

—Project Stakeholder testimonial from Bay Area Toll Authority



San Jose Creek Bridge Replacement

PROJECT SUMMARY

This project replaced two bridges spanning San Jose Creek on US 101 in Santa Barbara County. Additional work along San Jose Creek, home to the endangered Southern California steelhead, included constructing two retaining walls to accommodate the City of Goleta's future bike path beneath both bridge structures.

SUCCESS STORIES

This project demonstrates Excellence in Partnering through a strong commitment to collaboration, trust, and shared accountability from kickoff through closeout. Guided by a Partnering Charter, Caltrans and MCM Construction worked as a unified team to overcome complex safety, environmental, constructability, and stakeholder challenges while maintaining focus on quality, schedule, and cost. Partnering produced measurable results, including consolidating three planned construction stages into one, reducing traffic impacts along Highway 101 and generating significant savings for the State.

The team collaboratively resolved storm-related drainage issues by implementing immediate traffic safety measures and developing an engineered temporary drainage solution that prevented recurring hazards. Early coordination also enabled construction of an environmentally sensitive streambed supporting the endangered Southern California steelhead and incorporation of retaining walls for the City of Goleta's future bike path. Regular partnering sessions, open communication, and disciplined issue resolution resulted in zero claims, making the project a model for successful collaborative project delivery.

PARTNERING FACILITATOR

Clare Singleton
StreamLine Consulting

RESIDENT ENGINEER

Alis Farag

PROJECT MANAGER

Dan Shaw

STATS

Project ID: 05-1H4304

Caltrans District: 5

Contractor: MCM Construction, Inc.

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

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

OSHA Recordable Incidents: 3

Estimated Partnering Savings:
\$21.06 per dollar





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PARTNERING SKILLS DEVELOPMENT

Not performed.

FUN FACT

Goleta's coastline features a quirky local landmark known as "Slippery Rock"—a sandstone formation carved in the 1860s to aid early stagecoach drivers navigating a steep, winding hill.

// *By setting shared goals for safety, schedule right at the kickoff, we weren't just working for different bosses—we were working for the project.* **//**

—Project Team Leader



Santa Maria Signal & Lighting Modifications

PROJECT SUMMARY

One of the largest electrical projects in Caltrans District 5, this State Route 135 project upgraded signals, lighting, and accessibility at 26 intersections, adding 80+ curb ramps and managing temporary pedestrian access routess with continuous coordination to maintain access.

SUCCESS STORIES

This project exemplifies the Caltrans Excellence in Partnering philosophy through exceptional collaboration, communication, and shared commitment to safety from project initiation through completion. Faced with complex work at 26 intersections, extensive Temporary Pedestrian Access Route requirements, and construction within active pedestrian corridors, the project team relied on partnering to proactively resolve challenges and maintain uninterrupted public access.

Weekly coordination meetings and professionally facilitated partnering sessions provided a structured forum for reviewing field conditions, refining work sequencing, and addressing safety concerns before they impacted the project. Close coordination with local agencies, businesses, subcontractors, and community stakeholders minimized disruptions while maintaining public confidence. The Partnering Charter, Dispute Resolution Ladder, and ongoing risk management practices encouraged transparency, accountability, and timely issue resolution at the lowest practical level, preventing claims and strengthening team relationships. The result was a safely delivered, well-coordinated project that serves as a model for collaborative project delivery and partnering success.

PARTNERING FACILITATOR

Clare Singleton
StreamLine Consulting

RESIDENT ENGINEER

Al Reed and Jason Torres

PROJECT MANAGER

Dan Barton

STATS

Project ID: 05-1H9604

Caltrans District: 5

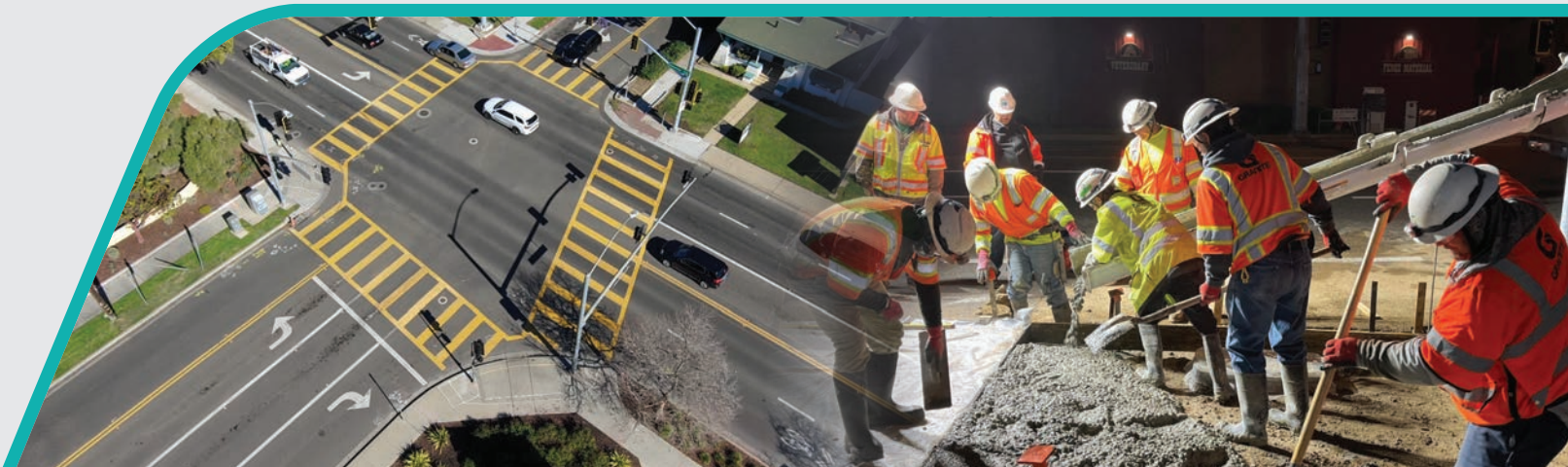
Contractor: Granite Construction Company

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

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

OSHA Recordable Incidents: 0

Estimated Partnering Savings:
\$7.97 per dollar





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SILVER

PARTNERING SKILLS DEVELOPMENT

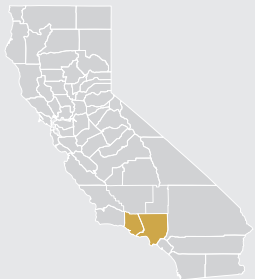
1. Active Listening
2. Communication
3. Conflict Resolution
4. Problem Solving

PARTNERING TIP

Holding weekly partnering meetings one hour before the start of the night shift increased staff participation and engagement for this night work project. Additionally, creating a field-level text message group for communication throughout the shift kept everyone involved and informed throughout the shift.

// *The team encouraged a proactive approach to problem-solving, ensuring that the City's concerns and input were heard.* **//**

—Director of Public Works, City of Santa Maria



SR 103 Bridge Deck Replacement over Valero Refinery

PROJECT SUMMARY

The project rehabilitated 1,100 feet of the flyover bridge deck in three stages: northbound demolition, southbound demolition, and closure pours with median barrier installation, while coordinating construction over the Valero Refinery right of way and active railroad tracks serving the Port of Long Beach.

SUCCESS STORIES

This bridge deck replacement project demonstrates Excellence in Partnering through exceptional collaboration, communication, and proactive problem-solving among Caltrans, the contractor, Valero Wilmington Refinery, and the Pacific Harbor Line Railroad. Faced with complex permitting requirements, refinery access constraints, and construction over active railroad operations, the team used partnering as the foundation for every major decision.

Open communication enabled construction activities to be rescheduled around Valero's critical turnaround period, avoiding operational conflicts while maintaining project momentum. Collaborative planning also produced a safe access solution beneath the bridge by installing temporary protective fencing within the refinery, allowing work to proceed without compromising safety. Continuous coordination with the railroad ensured work windows aligned with rail operations, minimizing delays and maintaining efficiency.

Through mutual trust, transparency, and shared accountability, the project achieved zero claims, required no third-party intervention, finished two months ahead of schedule, and saved approximately \$1 million, demonstrating the lasting value of Caltrans' partnering philosophy.

PARTNERING FACILITATOR

Bina Jhaveri
Global Leadership Alliance

RESIDENT ENGINEER

Thang Ton

PROJECT MANAGER

Adam Prieto

STATS

Project ID: 07-322504

Caltrans District: 7

Contractor: Beador Construction Company, Inc.

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

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

OSHA Recordable Incidents: 0

Estimated Partnering Savings:
\$142.99 per dollar





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EXCELLENCE

SILVER

PARTNERING SKILLS DEVELOPMENT

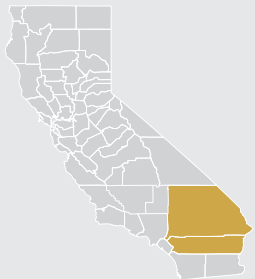
1. Project Goals
2. Measuring Partnering Performance
3. Dispute Prevention and Resolution Ladder
4. Resolution Guidelines

FUN FACT

SR 103, constructed in 1948, forms part of the Terminal Island Freeway, designed to move cargo between the Port of Los Angeles, the Port of Long Beach, and the industrial zones nearby. It remains heavily used by freight trucks today.

// Meetings were shorter, more frequent, and focused on decision-making, not status reporting. //

—Project Team Leader



I-40 Median Regrade Phase 6

PROJECT SUMMARY

This contract is the 6th and final phase of the I-40 Median Regrade program in San Bernardino County. It includes significant drainage improvements and upgrades within the median along 25 miles of I-40 from Newberry Springs to Ludlow.

SUCCESS STORIES

This contract represents a successful example of Caltrans' partnering philosophy in action. Completing this contract also marks Granite Construction's 100th mile of median rehabilitation along Interstate 40. Although this was the first time this Caltrans and Granite project team had worked together, they quickly established a collaborative culture built on trust, communication, and shared accountability.

Despite the 50-mile distance between the Caltrans Barstow Construction Office and Granite's Ludlow satellite office, both organizations remained committed to regular coordination, field meetings, and responsive decision-making. Effective communication between field staff and project leadership ensured issues were resolved promptly, with none advancing beyond Level 2 of the Partnering Escalation Ladder. The project was completed without a single claim, demonstrating exceptional teamwork, disciplined issue resolution, and a partnering approach that can serve as a model for future transportation infrastructure projects.

PARTNERING FACILITATOR

Vicki Martin
Global Leadership Alliance

RESIDENT ENGINEER

Thanh Pham

PROJECT MANAGER

Ivan Tadeja

STATS

Project ID: 08-0R1704

Caltrans District: 8

Contractor: Granite Construction Company

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

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

OSHA Recordable Incidents: 0

Estimated Partnering Savings:
\$2.96 per dollar





GOLD

PARTNERING SKILLS DEVELOPMENT

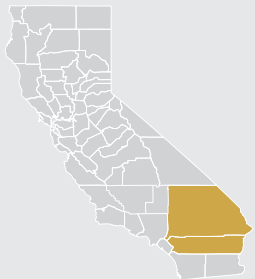
1. Building Teams
2. Conflict Resolution
3. Partnering Process and Concepts
4. Effective Escalation Ladders

PARTNERING TIP

The weekly surveys were also consistently discussed with the client such that any deviation from standard metrics was immediately addressed. It proved to be a great method for allowing people the opportunity to speak their mind freely.

“ The trust and bond that has been created and fostered through the duration of this project will extend beyond this contract. ”

—Project Team Leader



SR 111 Pavement Rehabilitation

PROJECT SUMMARY

Located along SR-111 in Palm Springs, the project required construction within a busy urban corridor featuring heavy traffic, adjacent businesses, pedestrian activity, and limited work windows. Maintaining mobility through the major arterial presented unique coordination challenges.

SUCCESS STORIES

This contract demonstrates Excellence in Partnering through exceptional collaboration, communication, and shared accountability between Caltrans, Granite Construction, and project stakeholders. Located along SR-111 in Palm Springs, the project required construction within a highly traveled urban corridor serving local businesses, tourism destinations, and Palm Springs International Airport. A significant challenge emerged during daytime HMA paving operations, which resulted in traffic congestion, reduced production, and increased safety risks. Through facilitated partnering meetings, the team openly evaluated impacts and developed a solution to transition paving operations to nighttime work.

This collaborative decision improved public safety, reduced traffic disruptions, increased productivity, and shortened paving duration. Partnering also supported proactive public outreach, including coordinated communication with residents and businesses, reducing complaints and strengthening community relationships. By integrating safety, stakeholder engagement, and early issue resolution throughout the project, the team successfully delivered a quality project while demonstrating the principles of Caltrans' Excellence in Partnering philosophy.

PARTNERING FACILITATOR

Vicki Martin
Global Leadership Alliance

RESIDENT ENGINEER

Francisco Montellano

PROJECT MANAGER

Andrew Bray

STATS

Project ID: 08-1G6304

Caltrans District: 8

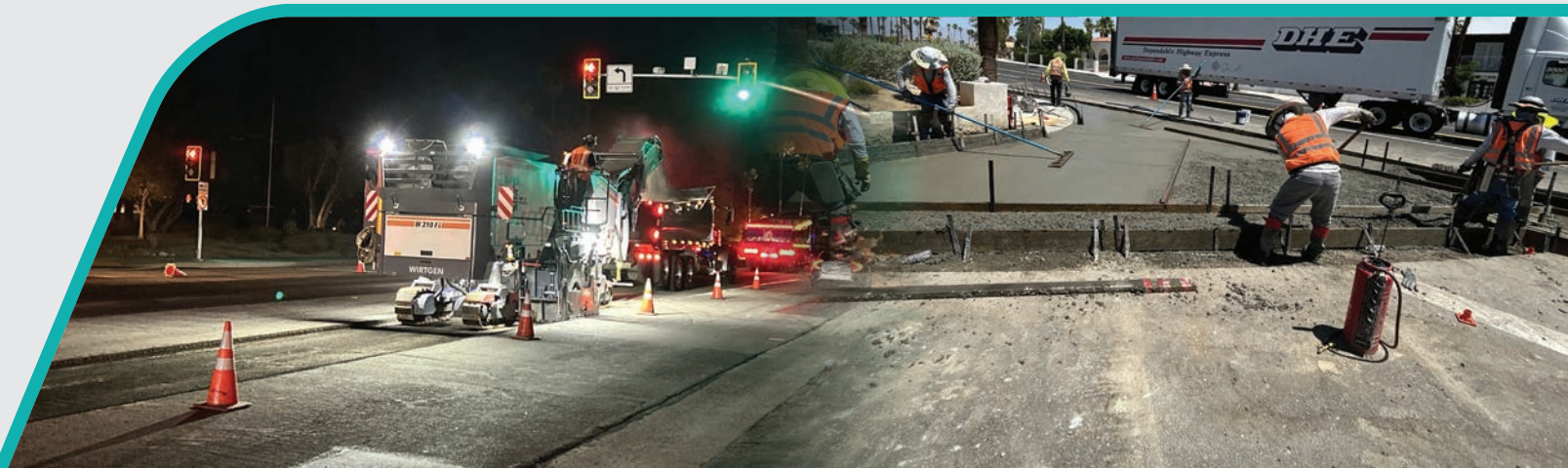
Contractor: Granite Construction Company

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

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

OSHA Recordable Incidents: 0

Estimated Partnering Savings:
\$52.20 per dollar





PARTNERING
26TH
EXCELLENCE

SILVER

PARTNERING SKILLS DEVELOPMENT

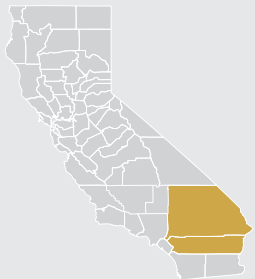
1. Building Teams
2. Conflict Resolution
3. Partnering Process and Concepts
4. Effective Escalation Ladders

FUN FACT

Before the 1993 rerouting through Palm Springs, drivers on SR 111 often waited up to two hours at its northern terminus for a left turn onto US 60/70/99—making it one of the state's most notorious traffic bottlenecks.

“ The SR-111 Pavement Project reflects a high standard of technical execution paired with effective stakeholder coordination. Caltrans’ performance exemplifies best practices in partnering and public impact mitigation.”

—City Manager, City of Palm Springs



Hemet Corridor Improvement Project along SR 74

PROJECT SUMMARY

The Hemet Corridor Improvement Project along State Route 74 in the City of Hemet, County of Riverside, included major fiber optic cable system upgrades along the corridor. In addition, the scope of work included roadway upgrades and minor concrete work on 201 ADA facilities and 3 bus pads.

SUCCESS STORIES

This project demonstrates Excellence in Partnering through strong collaboration, transparency, and shared commitment to successful project delivery among Caltrans, Griffith Company, and project stakeholders. The extensive scope included certification of 201 ADA facilities, ITS improvements, fiber optic installation, Rapid Set JPCP bus pads, and rehabilitation of more than 44 lane miles of roadway.

Successful execution required detailed planning, continuous communication, and a comprehensive quality management approach. When driveway redesign delays threatened the critical path, the team collaboratively resequenced the schedule to maintain progress, avoiding more than \$40,000 in potential time-related costs and minimizing impacts to the City of Hemet community.

The team also demonstrated adaptability by strengthening the partnering process through open discussion and mutual agreement. Through proactive utility coordination, public outreach, weekly collaboration meetings, and effective issue resolution, the team overcame significant challenges and completed the project without claims, reflecting the core principles of Caltrans' Excellence in Partnering philosophy.

PARTNERING FACILITATOR

Vicki Martin
Global Leadership Alliance

RESIDENT ENGINEER

Omar Sanchez

PROJECT MANAGER

Awad Issa

STATS

Project ID: 08-1H0604

Caltrans District: 8

Contractor: Griffith Company

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

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

OSHA Recordable Incidents: 1

Estimated Partnering Savings:
\$11.67 per dollar





PARTNERING
26TH
EXCELLENCE

SILVER

PARTNERING SKILLS DEVELOPMENT

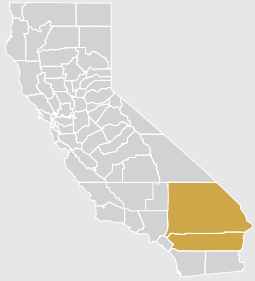
1. Building Teams
2. Conflict Resolution
3. Partnering Process and Concepts
4. Effective Escalation Ladders

PARTNERING TIP

Through the Partnering process, safety concerns related to traffic were openly discussed, leading to the decision to implement Caltrans' new "Traffic Lookout" bid item on the project. This initiative allowed Griffith Company to designate a crew member to monitor traffic conditions and identify potential hazards in real time.

“ *The partnering principles established at the outset were clearly carried through the life of the project and contributed to positive working relationships and efficient project delivery.* **”**

—Public Works Director, City of Hemet



Meniffee I-215 Rehabilitation Project

PROJECT SUMMARY

The I-215 Meniffee pavement rehabilitation project included asphalt removal and replacement, roadway surfacing, shoulder and rumble strip upgrades, drainage improvements, guardrail upgrades, and traffic control within a heavily traveled commuter corridor requiring staged lane closures and nighttime operations.

SUCCESS STORIES

The Meniffee I-215 Rehabilitation Project demonstrates Excellence in Partnering through collaboration, transparency, and a shared commitment to safety, quality, schedule, and successful project delivery. From the beginning, Caltrans and RJ Noble aligned on common goals, including zero injuries, completion within 300 working days, high-quality paving, effective communication, minimized changes, and zero claims. When HMA mix verification testing created uncertainty early in construction, the team used the partnering process to develop a collaborative solution by engaging an independent third-party testing firm. This approach preserved trust, avoided disputes, and allowed paving operations to continue with minimal schedule impact.

Safety remained a priority through proactive hazard mitigation, including improved controls for overhead utilities and summer heat conditions. The team also used the Dispute Resolution Ladder to resolve issues efficiently at the lowest appropriate level. Through strong stakeholder coordination, adaptability, and teamwork, the project was completed on time, within budget, with exceptional pavement quality, and without claims.

PARTNERING FACILITATOR

John Robles
Collabor8 Construction Partnering

RESIDENT ENGINEER

Osama Abdalla

PROJECT MANAGER

Fabian Roman

STATS

Project ID: 08-1J2604

Caltrans District: 8

Contractor: R.J. Noble Company

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

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

OSHA Recordable Incidents: 0

Estimated Partnering Savings: N/A





PARTNERING
26TH
EXCELLENCE

SILVER

PARTNERING SKILLS DEVELOPMENT

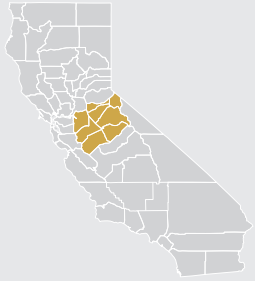
Not performed.

FUN FACT

Menifee's early settlers once discovered gold in the area—Briggs Road is named after the Briggs family, who found gold locally in the 1800s, a reminder that Menifee has roots in Southern California's mining era.

// *This project did not merely avoid conflict—it demonstrated how structured partnering transforms challenges into opportunities and delivers measurable results.* **//**

—Project Team Leader



SR 140 Pavement Preservation in Mariposa Town

PARTNERING FACILITATOR

Kelly Bonine Hall
Pinnacle Leadership Group, Inc.

RESIDENT ENGINEER

Troy Scheiber

PROJECT MANAGER

Stephen Kubat

STATS

Project ID: 10-0Y7704

Caltrans District: 10

Contractor: George Reed Inc.

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

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

OSHA Recordable Incidents: 0

Estimated Partnering Savings:
\$18.62 per dollar

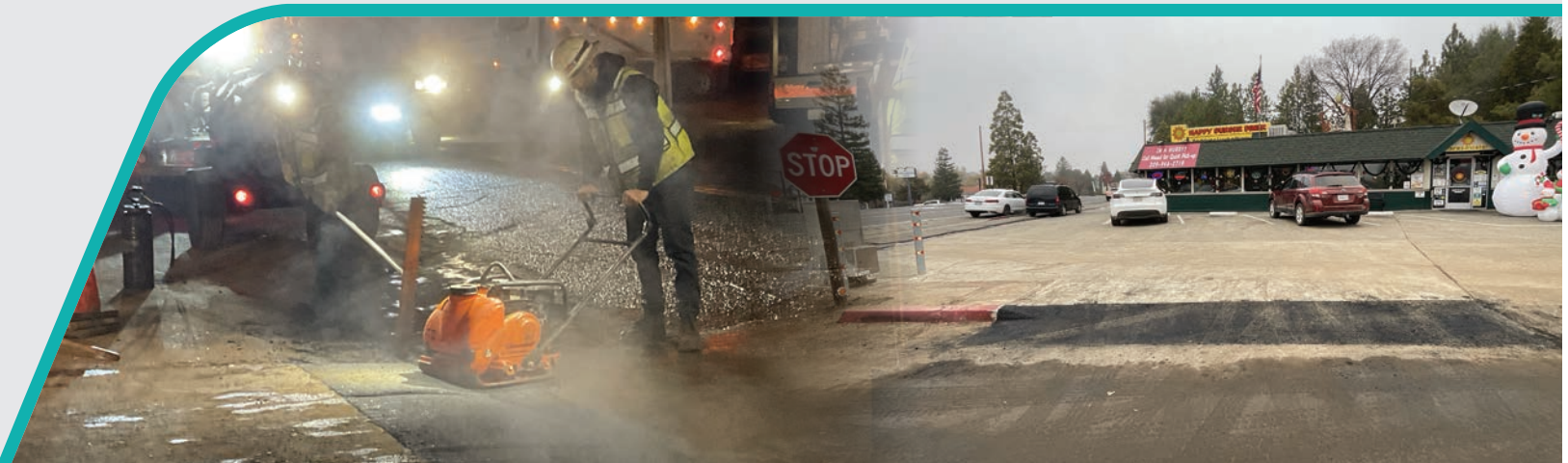
PROJECT SUMMARY

This State Route 140 capital maintenance project included cold plane and overlay operations, HMA and RHMA paving, asphalt concrete surfacing replacement, JPCP crosswalk upgrades, Midwest Guardrail system replacements, culvert improvements, and bridge repairs.

SUCCESS STORIES

This project demonstrates Excellence in Partnering through exceptional collaboration, proactive problem-solving, and a shared commitment to delivering a safe, high-quality project for the Mariposa community. Prior to construction of seven new JPCP crosswalks, the contractor and Caltrans field staff identified unforeseen site conditions, including deteriorated concrete bands and nonfunctional pedestrian warning lights, that required additional work beyond the original contract scope.

Rather than allowing the issue to impact schedule or create a dispute, the team used partnering principles and the Dispute Resolution Ladder to resolve the challenge at the field level. Caltrans coordinated with Design, Project Management, and Electrical teams to develop a timely solution and execute the necessary change order. The improved crosswalk lighting enhanced pedestrian safety by providing visible warnings to motorists. Ongoing communication with Mariposa County, residents, and businesses minimized impacts during construction. Through trust, respect, and proactive collaboration, the team created a successful project delivery environment all while strengthening relationships within the community.





PARTNERING
26TH
EXCELLENCE

SILVER

PARTNERING SKILLS DEVELOPMENT

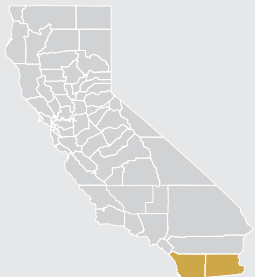
1. Active Listening
2. Communication
3. Conflict Resolution
4. Effective Escalation Ladders

PARTNERING TIP

Trust is built by fostering an environment where concerns, challenges, and objectives can be openly discussed. This alignment ensures that everyone is working towards the same outcomes, which enhances cooperation and reduces conflicts.

// *Our team's commitment to partnering created opportunities to think outside the box and bring innovative ideas and solutions.*

—Project Team Leader



Southern Border Box Culverts

PROJECT SUMMARY

The project included grading, drainage improvements, signage, and striping along the U.S. Mexico border. Construction featured a cast-in-place and precast concrete box culvert system designed to convey stormwater across the international boundary into Mexico.

SUCCESS STORIES

This project exemplifies Excellence in Partnering through innovation, collaboration, and proactive problem-solving among Hazard Construction, Caltrans, and key project partners. Early coordination identified an opportunity to improve efficiency through precast box culvert construction, leading to a Value Engineering proposal that saved approximately \$100,000. Following approval, the team collaborated with Thompson Pipe Group to overcome fabrication challenges involving quality control plans, concrete mix approvals, and joint production, ultimately delivering a successful precast system.

Partnering also enabled effective resolution of construction challenges, including material management through coordinated concrete removal and crushing operations, electrical scope adjustments, and design clarifications for cast-in-place drainage structures. By maintaining open communication, documenting decisions, and utilizing the resolution ladder, the team resolved issues quickly, reduced risks, avoided delays and rework, and maintained project momentum. The collaborative approach demonstrated how strong partnering can create value while delivering a high-quality project.

PARTNERING FACILITATOR

Vicki Martin
Global Leadership Alliance

RESIDENT ENGINEER

Steve McMillan

PROJECT MANAGER

Paul Hutchins

STATS

Project ID: 11-056404

Caltrans District: 11

Contractor: Hazard Construction Engineering, Inc.

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

Budget: \$13,185,891.5 (contract)
vs. \$13,251,453.12 (actual)

OSHA Recordable Incidents: 1

Estimated Partnering Savings:
\$27.21 per dollar





PARTNERING
26TH
EXCELLENCE

SILVER

PARTNERING SKILLS DEVELOPMENT

1. Building teams
2. Conflict resolution
3. Partnering process and concepts
4. Effective escalation ladders

FUN FACT

Otay Mesa was the site of the first controlled glider flights in the Western Hemisphere, conducted by aviation pioneer John J. Montgomery from the west rim of the mesa in 1883—over 60 years before the Wright Brothers.

“ Face-to-face meetings and interactions allowed for relationships to be borne by learning **”**
to trust each other once verbal agreements were forged.

—Project Team Leader



El Cajon OH and Marshall Ave OH

PROJECT SUMMARY

The project rehabilitated two Interstate 8 bridges, including deck-on-deck construction, overhang and barrier replacements, approach slab improvements, JPCP repairs, and polyester concrete overlays. Work required six construction stages at El Cajon OH due to heavy traffic volumes.

SUCCESS STORIES

This project demonstrates Excellence in Partnering through strong communication, innovation, and shared accountability between Caltrans and Griffith Company. From the beginning, the team faced significant challenges, including unforeseen field conditions, complex staging requirements, severe weather impacts, and emergency repairs needed to maintain safe public access. Through daily communication, weekly owner meetings, and facilitated partnering sessions, the team worked collaboratively to identify solutions and keep the project moving forward.

A major success was the redesign of construction staging, where the team leveraged an existing 55-hour full freeway closure to complete permanent improvements while eliminating lengthy temporary detours. This approach reduced public impacts, improved safety by minimizing worker exposure to live traffic, and saved time and resources. By utilizing the Dispute Resolution Ladder and maintaining open communication with all stakeholders, including design teams, the project team resolved challenges efficiently and delivered a successful project through a true partnering approach.

PARTNERING FACILITATOR

Vicki Martin
Global Leadership Alliance

RESIDENT ENGINEER

Janelle Clanton

PROJECT MANAGER

Brad Olson

STATS

Project ID: 11-430434

Caltrans District: 11

Contractor: Griffith Company

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

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

OSHA Recordable Incidents: 0

Estimated Partnering Savings:
\$31.17 per dollar





GOLD

PARTNERING SKILLS DEVELOPMENT

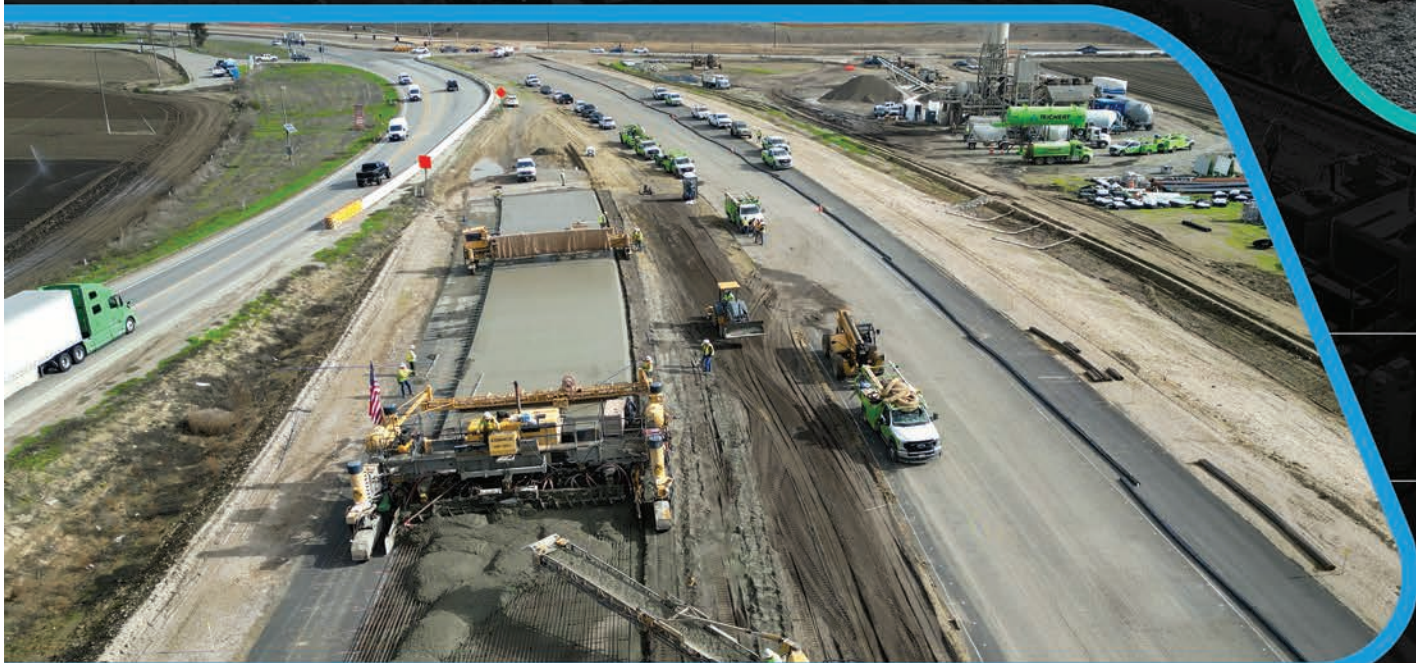
1. Building teams
2. Conflict resolution
3. Partnering process and concepts
4. Effective escalation ladders

PARTNERING TIP

During drilling operations for the overhead sign CIDH, we hit hard rock at a shallow depth. We set aside the discussion of responsibility for the cost in the moment and focused on doing what was best for the progression of the project.

// *Given the number of hours worked on the project, it is a testament to the culture of safety on this project that there were zero recordable injuries or illnesses.* **//**

—Project Team Leader



PARTNERING

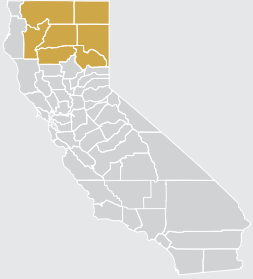


EXCELLENCE

CALIFORNIA DEPARTMENT OF TRANSPORTATION
EXCELLENCE IN PARTNERING AWARDS CEREMONY

**PROJECTS GREATER THAN
\$50 MILLION**





Yreka State Highway “Complete Streets” Rehabilitation CMGC

PROJECT SUMMARY

This SR 3/SR 263 downtown reconstruction project replaced four miles of roadway, upgraded ADA facilities, pedestrian signals, bikeways, transit stops, bridge rail, broadband, decorative lighting, and streetscape improvements while minimizing utility impacts.

SUCCESS STORIES

This project demonstrates Excellence in Partnering through a strong foundation of trust, transparency, and shared accountability between Caltrans, the contractor, and community stakeholders. Early partnering workshops established clear objectives, risk management strategies, and collaborative decision-making processes that guided the team throughout construction. Working within a busy downtown corridor, the team successfully navigated complex phasing, constrained work zones, utility coordination, and the need to maintain continuous access for residents, businesses, pedestrians, and cyclists.

Through value engineering, innovative pavement solutions, and proactive utility coordination, the team reduced impacts, improved efficiency, and extended pavement service life. Comprehensive stakeholder outreach, including public meetings and open houses, helped incorporate community feedback and minimize disruptions. The project’s safety culture resulted in more than 142,770 work hours without a lost-time incident or pedestrian/cyclist incident. Completed on time and within budget, including added scope, the project reflects the power of effective partnering and collaborative problem-solving.

PARTNERING FACILITATOR

Kelly Bonine Hall
Pinnacle Leadership Group, Inc.

RESIDENT ENGINEER

Austin Henry

PROJECT MANAGER

Mark Krasko and
Logan Hanson

STATS

Project ID: 02-1H5204

Caltrans District: 2

Contractor: Myers-Shea, A JV

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

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

OSHA Recordable Incidents: 0

Estimated Partnering Savings:
\$208.86 per dollar





GOLD

PARTNERING SKILLS DEVELOPMENT

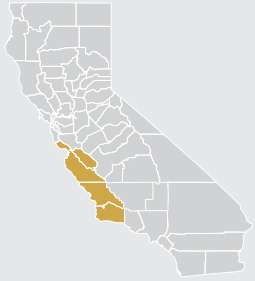
1. Purpose – interests and goals
2. Active communication
3. Trust
4. Negotiation and problem solving

FUN FACT

Founded in March 1851 with the discovery of gold in the nearby “Flats,” Yreka quickly became the commercial and transportation hub for the surrounding communities and mining camps, with tents giving way to more substantial commercial and residential buildings later.

“ As a subcontractor, our participation in partnering sessions allowed us to meaningfully contribute to the overall success of the project. ”

—Project Team Subcontractor



SR 156 San Juan Bautista

PROJECT SUMMARY

In San Benito County, this major project extended Highway 156 by 4.6 miles, including widening, new alignment construction, bridge improvements, a roundabout, drainage and utility upgrades, and traffic signal modifications between San Juan Bautista and Hollister.

SUCCESS STORIES

The Highway 156 Improvement Project demonstrates Excellence in Partnering through a strong commitment to collaboration, trust, transparency, and shared accountability among Caltrans, Teichert, and project stakeholders. From project initiation, the team established a partnering culture focused on proactive risk management, timely decision-making, and achieving common goals.

During construction, unforeseen challenges—including misidentified utilities, a contaminated gas transmission main, saturated soils, and environmental constraints—required immediate coordination and innovative problem-solving. Through facilitated partnering sessions and the dispute-resolution ladder, the team quickly aligned stakeholders, developed solutions, and prevented delays, claims, and unnecessary impacts. Partnering also enabled the team to protect sensitive redwood trees through expert collaboration while maintaining project progress. By implementing proactive traffic management, work resequencing, and extended shifts, the team accelerated critical activities and reopened Mitchell Road two months ahead of schedule.

Safety remained a shared priority throughout, creating a project environment where concerns were addressed openly and solutions were developed collaboratively.

PARTNERING FACILITATOR

Clare Singleton
StreamLine Consulting

RESIDENT ENGINEER

Nash Munes

PROJECT MANAGER

Nathaniel Gonzalez

STATS

Project ID: 05-344904

Caltrans District: 5

Contractor: Teichert Construction

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

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

OSHA Recordable Incidents: 0

Estimated Partnering Savings:
\$15.77 per dollar





PARTNERING
26TH
EXCELLENCE

GOLD

PARTNERING SKILLS DEVELOPMENT

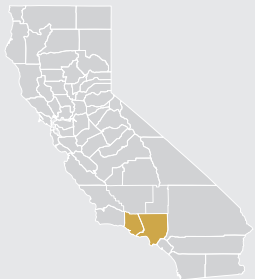
1. What is partnering?
2. How partnering benefits all stakeholders.
3. Problem-solving as a team.
4. Dispute resolution planning

PARTNERING TIP

The team forged a strong commitment to the community and formed an Interagency Committee that met regularly to coordinate the project efforts and regional impacts.

// *By consistently “walking the walk” and “talking the talk,” Teichert’s superintendents modeled and reinforced a strong partnering culture for field staff.* **//**

—Project Team Leader



The Empire Project

PROJECT SUMMARY

This major Burbank transportation project reconstructed freeway, rail, and interchange facilities, adding HOV lanes, ramps, and overcrossings within a dense urban environment while coordinating with schools, businesses, transit operations, UPRR freight, and Metrolink commuter rail.

SUCCESS STORIES

This project demonstrates Best-in-Class Excellence in Partnering through unprecedented collaboration, communication, and innovation among Caltrans, the contractor, utilities, rail partners, local agencies, and the Burbank community. The team successfully navigated a highly complex urban environment involving \$15 million in utility relocations, unknown utilities, railroad safety requirements, environmental constraints, ADA improvements, and extensive stakeholder coordination. Through partnering sessions, the team developed a comprehensive utility identification and relocation strategy involving more than 50 stakeholders, including major utility providers, the City of Burbank, and LA Metro.

Maintaining continuous freight and commuter rail operations required construction of a temporary shoefly bypass and implementation of Positive Train Control improvements. The team also collaborated with community groups and the city to deliver enhanced pedestrian and bicycle facilities beyond the original scope. Despite the project's complexity and funding deadline, the team achieved Construction Contract Acceptance two days early and completed final partnering efforts with zero Proposed Final Estimate exceptions, demonstrating the power of teamwork and shared accountability.

Although this project was accepted in 2024, due to an administrative error in processing the application, it is being recognized at this year's ceremony.

PARTNERING FACILITATOR

Clare Singleton
StreamLine Consulting

RESIDENT ENGINEER

Vladimir Gurfinkel

PROJECT MANAGER

Hani Jamaledine

STATS

Project ID: 07-1218W4

Caltrans District: 7

Contractor: Security Paving Company, Inc.

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

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

OSHA Recordable Incidents: 10

Estimated Partnering Savings: \$73.33 per dollar





PARTNERING
26TH
EXCELLENCE

SILVER

PARTNERING SKILLS DEVELOPMENT

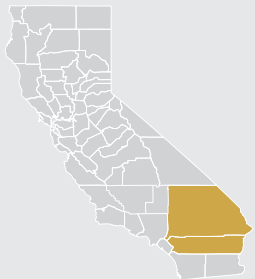
Not performed.

FUN FACT

Burbank is home of The Walt Disney Studios, established at 500 S. Buena Vista St in 1940 and financed by *Snow White's* success. The iconic Animation Building still stands as a central point on their 51-acre lot.

“ Security Paving and Caltrans valued safety higher than any other aspect of the project. ”
This was maintained throughout the duration of the job..

—Anonymous Monthly Survey Response



I-10 Design-Build Pavement Rehabilitation Project

PROJECT SUMMARY

This I-10 rehabilitation design-build project widened 14 miles of roadway, rehabilitated nine bridges, replaced HMA with JPCP overlay, and added an eastbound truck climbing lane within the challenging Colorado Desert terrain featuring steep grades and multiple wash crossings.

SUCCESS STORIES

This I-10 Safety Corridor Design-Build project demonstrates Excellence in Partnering through exceptional collaboration, communication, and shared commitment among Caltrans, Coffman Specialties, and numerous project stakeholders. Delivered alongside adjacent corridor improvements, the project required disciplined coordination to meet an aggressive schedule while managing utility conflicts, environmental permitting, scope changes, and complex bridge and roadway construction.

Through proactive partnering, the team overcame early access delays, maintained the critical path, and began JPCP paving as scheduled. Safety remained a core focus through regular partnering meetings, open hazard discussions, and timely issue resolution. Senior-level relationship meetings strengthened decision-making and agency coordination, while innovative solutions improved water supply operations, optimized construction phasing, upgraded drainage systems, enhanced electrical reliability, and resolved bridge design challenges.

The collaborative approach prevented disputes, avoided claims, maintained schedule commitments, and delivered a high-quality project that reflects the true value of the partnering philosophy.

PARTNERING FACILITATOR

Bina Jhaveri
Global Leadership Alliance

RESIDENT ENGINEER

Sadique Hossain

PROJECT MANAGER

Mitch Gamache

STATS

Project ID: 08-1C0814

Caltrans District: 8

Contractor: Coffman Specialties, Inc.

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

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

OSHA Recordable Incidents: 11

Estimated Partnering Savings:
\$19.25 per dollar





GOLD

PARTNERING SKILLS DEVELOPMENT

1. Effective Escalation Ladders
2. Partnering Process and Concepts
3. Conflict Resolution
4. Decision Making

PARTNERING TIP

Coffman Securities held weekly foreman's meetings with quality validation Inspectors and the QV manager, discussing the importance of partnering at the lowest level on the project.

// *Through trust, open communication, and collaborative problem-solving, the team overcame significant challenges, avoided claims, enhanced safety, protected the schedule, and delivered a high-quality project.* **//**

—Project Team Leader



I-5 North Coast Corridor, Segment 4AB

PROJECT SUMMARY

This project, as part of the North Coast Corridor Program, improved I-5 in North San Diego County by adding HOV lanes, a southbound auxiliary lane, and northbound widening between Palomar Airport Road and State Route 78.

SUCCESS STORIES

The I-5 North Coast Corridor project demonstrates Excellence in Partnering through a collaborative “project first” culture founded on trust, communication, and shared accountability among Caltrans, FSSW, and project stakeholders. From the beginning, facilitated partnering sessions established clear communication pathways, a dispute resolution ladder, and proactive risk management practices that allowed challenges to be addressed efficiently while maintaining safety as the highest priority. The team successfully piloted FHWA-approved temporary orange lane striping, working with Cal Stripe, SANDAG, and UC Davis to improve work zone visibility and reduce driver confusion on a corridor exceeding 700,000 vehicles per day.

Partnering also enabled innovative solutions to unforeseen challenges, including unsuitable subgrade conditions, groundwater during sign construction, material reuse, and emergency erosion repairs. These collaborative efforts avoided costly rework, reduced schedule impacts, improved safety, and delivered a successful project that reflects the true value of effective partnering.

PARTNERING FACILITATOR

Courtney Robertson
Coco Consult

RESIDENT ENGINEER

Steve McMillan

PROJECT MANAGER

Philip Bertsch

STATS

Project ID: 11-2T35U4

Caltrans District: 11

Contractor: Flatiron-Skanska-Stacy
Witbeck (FSSW)

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

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

OSHA Recordable Incidents: 1

Estimated Partnering Savings:
\$66.48 per dollar





PARTNERING
26TH
EXCELLENCE

GOLD

PARTNERING SKILLS DEVELOPMENT

1. Partnering Process and Concepts
2. Project Organization
3. Communication
4. Building Teams

FUN FACT

Starting in 2021, Caltrans tested bright orange lane markings in active construction zones—paired with orange-and-white striped patterns—to mimic cones and alert drivers more effectively.

// Executive leadership from both parties established an early foundation for teamwork by championing a partnering driven, “project first” mindset that carried through all levels of the project team. **//**

—Project Team Leader





CALIFORNIA DEPARTMENT OF TRANSPORTATION
EXCELLENCE IN PARTNERING AWARDS CEREMONY

SELF-DIRECTED PARTNERING





Sink Hole Restoration on SR 92

PROJECT SUMMARY

This emergency project repaired a sinkhole on State Route 92 caused by a series of storms in 2023. The team repaired the damage by replacing the cross-drainage pipe, removing unsuitable material, and restoring traffic operations through expedited rebuilding and temporary two-way traffic controls.

SUCCESS STORIES

This SR 92 emergency repair project demonstrates Excellence in Partnering through exceptional teamwork, rapid response, and innovative solutions among Caltrans, Granite Rock Company, subcontractors, and project stakeholders. After severe storm events created a sinkhole that closed SR 92, the team immediately mobilized to assess risks, stabilize the roadway, and restore public access. Through coordinated decision-making and use of the partnering resolution process, the team developed and implemented a temporary stabilization plan, constructed an S-curve traffic configuration, and reopened two-way traffic within six days.

The team continued this collaborative approach while installing a complex 280-foot-long, 36-inch welded steel drainage pipe system, completing the work within six inches of the target design alignment. Regular partnering meetings encouraged open communication, rapid issue resolution, and shared accountability. Through innovation, trust, and dedication to safety, the team successfully delivered a critical emergency project while minimizing impacts to commuters and the community.

PARTNERING FACILITATOR

N/A

RESIDENT ENGINEER

Peter Lam

PROJECT MANAGER

Danny Labrador

STATS

Project ID: 04-3Y0104

Caltrans District: 4

Contractor: Granite Rock Company

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

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

OSHA Recordable Incidents: 0

Estimated Partnering Savings:
\$2,000,000





PARTNERING SKILLS DEVELOPMENT

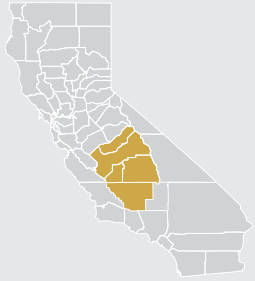
Not performed for projects without facilitated partnering.

PARTNERING TIP

Use partnering to create a safe environment between all stakeholders. If there are any suggestions that would improve safety on the project, everyone should listen, communicate, and build upon the suggestion.

// *The logos on the project team's hard hats did not matter. It made everyone feel heard.* **//**

—Project Team Leader



Kern County I-5 Surface Rehabilitation Project

PROJECT SUMMARY

This I-5 Kern County project included RHMA-O and HMA-A paving, dig-outs, striping, and loop detectors along a critical freight corridor. Work required careful traffic management to maintain agricultural operations, emergency access, and public mobility.

SUCCESS STORIES

This I-5 Surface Rehabilitation project exemplifies the success of Self-Directed Partnering through collaboration, transparency, and shared accountability between Granite Construction and Caltrans. From the beginning, the team established a foundation of trust that supported efficient communication and effective decision-making throughout construction.

Weekly status meetings provided a consistent forum to review progress, coordinate upcoming activities, identify risks, and resolve issues before they impacted the project. Through this partnership approach, the team successfully addressed challenges involving delayed submittals, material quantity concerns, paving quality, and nighttime traffic control operations. Rather than allowing issues to escalate, Caltrans and Granite worked together to clarify expectations, develop practical solutions, and maintain project momentum.

Safety remained a priority throughout nighttime operations on a heavily traveled freight corridor. Through proactive coordination, use of the dispute resolution ladder, and mutual respect, the project was completed on time, without claims, and with a high-quality final product delivered to the traveling public.

PARTNERING FACILITATOR

N/A

RESIDENT ENGINEER

Alejandro Ruezga

PROJECT MANAGER

Janet Guevara

STATS

Project ID: 06-1G7804

Caltrans District: 6

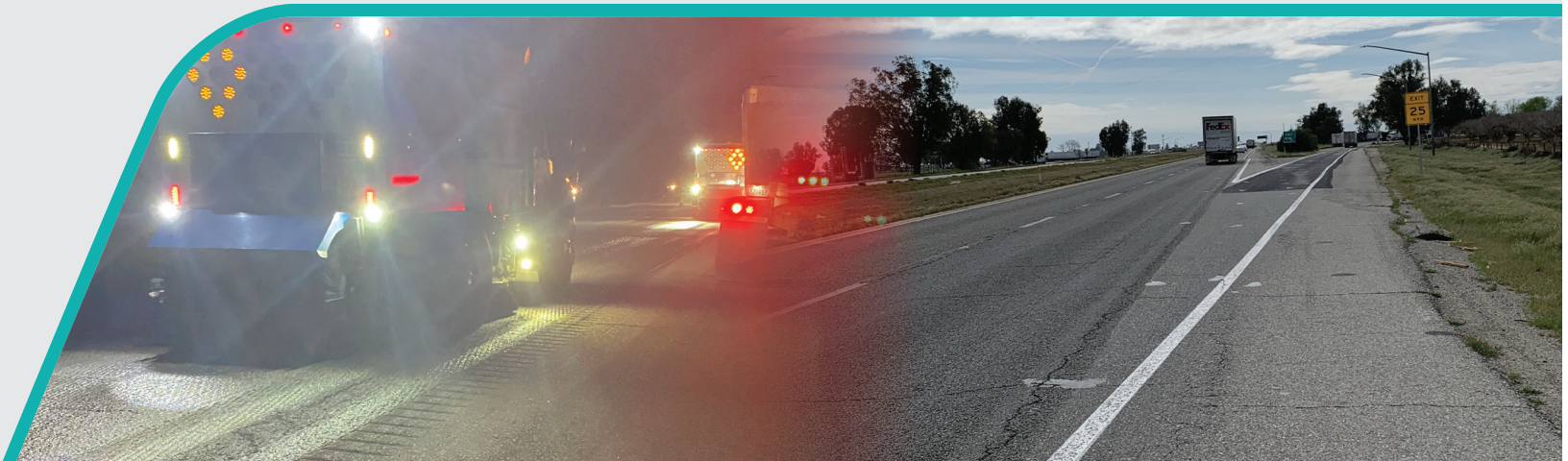
Contractor: Granite Construction Company

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

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

OSHA Recordable Incidents: 0

Estimated Partnering Savings:
\$346,161





PARTNERING SKILLS DEVELOPMENT

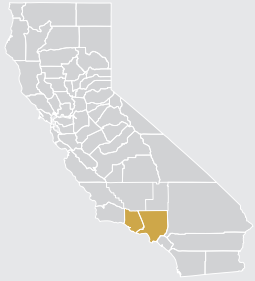
Not performed for projects without facilitated partnering.

PARTNERING TIP

Avoid potential claims through proactive communication, early issue identification, and consistent use of self-directed partnering. Contract requirements, submittal expectations, and specification compliance should be clearly communicated and reinforced during weekly status meetings, as this reduces misunderstandings that often lead to claims.

// Self-directed partnering encouraged open dialogue that led to practical and effective solutions throughout the project. //

—Project Team Leader



I-10 Emergency Fire Waste Disposal

PROJECT SUMMARY

This emergency project provided rapid response to the November 11, 2023, fire under the I-10 Santa Monica Viaduct Bridge in Downtown Los Angeles. Immediately, the team placed traffic control and detours for a full freeway closure, then proceeded to remove fire debris and hazardous materials, clear the burn site, and coordinate operations with the bridge repair contractor.

SUCCESS STORIES

This emergency I-10 Santa Monica Viaduct project exemplifies Excellence in Partnering through extraordinary collaboration, rapid joint decision-making, and a shared commitment to public safety. Following a major fire beneath the viaduct that forced closure of a critical freeway serving more than 300,000 daily commuters, Griffith Company partnered with Caltrans, the City of Los Angeles, FHWA, Security Paving, and numerous stakeholders to restore operations quickly and safely.

The team immediately implemented traffic control and detours while removing fire debris and hazardous materials to support temporary shoring and bridge stabilization efforts. Within two days, more than 1,000 tons of debris were removed through coordinated operations involving multiple contractors and disposal facilities. Despite initial estimates of a months-long closure, the team's can-do approach, constant communication, and unified focus allowed the freeway to reopen within days.

This project demonstrates how effective partnering can transform an unprecedented emergency challenge into a successful outcome for the traveling public.

PARTNERING FACILITATOR

N/A

RESIDENT ENGINEER

Sepand Minovi

PROJECT MANAGER

Stephanie Goad

STATS

Project ID: 07-2XL004

Caltrans District: 7

Contractor: Griffith Company

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

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

OSHA Recordable Incidents: 0

Estimated Partnering Savings: N/A





PARTNERING SKILLS DEVELOPMENT

Not performed for projects without facilitated partnering.

PARTNERING TIP

From the onset, safety was the top priority given the nature of the work and project conditions. The project team, Caltrans Engineers, simultaneous prime contractors, subcontractors, and the City of LA, all collaborated closely through daily coordination meetings to identify risks, sequence work efficiently, and resolve field challenges in real time.

// *They did this work on the ground, working as many as 14 hours a day out of sheer commitment and responsibility to deliver for the people of Los Angeles.* **//**

—Former Vice President Kamala Harris

SUMMARY OF AWARD WINNERS

2026 EXCELLENCE IN PARTNERING AWARDS

Projects Less Than \$10 Million

- D-4 Sonoma and Hooker Creek Bridge Replacements
- D-7 Upgrade Transportation Systems in LA County
- D-8 Three Star and Determination Ditch Bridge Upgrades
- D-10 Plymouth Clean CA Bike Path

Projects Between \$10 Million and \$50 Million

- D-1 Calpella Bridges Replacement Project
- D-4 Placer County Safety Barrier Project
- D-4 San Francisco Oakland Bay Bridge Cable Investigation
- D-5 San Jose Creek Bridge Replacement
- D-5 Santa Maria Signal & Lighting Modifications
- D-7 SR 103 Bridge Deck Replacement over Valero Refinery
- D-8 I-40 Median Regrade - Phase 6
- D-8 SR 111 Pavement Rehabilitation
- D-8 Hemet Corridor Improvement Project along SR 74
- D-8 Meniffee I-215 Rehabilitation Project
- D-10 SR 140 Pavement Preservation in Mariposa Town
- D-11 Southern Border Box Culverts
- D-11 El Cajon OH and Marshall Ave OH

Projects Greater Than \$50 Million

- D-2 Yreka State Highway "Complete Streets" Rehabilitation CMGC
- D-5 SR 156 San Juan Bautista
- D-7 The Empire Project
- D-8 I-10 Design-Build Pavement Rehabilitation Project
- D-11 I-5 North Coast Corridor, Segment 4AB

Self-Directed Partnering

- D-4 Sink Hole Restoration on SR 92
- D-6 Kern County I-5 Surface Rehabilitation Project
- D-7 I-10 Emergency Fire Waste Disposal



2021-2025 EXCELLENCE IN PARTNERING AWARDS

DISTRICT 1

01-466304 Hwy 101 Hopland CapM (2022)
01-0G33U4 Bachelor Creek (2023)
01-0B0904 Hunter Panther Bridge Construction (2025)

DISTRICT 2

02-0E0904 Sidehill Viaduct & Dog Creek Bridge (2021)
02-4G5504 Southbound Dunsmuir Grade (2021)
02-2E4804 Klamath River Arch Bridge (2022)
02-4C40V4 Redding to Anderson Six-Lane (2023)
02-4E46U4 Good Fred Project Realignment(2023)
02-3H82U4 Poison Lake Shalas Combine (2025)

DISTRICT 3

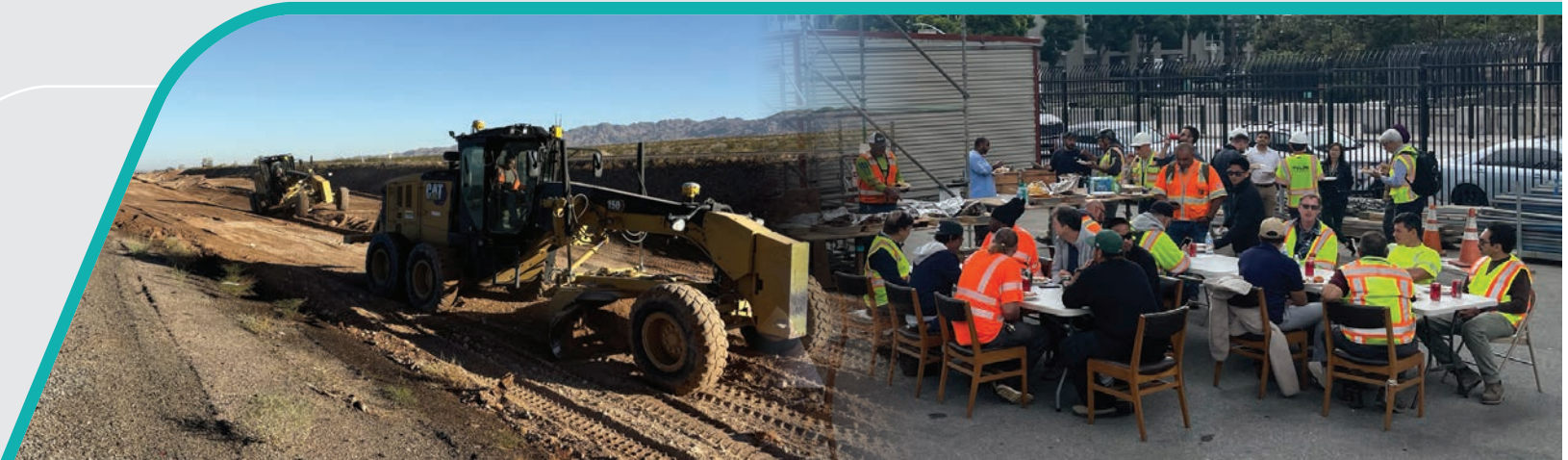
03-3H71U4 SR 70 Widening Segment 1 (2021)
03-2F5904 Smartsville Roadway Realignment (2021)
03-0H4104 Data Collection Stations (2022)
03-2F9804 Colusa SR 20 Rehab (2023)
03-0F2804 Cosumnes River Bridge Project (2024)
03-0H10U4 I-5 Corridor Enhancement (2024)
03-1E0604 SR 70 Simmerly Slough Bridge (2024)
03-1H18U4 I-80 Truckee JPCP & Poly Overlay (2024)
03-0A5704 Browns Valley Bridge (2025)

DISTRICT 4

04-4G1134 I-680 Ramp Metering Project (2021)
04-151484 I-880 & SR 84 Ramp Improvements (2021)
04-0J6424 Hwy 101 Big Pave 2 (2022)
04-1W5004 SR 1 Meyers Fire Emergency Repair (2022)
04-270104 I-580 Improvements (2022)
04-4H5804 I-880 Pavement Rehab (2022)
04-3J3204 SB-1 I-280 Pavement Rehab (2023)
04-0A5394 I-80/SR 12/I-680 Interchange Project (2024)
04-3Y5004 Alambique Slide Project (2025)
04-0A0204 Gleason Beach Realignment (2025)
04-3J0624 Hwy 101 Ramp Rehab Project (2025)

DISTRICT 5

05-0L7234 SR 58 Trout Creek Bridge (2022)
05-0N73U4 Hwy 101 Reconstruction (2025)
05-0N7AU4 Hwy 101 Santa Barbara CMGC (2023)
05-1F5004 Los Alamos Bridge (2024)
05-1K03U4 Montecito Roundabouts (2025)
05-1N4404 Encampment Rehab (2025)



2021-2025 EXCELLENCE IN PARTNERING AWARDS

DISTRICT 6

06-0Q9104 Bridge Upgrades (2023)
 06-0R1904 SR 184 & SR 223 Roundabout (2025)
 06-0S3404 SR 198 Pavement Rehab Project (2021)
 06-0S4604 Second Street Undercrossing (2023)
 06-0U2804 Yokohl & Kaweah River Bridges 2024
 06-0V1104 Stratford Kings River Bridge (2025)
 06-0V2804 Sunset Blvd and SR 184 Roundabout (2025)
 06-461504 SR 190 Lairds Rehab (2021)

DISTRICT 7

07-202124 I-710 Pavement Rehab (2023)
 07-215944 I-5 South Widening (2022)
 07-2159U4 I-5 HOV at Valley View Interchange (2024)
 07-252624 I-5 Pavement Rehab Project (2021)
 07-2881U4 SR 210 Roadway Rehab (2021)
 07-301104 SR 60 Pavement Rehab (2024)
 07-302404 Ventura Hwy 101 Rehab (2025)
 07-303404 SR 33 Rehab (2022)
 07-3096U4 I-210 Roadway Rehab (2025)
 07-325204 San Gabriel River Bridge Repairs (2025)
 07-327104 Traffic Ops Install in LA County (2025)
 07-340604 L.A. & Ventura ITS Detection Repair (2022)
 07-343204 I-405 Slope Reconstruction (2025)

DISTRICT 8

08-0J0704 I-215 Barton Road Interchange (2022)
 08-0P3904 SR 18 Shoulder Widening (2022)
 08-0R1414 I-40 Median Regrade - Segment 5 (2024)
 08-0R1424 I-40 San Bernardino County (2023)
 08-0R1604 I-40 San Bernardino County (2023)
 08-1C0824 I-10 Pavement Rehab (2025)
 08-1F13U4 SR 62 Cold-In Place Recycling (2022)
 08-1G5204 Desert Highway Rehab on SR 18 (2024)
 08-1H5304 Repair Detection Sites (2022)
 08-1K0504 Partial Depth Recycling on SR 62 (2024)
 08-1K1234 Barstow I-15 Rehab (2023)
 08-3555V4 Victorville I-15 Widening (2021)

DISTRICT 10

10-0P9234 SR 140 Ferguson Rockslide Restoration (2025)
 10-0Y7804 Yosemite SR 140 Preservation (2025)
 10-1C0404 SR 49 Pavement Preservation (2023)
 10-1C1704 Merced SR 99 CRCP Rehab (2025)
 10-3A7204 Atwater SR 99 Pavement Rehab (2024)

DISTRICT 11

11-288834 Otay MesaPort of Entry Connector (2023)
 11-2N1144 Highway Rehab on SR 78 (2024)
 11-2N1164 Pavement Preservation on SR 186 (2024)
 11-2T2174 I-5 North Coast Corridor Segments 1 & 6 (2024)
 11-2T2184 I-5 North Coast Corridor Segments 2/3/1B (2025)
 11-404604 Torrey Meadows Bridge Overcrossing (2021)
 11-410404 Imperial Avenue Bridge (2024)
 11-414804 I-8 Morena Blvd Widening (2021)
 11-418514 Construct CRCP Overlay & HMA-A (2021)
 11-419504 SR 52 Slabs Replacement (2021)
 11-422104 Drainage Culvert Repairs along I-8 (2025)
 11-430184 I-805 Sweetwater River Bridge (2023)
 11-431124 SR 52 Restore Pavement Profile (2021)
 11-4C0014 The State's First Clean California Project (2024)



SUCCESS IN MOTION AWARDS

District	EA	Resident Engineer	Contractor Contractor Project Manager	Award Level
1	0H6004	Mojtaba Mosalai	Argonaut Constructors Kyler Hakola	Silver
	0E11U4	Mojtaba Mosalai	Granite Construction Kjell Davila	Silver
	0H5504	Daniel Kraft	Granite Construction Kjell Davila	Silver
2	1H3604	Nick Riddle	Myers & Sons Construction Dave Young	Gold
	3H32U4	Nicole Mallory	Walsh/Myers JV Jay Titus	Gold
3	1H9904	Randie Babbini	Teichert Construction Ryan Payne	Silver
	3F0604	Dustin Watts	Golden State Bridge Ryan Hagen	Gold
	4F6504	Mirak Mehari	FlatironDragados/Teichert JV Ricky Johnson	Gold
4	0Q30U4	Yannaing Tun	Bay Cities Paving and Grading David Pezel	Gold
	4A1304	Syd Valeh	Ghilotti Construction Company Chase McPhaul	Gold
	2K7004	Rodelio Baluyot	Bay Cities Paving and Grading N/A	Silver
	297634	Paramjit Pander	Bay Cities Paving and Grading Kevin Barker	Gold
	0K1604	Wesley Morrison	Bay Cities Paving and Grading Jeff Brandt	Gold
	0Q1004	Paramjit Pander	FBD Vanguard Construction Jackson Lacombe	Gold
	0A53T4	Darren Isada	Kiewit Infrastructure West, Co. Brandon Risso	Gold
	1J9604	Andrew Wong	OC Jones & Sons Renan Modesto	Gold
	1Y7204	Omar Plata	Golden State Bridge Kyle Bommarito	Gold
	2Q5204	Quang Tran	Bay Cities Paving and Grading David Jimenez	Gold
	2Q5504	Asadullah Sarwary	Bay Cities Paving and Grading Nick Filice	Gold
	3G3644	Ferdinand Ciceron	Studebaker Electric, Inc Lauren Bird	Silver
	1Q5814	Fabio La Serna	OC Jones & Sons N/A	Gold
	3G9004	Fabio La Serna	OC Jones & Sons N/A	Gold
	1J8604	Al Reed, CE/RE Phillip Gaston, Consultant RE	Granite Construction Pedro Santos	Gold
5	0C7334	Martin Nnam, CE/RE Fernando Dos Santos, Consultant RE	Granite Construction Jim Hovde	Gold
	1C9504	Jacob Cooper	MCM Construction Dan Shaw	Gold
	1H6504	Nash Munes	Granite Construction Steve Walter	Gold
	1H8604	Kevin Murdock, RE Jason Torres, Consultant ARE	Calportland Construction Derek Todd	Gold
	1J7804	Michael Schmidt	Calportland Construction Michael Borrelli	Silver
	1K4504	Kevin Murdock, RE Jason Torres, Consultant ARE	Calportland Construction Derek Todd	Gold
	0N74U4	Jason Kline, CE/RE Taylor Merlo, Consultant RE	Granite Construction Craig Fowlers	Gold

District	EA	Resident Engineer	Contractor Contractor Project Manager	Award Level
6	0W9104	Amir Zamanian	Granite Construction Jorge Velazquez	Gold
	0X2604	Christopher Wilfong	Teichert Construction Alex Enriquez	Silver
	0W90U4	Mike Garrett	Teichert Construction Bennie Garcia	Gold
7	307104	Diego Banda	C. A. Rasmussen Tom Charon	Gold
	322904	Vladimir Gurfinkel	C. A. Rasmussen Tom Charon	Silver
	3203U4	Martin Oregel	C. A. Rasmussen Jesse Gonzalez	Gold
	3311U4	Alfred Ira	Peterson/Chase Inc. Jon Vandersloot	Silver
	316004	James Shih	Guy F Atkinson Construction Brian Presti	Gold
	347904	Mohideen Buharie	C. A. Rasmussen/Vanguard JV Matt Osborne	Bronze
8	350314	Muhammad Ismail Hossain	Crosstown Electrical and Data Inc. Susana Dominguez	Gold
	355104	Ali Karout	Aldridge Electric Araceli Nieto	Gold
	356604	Jerome Arabe	Myers & Sons Construction Sal Deraki	Gold
	1J2904	Mohamad Alsheikh	Coffman Specialties Mary De La Rosa	Silver
	1J3304	Khoa Nguyen	TSI Engineering, Inc. Sanan Ali	Silver
	1J6104	Mahfual ALam	FBD Vanguard Construction Ali Arabshahi	Silver
10	1J5404	Giang-Sinh Tran	FlatironDragados Est LLC Kelsey Moore	Gold
	0K1224	Taghreed Al-Khateeb	Sully-Miller Contracting Co. Iqbal Bahramzi	Silver
	0G8304	Jagga Dhami	Viking Construction Company William Padilla	Gold
	1C2704	Zubair Anwar	TSI Engineering, Inc. Zaeem Ali	Silver
	1F1804	Tofael Anwar	Viking Construction Company William Padilla	Gold
	1E3004	Ariel Mendoza	Bay Cities Paving and Grading Pablo Bernardino	Silver
11	1H5004	Elaine Yip	Viking Construction Company William Padilla	Silver
	430384	Karl Hartline	Hazard Construction Fausto Gonzalez	Gold
	431644	Yong Pak	Skanska USA Civil David Sharpnack	Silver
12	0Q9704	Irvin Nguyen	Guy F Atkinson Construction Torrence Reiman	Silver



PARTNERING

26TH

EXCELLENCE



26TH ANNUAL CALTRANS

**EXCELLENCE
IN PARTNERING**

AWARDS CEREMONY

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For more Information on the Caltrans Partnering Program, Contact the HQ Partnering Coordinator at partnering.program@dot.ca.gov or visit www.CaltransPartnering.com.

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