



15TH ANNUAL CALTRANS
EXCELLENCE IN **PARTNERING**
Award Ceremony


Partnering
Our way of doing business

April 16, 2015

California Department of Transportation
EXCELLENCE IN PARTNERING AWARD CEREMONY



April 16, 2015
2:00 pm – 4:00 pm

Agenda

Ken Solak

Partnering Coordinator, Headquarters
California Department of Transportation

Rachel Falsetti

Acting Chief, Division of Construction
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Vince Mammano

Division Administrator, California Division
FHWA

Malcolm Dougherty

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FHWA Perspective

Partnering Our Way of Doing Business

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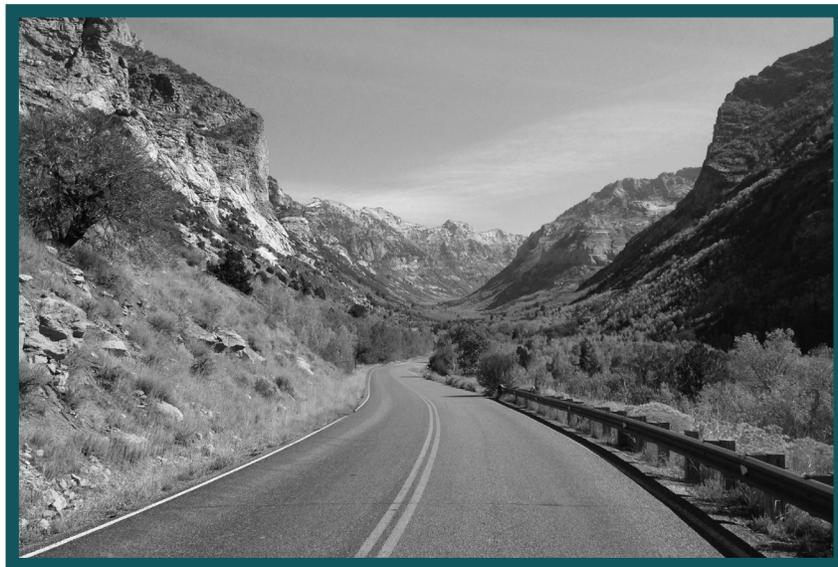
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Success in Motion Awards

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Projects Less Than \$10 Million



880 Median Upgrade Project



Bronze Award

STATS

Project ID	04-1G5604
Caltrans	District 4
Contractor	Flatiron West, Inc.
Schedule	180 Days - Finished in 152 Days
Budget	\$3.9 Million - Actual Cost \$3.3 Million
Safety	Zero Loss Time Incidents

PARTNERING LEADERSHIP

Rui Zhang	RE, Caltrans District 4
Bill Auston	PM, Flatiron West, Inc.

PARTNERING TIP

Advance planning and partnering with local agencies gains favor with the community and results in fewer obstacles throughout construction.

This project involved the demolition of the existing double metal beam guardrail and median, and the construction of 3,200 feet of new concrete barriers atop cast-in-place corbels and deck that spanned northbound and southbound bridges of Interstate 880 in Alameda County. The project site is an elevated freeway and a main thoroughfare for goods and people, with access to Oakland and regional access to San Francisco. Despite the heavy traffic flows and limited site access, the project was completed ahead of schedule and under budget.

BEST PRACTICES

- Kick-off Partnering Workshop
- Quarterly Partnering Sessions
- Lessons Learned Session

"Our main goal throughout the project was to work with all the agencies involved with the parking lots and minimizing the impacts to the community around the job. With these central goals in mind, we satisfied the needs of the MTC, BART, City of Oakland, Oakland PD, and Alameda County." - Matt Harris, Project Engineer, Flatiron West, Inc.

SUCCESS STORIES

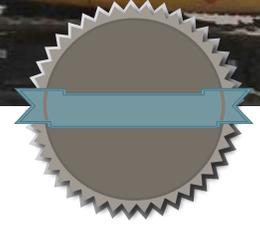
Overcoming the obstacles of site access and busy downtown streets was the most difficult aspect of this project. Partnering between Caltrans and Flatiron West, Inc., along with other local agencies and businesses, proved to be a key factor in enabling the project to be successfully completed ahead of schedule and \$600,000 under budget. Other successes included:

- Consolidated the project from 5 to 3 stages by partnering with Caltrans ROW, BART, Alameda County, the Metropolitan Transportation Commission (MTC), the City of Oakland and Oakland PD.
- Revised the staging plan by reducing the contract duration by 28 days, or approximately 16%.
- Successfully minimized the impact to MTC employees by modifying the construction schedule in order to keep the parking lot open throughout the project.
- Effectively communicated and coordinated with a nearby overcrossing project.
- Completed the project with minimal impact to the community by developing an alternative median demolition plan that minimized traffic issues, environmental, noise and public safety impacts throughout the demolition phase.

FUN FACT

Interstate 880, the "Nimitz Freeway," is named after Chester W. Nimitz, former WWII Commander in Chief of the U.S. Pacific Fleet and Pacific Ocean Areas. The President of the United States, Harry S. Truman, dedicated October 5, 1945 as "Nimitz Day" for his "exceptionally meritorious service."

ADA Curb Ramps Project



Silver Award

PARTNERING LEADERSHIP

Ali Nikzad RE, Caltrans District 4
Ken Bilbo PM, Ghilotti Bros., Inc.
Kelly Hall Facilitator, Pinnacle Leadership Group, Inc.

PARTNERING TIP

One of the best goals you can set as a team is to “Have Fun” on the project. It creates excitement, and partnering will become contagious.

STATS

Project ID	04-4A6304
Caltrans	District 4
Contractor	Ghilotti Bros., Inc.
Schedule	121 Days - Finished in 121 Days
Budget	\$1.4 Million - Actual Cost \$1.5 Million
Safety	Zero Recordable Incidents in 7,533 MHs

BEST PRACTICES

- Kick-off Partnering Workshop
- Partnering Charter
- Quarterly Partnering Sessions
- Key Subcontractors Attended Partnering Sessions
- Lessons Learned Session

“Partnering established an open-minded forum for all the parties to express their needs and concerns. With this process all parties were ultimately satisfied with the results of the project.”

- Ken Bilbo, PM, Ghilotti Bros., Inc.

This project included the installation of curb ramps at 21 locations throughout San Francisco and Santa Clara counties, and installing new signalization at Stanford University and two other locations. The most challenging aspect of the project was that the critical path of the project ran through one location in front of Stanford University. This not only made coordination with Stanford University critical to successful completion but it also meant the 20 other locations needed to be completed simultaneously. The sidewalk curbs were also required to comply with ADA standards to ensure wheelchair accessibility.

SUCCESS STORIES

This project was complex in nature and required coordination with Stanford University, project stakeholders, and the public. Caltrans and Ghilotti Bros., Inc. partnered early on with project planning initiated more than three months prior to the start of construction. The team met on a bi-weekly basis to discuss the project, review submittals, and identify potential issues and ultimately completed the project on time. Other successes included:

- Carefully planned the signalization by partnering with Columbia Electric in order to replace signals and pedestrian ramps without disrupting the students, faculty or the public. Stanford’s commencement date was included in the baseline schedule.
- Partnering led to the acceptance of VECP #001 which modified the design by removing strategic portions of the barrier wall to allow the handicap walls to be installed. This proposal saved an estimated \$28,000 and eliminated a potential \$72,000 CCO.
- Early planning led to the discovery that three locations would have conflicts with existing facilities and re-designs were facilitated.
- The project team demonstrated a “partnering” culture, resolving issues through discussion, resulting in zero claims on the project.
- Meticulous coordination between the project team and Stanford University resulted in the delivery of a high quality project.

FUN FACT

Leland Stanford, Governor and United States Senator of California, and his wife founded the Stanford University in 1885 in memory of their son, Leland Stanford, Jr., who died of typhoid. The Stanfords’ decided that because they no longer could do anything for their own child, “the children of California shall be our children.” Thus, students of Stanford University received a free-of-cost education until the mid-1930s.

Projects Greater Than \$10 Million – Less Than \$50 Million



I-40 Rehabilitation Project Near Barstow



Bronze Award

STATS

Project ID	08-0K2504
Caltrans	District 8
Contractor	Skanska USA Civil West
Schedule	214 Days - Finished in 212 Days
Budget	\$20.7 Million - Actual Cost \$18.3 Million
Safety	Zero Recordable Incidents

PARTNERING LEADERSHIP

Shaine Shahidi	RE, Caltrans District 8
Dennis Putnam	Senior PM, Skanska USA Civil West
Phil George, PE	Facilitator, Global Leadership Alliance, Inc.

PARTNERING TIP

Quarterly partnering sessions create synergy. Innovative ideas and creative solutions can result from being exposed to multiple perspectives.

This project involved the rehabilitation of a section of Interstate 40 in San Bernardino. This section is a major thoroughfare for the transport of goods and people into California from the Southwest states. The project work included milling the existing asphalt concrete pavement and replacing it with hot mix asphalt (HMA)-Type C and rubberized HMA-Type G, in addition to new pavement for 16 ramps, placement of rapid set concrete, dike replacement for 41 miles of roadway and upgrades to the existing metal beam guard railing. This project was completed ahead of schedule and with a cost savings of over \$2.3 million.

BEST PRACTICES

- Kick-off Partnering Workshop
- Partnering Charter
- Partnering Skills Development Training
- Quarterly Partnering Sessions
- Dispute Resolution Ladder
- Lessons Learned Session

"The facilitator created a friendly atmosphere where people could talk directly to each other."

- Shaine Shahidi, RE Caltrans District 8

SUCCESS STORIES

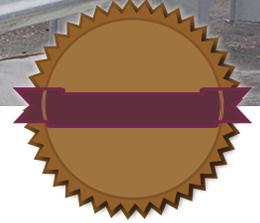
Trust and honest communication was established early on between Caltrans and Skanska USA Civil West through the partnering process. Led by Phil George of Global Leadership Alliance, Inc., the team worked together in the kick-off partnering workshop to create a project charter as well as undergoing Partnering Skills Development Training on topics such as developing teams and relationships, and developing an issue resolution procedure. Other successes included:

- Innovative ideas and understanding by the partnering team contributed to a value engineering change proposal (VECP) and trial program. This later resulted in an excellent lessons learned session for future overlay HMA dike projects.
- The partnering team held quarterly partnering sessions and conducted surveys (with an average of 90% participation) in order to remain focused on achieving the goals set forth in the charter, creating accountability within the project team.
- Parties worked together to resolve issues at the lowest level which resulted in a reduction of claims on the project.
- Demonstrated a partnering culture by working together to complete a quality project for the community.

FUN FACT

Barstow is named after William Barstow Strong, former president of the Atchison, Topeka and Santa Fe Railway. Some early Barstow names were Camp Sugarloaf, Grapevine, and Waterman Junction.

Bridge Approach Slab Replacement Project



Bronze Award

PARTNERING LEADERSHIP

Dan Juarez RE, Caltrans District 11
Mark Goldberg PM, Flatiron West, Inc.

PARTNERING TIP

Partnering principles can be applied when dealing with neighboring construction projects. By communicating with the project team you can avoid unforeseen scheduling conflicts and mitigate serious project delays.

STATS

Project ID	11-238604
Caltrans	District 11
Contractor	Flatiron West, Inc.
Schedule	340 Days - Finished in 287 Days
Budget	\$13.5 Million - Actual Cost \$11.1 Million
Safety	Zero Recordable Incidents

BEST PRACTICES

- Kick-off Partnering Workshop
- Quarterly Partnering Sessions
- Dispute Resolution Ladder
- Lessons Learned Session

“Successful partnering is reliant on common goals. On this project, due to traffic exposure, our highest priority was safety. Beyond any award or recognition; Caltrans and Flatiron are the most proud that none of our people got hurt, and most of all, that it took a total team effort to accomplish this. That is what partnering is all about.” -Dan Juarez, RE, Caltrans

This \$13.5 million project replaced bridge approach slabs with joint seal and concrete barrier end treatments on 56 bridges throughout San Diego County. The project involved six different freeways, some of which were already under construction. All work was performed at night adjacent to live traffic and was coordinated to minimize interference with commuters. A major challenge on this project was that on I-805 the project work overlapped another nearby construction project. While the partnering team had to go to great lengths to limit schedule conflicts, the project was completed 2 months early and with a project savings of over \$2 million.

SUCCESS STORIES

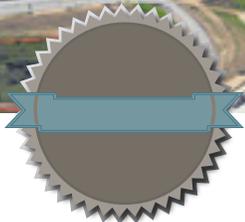
The landscape and scale of this project made it an extremely challenging undertaking from the start. In order to accommodate traffic and maintain a safe construction site, much of the work took place during night shifts, which demanded cooperation with all stakeholders involved. Workers spent each night racing against the clock to minimize any impact on the public while still successfully meeting the goals established by the partnering team. Teamwork and timely decision making resulted in a final product that was completed ahead of schedule and significantly under budget. Other successes included:

- Issues were solved early through the use of the dispute resolution ladder instated by the project team. The process empowered both state inspectors and superintendents to efficiently settle and prevent any issues that may have occurred in the field at night.
- Caltrans and Flatiron West, Inc. proactively communicated and coordinated with contractors on a nearby project.
- Strong communication among the project team allowed for efficient staffing and minimal disruption for motorists.
- Partnering played a major role in the coordination and cooperation of lane closures and detours that ultimately prevented delays or interruptions in the project schedule.

FUN FACT

Coronado Island, a popular tourist destination in San Diego County, was founded in 1885. However, the Coronado Bridge that connects downtown San Diego to Coronado was not built until nearly one hundred years later, and the first driver across the bridge was Ronald Reagan in 1969.

I-15/ SR 76 Separation Project



Silver Award

STATS

Project ID	11-257144
Caltrans	District 11
Contractor	Flatiron West, Inc.
Schedule	194 Days – Finished in 193 Days
Budget	\$26.5 Million – Actual Cost \$23.3 Million
Safety	Zero Recordable Incidents

PARTNERING LEADERSHIP

Edward Fitzgibbon Senior RE, Caltrans District 11
Jeremy Kirkpatrick PM, Flatiron West, Inc.

PARTNERING TIP :

Schedule fun events, such as BBQ and cookoffs; these activities can ease tension and motivate everyone to work together on everyday challenges.

This project involved the widening of the heavily used I-15 and the State Route 76 (SR 76) interchange from two lanes to four lanes in San Diego County. The project included improvements to existing on and off-ramps, as well as building two new loop ramps. The I-15 is the major artery from San Diego to the Inland Empire and the SR 76 connects Temecula and Fallbrook with beach communities. Aside from the challenges presented by heavy usage, the site was also located on former Native American settlements in San Luis Rey Valley requiring coordination with multiple organizations.

BEST PRACTICES

- Kick-off Partnering Workshop
- Quarterly Partnering Sessions
- Key Subcontractors Attended Partnering Sessions
- Lessons Learned Session

"I strongly believe that our partnering methods greatly influenced the lack of claims on this project. We didn't always agree, but it was easy to discuss the disagreements, understand the other side's position and find a suitable compromise."- Jeremy Kirkpatrick, PM, Flatiron West, Inc.

SUCCESS STORIES

This project was part of the Keep San Diego Moving plan, a large improvement project where maintaining schedule was critical. The team successfully achieved this goal by using open and honest communication to resolve any issues during the kick-off workshop. Partnering between Caltrans and Flatiron West, Inc., proved to be very successful and the project was delivered ahead of schedule and under budget. Other successes included:

- Constant communication enabled the team to re-sequence the staging that allowed for more construction activities to overlap, decreased contract duration and increased public safety.
- Establishing monthly team building activities kept morale high and maintained a Partnering culture.
- Collaboration with Caltrans, Flatiron West, Inc., and Rainbow Municipal Water District allowed for the additional work to include installation of a waterline within scope that was determined to be more cost effective, resulting in less impact on the public and saved valuable time and resources.
- Brainstorming sessions encouraged multiple teams to work together and develop solutions for the completion of paving tie-in, which resulted in eliminating temporary paving quantities, reducing time on the project and increasing cost savings.
- Partnering allowed the team to build a high quality project quickly, with zero claims and an estimated savings of \$1,000,000.

FUN FACT

This new four-lane highway will be a key transportation asset to help meet future travel demand. About 30,000 vehicles travel between I-15 and I-5 along the road daily, a figure expected to double by 2030.

Highway 65 Lincoln Bypass Phase 2 Project



PARTNERING LEADERSHIP

Brahim Oulad Daoud RE, Caltrans District 3
Rich Hufford CM, DeSilva Gates Construction
Rob Reaugh Facilitator, OrgMetrics

PARTNERING TIP :

Commit to a partnering goal as a team to create a unified effort and enhance the likelihood of reaching key project objectives.

Silver Award



STATS

Project ID	03-333824
Caltrans	District 03
Contractor	DeSilva Gates Construction
Schedule	431 Days – Finished in 428 Days
Budget	\$19.6 Million – Actual Cost \$18 Million
Safety	Zero Recordable Incidents

BEST PRACTICES

- Kick-off Partnering Workshop
- Partnering Charter
- Dispute Resolution Ladder

“A partnering goal on this project was to complete the project within the allotted funds. A partnering commitment was made to achieve a savings of \$500,000.00 in order to meet that goal... Change orders were executed for a net savings of \$513,576.52.”

- Brahim Oulad Daoud, RE, Caltrans District 3

This project was part of a multiphase endeavor to construct a Highway 65 bypass to reduce traffic around the City of Lincoln in Placer County by extending the 4-lane segment from Nelson Lane to Coon Creek. The project involved the construction of median separations for the southbound lanes and the construction of three bridges crossing Coon Creek. This project site is located in a heavily traveled area. Project environmental constraints posed a challenge for the team. However, through an innovative and collaborative partnering approach, the project was completed early with cost savings.

SUCCESS STORIES

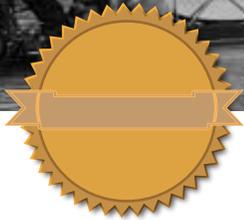
Partnering started early in this project to help ensure the project was delivered on time and under budget. The project team utilized a partnering facilitator and established a partnering charter at the kick-off meeting. The charter ensured the team was committed to the goals for the project, and ultimately contributed to the savings of more than \$500,000 and saved eleven working days on the contract. Although additional work was requested and negotiated through change orders, the overall project was under budget by an estimated \$1,500,000. Other successes included:

- Collaborating with California Flood Protection Board, Army Corps of Engineers, California Department of Fish and Wildlife, and the Central Valley Regional Water Quality Control Board, allowed Caltrans and DeSilva Gates Construction the ability to secure early entry and extension of falsework construction, which reduced the potential for delays.
- Establishing goals in the partnering commitment, leading to significant savings and reduced delays through value engineering change proposals (VECPs) and change orders.
- Bi-Monthly evaluations and weekly meetings monitored the progress toward meeting project goals and issues. The project team maintained an above average rating for reaching the 14 established goals.
- Partnering process enabled the team to satisfy a request by the Placer County Transportation Planning Agency to add a change order to extend the project by approximately one mile, which included the crossing of an environmentally sensitive stream.

FUN FACT

At a future date, a third phase of the Lincoln Bypass Project will add two lanes between West Wise Road and Riosa Road. SR 65 eventually will become a continuous four-lane freeway from I-80 in Roseville to Riosa Road in Sheridan.

Fix-50 Project



Gold Award

STATS

Project ID	03-0F2304
Caltrans	District 03
Contractor	Myers and Sons Construction
Schedule	185 Days - Finished in 185 Days
Budget	\$28.9 Million - Actual Cost \$24.9 Million

PARTNERING LEADERSHIP

Meshack Okpala	Senior RE, Caltrans District 3
Gabe Farncroft	PM, Myers and Sons Construction
Kelly Hall	Facilitator, Pinnacle Leadership Group, Inc.

PARTNERING TIP :

Invite stakeholders to participate in meetings and the project will benefit from the additional communication and contributions.

This project involved the rehabilitation of a section of U.S. Highway 50, known as the W/X Viaduct, between 18th and 24th Streets in Sacramento. This section of freeway is comprised of two 2,530 foot-long parallel structures that carry six lanes of traffic over city streets, freight, and light rail lines in downtown Sacramento. The current structures required rehabilitation to enhance safety and increase the life of the concrete deck. The project work included a new fiber reinforced concrete deck, widening of shoulders, new concrete barriers and railings, and new energy-efficient lighting.

BEST PRACTICES

- Kick-off Partnering Workshop
- Partnering Charter
- Quarterly Partnering Sessions
- Dispute Resolution Ladder

"The goals were measured and evaluated daily with conference calls participated by stakeholders in addition to the monthly surveys and weekly team meetings."
-Gabe Farncroft, PM, Myers and Sons Construction

SUCCESS STORIES

This was a high profile, high traffic volume project with a potential for significant impact to the traveling public which required many stakeholders and owners to be involved. Caltrans and Myers and Sons Construction, in addition to other stakeholders, utilized a professional partnering company to facilitate the preparation of a partnering charter to ensure the success of the project. The project team was able to provide constant communication with the partnering groups which brought stakeholders closer together and, in turn, helped complete the project on time and under budget. Other successes included:

- Innovative ideas and understanding by the partnering team contributed to a value engineering change proposal (VECP) to modify the staging and traffic handling plan, which eliminated the full freeway closure and significantly reduced the impact to the traveling public.
- Established a partnering charter and implemented daily communication, weekly meetings and monthly evaluations to maintain the goals set by the charter.
- Completed the traffic interfering portion of the project 33 days ahead of schedule.
- Both parties implemented an issue resolution ladder which prevented any notice of potential claims to be submitted.

FUN FACT

During the Fix-50 Project, local businesses offered discounts to the community on Twitter and Facebook using the campaign slogan, "We can't fix 50 but we can help you save! #stayandplay #supportlocal."

Highway 17 Wet Pavement Correction Project



Gold Award



PARTNERING LEADERSHIP

Moaid Laymoun, PE RE, Caltrans District 4
Kyle McLean PM, Graniterock Construction
Sue Dyer Facilitator, OrgMetrics

STATS

Project ID 04-264904
Caltrans District 4
Contractor Graniterock Construction
Schedule 285 Days - Finished in 285 Days
Budget \$15.9 Million - Actual Cost \$15.7 Million
Safety Zero Recordable Incidents

PARTNERING TIP :

Partnering shifts the focus from the success of individual parties to the success of the team.

BEST PRACTICES

- Kick-off Partnering Workshop
- Partnering Skills Development Training
- Quarterly Partnering Sessions
- Dispute Resolution Ladder
- Lessons Learned Session

"Our project team worked cooperatively to successfully construct this challenging project in very difficult site conditions. We communicated openly and collaborated on solutions to the myriad of problems which arose."

- Kyle McLean, PM, Graniterock Construction

The project enhances safety along a 4-lane highway on State Route 17 in the Santa Cruz Mountains near Los Gatos. The major scope of the project consisted of constructing various drainage systems and resurfacing the existing pavement to eliminate the formation of concentrated storm water runoff areas during weather conditions. The project involved a high degree of difficulty in construction due to the mountainous, heavily traveled, narrow and winding highway. Although the project faced many obstacles, and nearly all the work had to be performed at night, the project was completed on time and under budget.

SUCCESS STORIES

The project team worked cooperatively with all stakeholders to successfully construct this challenging project in a heavily traveled (over 60,000 ADT) and mountainous area. Other successes included:

- Coordinated value engineering cost proposal (VECP) to replace jack and bore pipe with conventional installation methods with an estimated savings of \$200,000.
- Effectively worked together to save approximately \$500,000 in cost by re-staging the installation of Quick Change Moveable Barriers and the elimination of Armorguard Barrier Systems in the median.
- Consistent coordination with California Highway Patrol, California Department of Fish and Wildlife and California Water Quality Board allowed for priority in Construction Zone Enhanced Enforcement Program (COZEEP) dispatch and an extended deadline for critical drainage work.
- Daily communication, weekly meetings and monthly surveys were utilized to maintain the goals set by the charter.
- Although Route 17 is known to be a dangerous section of highway, there were zero safety incidents during this project.
- The partnering team produced a quality product with minimal impact to the public and zero claims on the project.

FUN FACT

The earliest connection between Santa Cruz and San Jose was an old Native American foot trail. The first road that could be navigated by a wagon was a dirt toll road built by Charlie McKiernan, known as "Mountain Charlie" by locals, some time around 1853.

I-80 Dixon Project



Gold Award

STATS

Project ID	04-4A0104
Caltrans	District 4
Contractor	Teichert Construction
Schedule	212 Days - Finished in 212 Days
Budget	\$44.4 Million - Actual Cost \$41.3 Million
Safety	Zero Loss Time Incidents

PARTNERING LEADERSHIP

Carl Butters	RE, Caltrans District 4
John Purvis	Senior PM, Teichert Construction
Larry Bonine	Facilitator, Pinnacle Leadership Group, Inc.

PARTNERING TIP

Achieve project goals by involving all stakeholders from the beginning. You will reach your goals faster when everyone understands the priorities.

This project took place on the highly congested Interstate 80, and spanned 8.1 miles between the cities of Vacaville and Dixon in Solano County. The project's scope was a crack, seal and overlay using Long Life asphalt material that needed to last 40 years. This was an enormous task for the team as it had never been achieved on a project this size. Over 208,000 tons of the specialty materials were required along with precast prestressed concrete panels. The project team vigorously pursued a partnership with stakeholders, including PhDs from the University of Berkley, along with other industry experts, to achieve a high quality project on time and under budget.

BEST PRACTICES

- Partnering Charter
- Kick-off Partnering Workshop
- Partnering Skills Development
- Quarterly Meetings
- Dispute Resolution Ladder

"It was compared to the children's game of "Chutes and Ladders," where a single misstep sends you right back to the beginning of the game, starting the clock all over again." - Jamie Speer, Acting RE, Caltrans District 4 in regards to the challenge of achieving an approved Long Life mix design.

SUCCESS STORIES

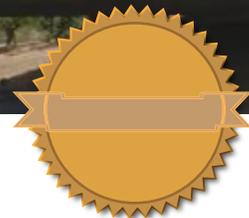
The I-80 Dixon Project was the first project of its kind to use the state-of-the-art Long Life asphalt on such a grand scale. Special testing methods were required to ensure the 40 year life expectancy. The testing was expected to take 17 weeks under perfect conditions; however, the job was plagued with problems. The team and its stakeholders came together and were able to produce a high quality product that meets specifications while still adhering to the original completion date. Other successes included:

- Strong bonds between the teams which allowed for a cooperative environment that resulted in zero claims on the project.
- The I-80 Dixon Project was also the first large scale project to use precast prestressed concrete panels at bridge undercrossings which required the creative use of gantry cranes, normally reserved for shipping docks and precasting facilities.
- Implemented a value engineering cost proposal (VECP) for a method of constructing the highway shoulders which saved \$686,292 and provided added benefits to the public by eliminating long term closures of on-and off-ramps.
- Exceeded the requirements of the contract by elevating the pavement smoothness, further benefiting the public.

FUN FACT

Solano County was one of the original counties of California, created in 1850. At the request of General Mariano Guadalupe Vallejo, the county derives its name directly from Chief Solano of the Suisun people, a Native American tribe of the region and Vallejo's close ally.

North Novato Overhead Project



Gold Award

PARTNERING LEADERSHIP

Farokh Monemzadeh RE, Caltrans District 4
Troy Simning PM, Ghilotti Bros., Inc.
Cinda Bond Facilitator, OrgMetrics

PARTNERING TIP

Develop a partnering charter that reflects the priorities of the collective team, including the voice of the project stakeholders.

STATS

Project ID	04-2640L4
Caltrans	District 4
Contractor	Ghilotti Bros., Inc./RM Harris JV
Schedule	460 Days - Finished in 440 Days
Budget	\$14.7 Million - Actual Cost \$14 Million
Safety	1 Recordable Incident in 39,800 MHs

BEST PRACTICES

- Kick-off Partnering Workshop
- Partnering Charter
- Quarterly Partnering Sessions
- Dispute Resolution Ladder
- Lessons Learned Session

"All concerns were presented, discussed, amended and agreed upon prior to leaving the meeting. All attendees had the opportunity to voice their concerns and get them included on the Charter."

- Troy Simning, PM, Ghilotti Bros., Inc.

SUCCESS STORIES

This project area is a key roadway for the transport of goods from the north coastal areas to the San Francisco Bay Area and for daily commuters to San Francisco from Marin County. Partnering was required between Caltrans and the Ghilotti Bros., Inc./RM Harris Co., Inc. JV, the Federal Highway Administration, Sonoma County Transportation Agency, Transportation Authority of Marin, and the Metropolitan Transportation Commission to achieve the objectives set out in the partnering charter. Other successes included:

- Streamlined coordination by partnering with the SMART, Novato Sanitary District, and other stakeholders to mitigate encroachment issues and challenges.
- Partnering contributed to two VECPs being developed for existing guardrails and environmental issues, with an estimated savings of \$23,000.
- Reached goals established by the charter through daily communication, weekly meetings and bi-monthly evaluations.
- Effective communication and planning for re-sequencing of bridge tie-ins, to allow for an earlier than planned opening of HOV lanes, alleviating traffic congestion in the northbound direction.

FUN FACT

Pete Carroll, Julia Child, Charles Schwab, Anne Lamott, Robin Williams and Van Morrison are all from Marin County. Marin County's other celebrities include: Gavin Newsom, Brad Gilbert, Steve Lanvin, Paul Cayard, Buddy Biancalana, Jonny Moseley, JR Hildenbrand, Dawn Riley, and Travis LaBoy.

This project extended the northbound HOV lane from Atherton Avenue to 1.4 miles south of the Redwood Landfill Interchange, requiring the widening of the North Novato Overhead Bridge, construction of concrete median barriers, asphalt concrete dikes, and erosion control work. The project is part of Segment A of the ongoing Marin-Sonoma Narrows Project to expand the US 101 corridor to six lanes throughout the Narrows. The project experienced many challenges, which included environmental wetlands, rail road crossings, services roads and a high traffic volume of daily commuters. Through partnering efforts the project was completed on time and under budget.

Route 110 Auxiliary Lane Project



Gold Award

STATS

Project ID	07-2411U4
Caltrans	District 7
Contractor	Flatiron West, Inc.
Schedule	934 Days - Finished in 850 Days
Budget	\$20 Million - Actual Cost \$24 Million
Safety	Zero Recordable Incidents

PARTNERING LEADERSHIP

Ragy Samy	RE, Caltrans District 7
Ben Cloud	PM, Flatiron West, Inc.
Holly Parrish-Bezner	Facilitator, Global Leadership Alliance, Inc.

PARTNERING TIP :

Maintain accountability by asking the team to review the partnering charter weekly. It will refocus their energy on achieving the goals identified on the charter.

This project involved the construction of auxiliary lanes in Los Angeles County from Washington Blvd. to Wilshire Blvd. on SR 110. The SR 110 freeway is a major freeway in Los Angeles near the Staples Center, L.A. Convention Center, Nokia Theater, and many five star hotels. As one of the main arterial freeways in the Los Angeles area, SR 110 carries up to 300,000 vehicles per day, making accessibility the primary goal throughout the life of the project. Aside from the challenges presented by heavy freeway usage, through constant and clear communication the team achieved a high quality project 84 days ahead of schedule.

BEST PRACTICES

- Kick-off Partnering Workshop
- Partnering Charter
- Partnering Skills Development Training
- Dispute Resolution Ladder
- Lessons Learned Session

“The partnering process united all stakeholders towards a common goal: the completion of a quality project that will profit both the communities it serves and all parties involved. Through teamwork, trust, and open communication, goals were realized.” - Ragy Samy, RE, Caltrans District 7 and Ben Cloud, PM, Flatiron West, Inc.

SUCCESS STORIES

The Route 110 Auxiliary Lane Project was a massive undertaking due to its location in Los Angeles County forcing all parties involved to cooperate so the tasks were completed on time. The group did not limit teamwork to stakeholders and construction related parties but reached out to the venues in order to balance their needs without sacrificing progress. Due to extensive outreach to the media with project updates, the final project was well received by the public. Other successes included:

- Initiated partnering workshops to develop project goals which were incorporated into the Charter.
- Each team member logged into a website to evaluate the charter goals weekly, ensuring accountability.
- Despite a total of 40 CCOs on the project, the partnership between Caltrans and Flatiron West, Inc. resulted in constructing the changes without adding time to the overall schedule.
- Partnering enabled different phases to be performed simultaneously allowing the team to complete work on time even with a two-month suspension.
- All potential claims were solved during weekly progress meetings resulting in zero claims by the end of the project.

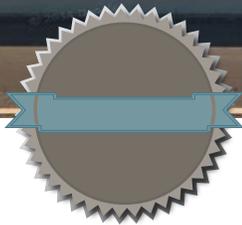
FUN FACT

Before this project, the segment of the 110 freeway that connects to the I-10 freeway had not been updated since 1954, nearly 60 years! An article by LA Times in 1954 reported that the 110 freeway was “expected to do much to alleviate traffic congestion in the business district,” a statement that became increasingly ironic to motorists in the Los Angeles area before these improvements.

Projects Greater Than \$50 Million



Golden State Highway 99 Rehabilitation Project



Silver Award

STATS

Project ID	10-0M8004
Caltrans	District 10
Contractor	Myers and Sons Construction
Schedule	201 Days - Finished in 201 Days
Budget	\$75.9 Million - Actual Cost \$80.8 Million
Safety	3 Recordable Incidents in 140, 000 MHs

PARTNERING LEADERSHIP

Renee Sutti	RE, Caltrans District 10
Mark Krasko	PM, Myers and Sons Construction
Phil George, PE	Facilitator, Global Leadership Alliance, Inc.

PARTNERING TIP :

Establishing the process to resolve disputes at the kick-off workshop avoids claims on the project.

This project involves the rehabilitation of approximately 25 miles of State Highway 99 from Merced County to San Joaquin County; a vital commercial traffic artery for the transport of goods from the agricultural north to the market and distribution centers in the south. The project involved multiple lane rehabilitation, which included crack, seal and overlay work, asphalt pavement repair, concrete pavement replacement, an upgrade of guardrails, installation of new traffic loops and pavement delineations. This project demonstrated success in partnering and was completed on time.

BEST PRACTICES

- Partnering Charter
- Kick-off Partnering Workshop
- Partnering Skills Development Training
- Quarterly Partnering Sessions
- Dispute Resolution Ladder
- Lessons Learned Session

"The committee ensured that the emphasis was placed on resolution rather than individual perceptions or motivations." - Mark Krasko, RE, Myers and Sons Construction

SUCCESS STORIES

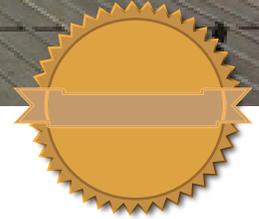
Partnering started early in this project. All parties recognized that a formal partnering process created opportunities for a higher performing project, more efficient resolution of issues, a comprehensive project closeout process, and enhanced safety for the staff and public. The project team utilized a partnering facilitator and established a partnering charter at the kick-off meeting, which established goals and an issue resolution ladder. Other successes included:

- Establishing the partnering charter allowed for discussion of the contract scope and identification of key challenges.
- Utilizing a web based survey to evaluate goals, the team consistently rated the process at 3.0 or above, on a 4-point scale.
- The partnering team effectively scheduled people and resources to facilitate the delivery of an average of \$500,000 of work per night to successfully complete the project on time.
- Completed a quality project in less than half of the 500 days originally estimated in the design process.
- A sustainable partnership in the management structure facilitated the conflict resolution process and localized the decision making with Caltrans and other stakeholders.

FUN FACT

The nearby city of Modesto has been the setting for many popular movies including: "High Noon" (1951), "Pale Rider" (1985), "Back to the Future III" (1990), and "Dead Man On Campus" (1997). Also, it is the birthplace of George Lucas, the famous director, who based "American Graffiti" on the local tradition of cruising McHenry Blvd.

Arboleda Freeway Project



Gold Award

PARTNERING LEADERSHIP

Brent Haroldsen RE, Caltrans District 10
Bart Krieger Flatiron West, Inc.
Sue Dyer Facilitator, OrgMetrics

PARTNERING TIP

Recognize the project crew for their success in reaching key project milestones. It goes a long way in fostering pride, team spirit, and a partnering environment.

STATS

Project ID	10-415704
Caltrans	District 10
Contractor	Teichert Construction/Flatiron West, Inc. JV
Schedule	655 Days - Finished in 548 Days
Budget	\$78.4 Million - Actual Cost \$68.3 Million

BEST PRACTICES

- Partnering Charter
- Kick-off Partnering Workshop
- Quarterly Partnering Sessions
- Dispute Resolution Ladder
- Lessons Learned Session

"[Partnering] was done by setting clear milestones with celebrations for reaching each milestone... Speeches were given by upper management, local politicians, farmers, and outside stakeholders... to demonstrate to the crews how much their efforts benefited the community."- Brent Haroldsen, RE, Caltrans District 10

This project involved the replacement of 5.9 miles of existing Highway 99 with a new realigned freeway. The project included construction of a new interchange, frontage roads, 13 new bridge structures and ultimately converted Highway 99 to Freeway 99 in Merced County, near the City of Merced. The new freeway increased traffic capacity from two lanes to three lanes in both north and south directions. The project was instrumental in eliminating the last "at-grade" crossings of Highway 99, increasing traffic flow and public safety. The project was so successful that the team finished the project \$8 million under budget and nearly six months ahead of schedule.

SUCCESS STORIES

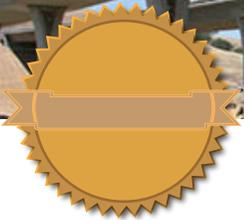
This project encountered many obstacles early on; however, with effective partnering the team resolved issues at the lowest level resulting in zero claims on the project. The partnering team included Caltrans, the joint venture between Teichert Construction and Flatiron West, Inc., property owners, utility companies, Union Pacific Railroad, California Highway Patrol, local agencies and other Caltrans divisions. Other successes included:

- Effective team work allowed for the elimination of approximately 1 million cubic yards of imported borrow.
- This was a large and highly visible project from Highway 99. However, through public outreach and by reaching the goals of the partnering charter, the team created better relationships with residents, public agencies and local government.
- Solid relationships developed by partnering allowed the team to overcome obstacles and produce a quality product.
- This is the third Gold award for the project team. Having previously received the Success in Motion Gold Award for two consecutive years, this project embodies what successful partnering can achieve.

FUN FACT

Merced County has beautiful Blossom Tours from late February to mid March, including: Almond, Plum, Peach, Apple, and Apricot Blossom. Ranked 6th in the US for agricultural output, many of the cities and highways are named after this rich agricultural area, including Mariposa meaning "butterfly" and Arboleda meaning "grove of trees."

Whitley 1 Project



Gold Award

STATS

Project ID	05-330724
Caltrans	District 5
Contractor	Papich Construction Company
Schedule	812 Days – Finished in 811 Days
Budget	\$53.7 Million – Actual Cost \$51.6 Million
Safety	2 Recordable Incidents out of 276,600 MHs

PARTNERING LEADERSHIP

Karl Mikel	RE, Caltrans District 5
Derek Todd	PM, Papich Construction Company
Phil George, PE	Facilitator – Global Leadership Alliance, Inc.

PARTNERING TIP :

Identifying critical issues during the kick-off workshop increases the future success of a project.

Highway 46 is a major east/west corridor connecting the central coast to the San Joaquin Valley. This project involved the widening of Highway 46 from a two-lane highway to a four-lane expressway, which included major bridge construction of two new 960 foot long bridges over the Estrella River east of the City of Paso Robles. Although this project faced many difficult environmental constraints, through collaboration between what became known as the Performance Team – Caltrans, Papich Construction Company and key subcontractors the project was on time and under budget with minimal impact to the public.

BEST PRACTICES

- Partnering Charter
- Kick-off Partnering Workshop
- Quarterly Partnering Sessions
- Key Subcontractors Attended Partnering Sessions
- Dispute Resolution Ladder
- Lessons Learned Session

“The partnering process required the project team to focus on mutual goals by asking the right questions timely to get team members to identify and act on critical issues.” - Karl Mikel, RE Caltrans District 5

SUCCESS STORIES

This project was the second in a series of projects to widen Highway 46 where Papich Construction Company was selected as the Contractor. This allowed the team to work closely with the State for many years and nurtured a solid partnering relationship with mutual goals. This project demonstrated specific benefits of partnering including: increased safety, a high level of trust between the parties, and a productive project team. Other successes included:

- Established a good rapport with the community by providing information and frequent project updates.
- Efficiently and accurately achieved compliance with environmental regulations through partnering.
- Successfully modified environmental restrictions for the Estrella River Crossing by increased monitoring and reporting.
- Contributed to the community by providing educational opportunities to the local college students.
- Through an established partnering charter and dispute resolution ladder, Caltrans and Papich Construction Company were able to produce a quality project with zero claims.
- Delivered the project on-time and under budget, and the team estimates that \$272,320 was saved through partnering.

FUN FACT

The site of actor James Dean’s fatal car crash is 5 miles from the Whitley 1 Project located at the SR 46 and SR 41 split. In 2005, on the 50th Anniversary of James Dean’s death, this junction was dedicated and officially named the “James Dean Memorial Junction.”

Success in Motion Awards



Success in Motion Awards

Northern Region

<u>Gold</u>	<u>Silver</u>	<u>Bronze</u>	<u>Contract No.</u>	<u>Project Name</u>	<u>Contractor</u>
⦿			01-262004	Willits Bypass Project	DeSilva Gates - Flatiron West JV
	⦿		01-423704	Green Point Sink Project	Mercer Fraser Company
⦿			02-1E10U4	Middle of Buckhorn Curve Realignment Project	Mercer Fraser Company
⦿			02-2E5104	Twin Gulches Road Realignment Project	Nordic Industries
⦿			02-360704	Bella Diddy Rehabilitation	JF Shea Construction
⦿			02-3E7604	Anderson Grade CRCP	Road and Highway Builders of California, Inc.
⦿			03-1A8444	Meeks Bay	Diablo Contractors, Inc.
⦿			03-2F21U4	Route 50/5 Sacramento River Viaduct and West End Viaduct	Myers and Sons Construction LP/ RL Wadsworth JV
⦿			03-3E6204	Butte Creek Bridge Replacement	Knife River Construction
	⦿		03-406604	Riego Rd. & Hwy 99 Interchange Project	Teichert Construction

District 5

<u>Gold</u>	<u>Silver</u>	<u>Bronze</u>	<u>Contract No.</u>	<u>Project Name</u>	<u>Contractor</u>
⦿			05-315804	Red Barn Project	GCC/MCM, A JV
	⦿		05-0G0704	Goleta Drainage Project	Flatiron West, Inc.
	⦿		05-0161E4	PIP	GCC/MCM, A JV

District 7

<u>Gold</u>	<u>Silver</u>	<u>Bronze</u>	<u>Contract No.</u>	<u>Project Name</u>	<u>Contractor</u>
⦿			07-1170U4	San Bernardino Fwy (I-10) Restoration Project	AMES Construction
	⦿		07-1952U4	US 101 / SR 23 Interchange Improvement Project	Security Paving Company, Inc.
	⦿		07-2159C4	I-5 South Widening Project – Carmenita Segment	Flatiron West, Inc.
⦿			07-215944	I-5 South Reconstruct and Widen Fwy and UC Structures	Security Paving Company, Inc.
⦿	⦿		07-245404	Route 605/10 Design Build Direct Connector Project	MCM Construction, Inc
⦿			07-252004	Rehabilitation of Pavement with Precast Panels	Myers and Sons Construction
⦿			07-260604	Widen Rte 47/I-110 Connector Project	C.A. Rasmussen, Inc.
⦿	⦿		07-260704	Route 101 HOV Project	Granite Construction
⦿			07-264804	Route 10/C Street Interchange Project	Griffith Company
	⦿		07-278304	Route 45, Temple Ave Bridge OC Rehabilitation Project	Powell Constructors
	⦿		07-286904	Route 60 Pavement Rehabilitation Project	Flatiron West, Inc.
	⦿		07-288014	Rte 210 Pavement & Median Barrier Replacement Project	Security Paving Company, Inc.

District 8

<u>Gold</u>	<u>Silver</u>	<u>Bronze</u>	<u>Contract No.</u>	<u>Project Name</u>	<u>Contractor</u>
	⦿		08-0K2704	Devore Interchange Project	Atkinson PLC / URS
⦿			08-0M94U4	I-215 Bi-County HOV Gap Closure Project	Ames Construction, Inc.
		⦿	08-448404	91-HOV Project	Sema Construction, Inc.
		⦿	08-0K2504	I-40 Rehabilitation Project	Security Paving Company, Inc.

District 11

<u>Gold</u>	<u>Silver</u>	<u>Bronze</u>	<u>Contract No.</u>	<u>Project Name</u>	<u>Contractor</u>
⦿			11-056324	State Route 11	Coffman Specialties Inc.
		⦿	11-2T2004	I-805 North HOV/BRT Design Build	Skanska USA Civil West



For more information on the Caltrans Partnering Program

visit www.CaltransPartnering.com

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