17th Annual Caltrans Excellence in Partnering Awards Ceremony
Welcome ..............................................................................................................Ken Solak
Partnering Program Manager, Headquarters
California Department of Transportation

Partnering at Caltrans ................................................................. Rachel Falsetti
Chief, Division of Construction
Headquarters, California Department of Transportation

Once a Winner, Always a Winner!! .......................................................... Sam Hassoun
Facilitator, Principal
Global Leadership Alliance, Inc.

Partnering – Our Way of Doing Business .................. Malcolm Dougherty
Director
California Department of Transportation

Awards Presentation .......................................................... Ken Solak
Partnering Program Manager, Headquarters
California Department of Transportation
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Projects Less than $10 Million
Without proper partnering, disagreements and issues quickly transform into emotional reactions and therefore escalate in intensity, resulting in increased dollar amount. Partnering helps by setting rules of how those disagreements and issues are to be dealt with.

**PARTNERING TIP**

Field meetings with the superintendent and foreman often solve issues at the lowest level possible, helping avoid negative impacts to the project.
Upgrade Existing Transition Railings at 130 Locations

PROJECT SUMMARY

The project involved the upgrade of transition railing from the existing Metal Beam Guard Railing (MBGR) to the Midwest Guardrail System (MGS) at 130 locations throughout Alameda County on six different freeways. The majority of the work took place at night with multiple contractor crews working simultaneously.

SUCCESS STORIES

- The project encompassed multiple locations and required extensive coordination between construction offices, field engineers, another large Caltrans project in the vicinity, District Office traffic personnel, COZEEP officers and the Contractor’s multiple crews. Many times, a lane closure request would be canceled because of a larger nearby Caltrans project taking precedence over this project. This did not stop progress; work was continued by coordinating with the larger Caltrans project and using their lane closure when they were not using it.

- No claims despite multiple RFIs and frequent technical modifications that required coordination with design and traffic safety.

- Actual installation in linear feet of new MGS was twice that listed on the contract, at the request of District Maintenance. This change was executed successfully without a claim.

- Since this standard was new to Caltrans, items were added to or deleted from the contract with the utmost cooperation from Midstate Barrier. With simple conversations between the State and the Contractor, those changes were handled effortlessly through agreed-upon change orders and without claims.

- Continuous communication and identification of potential issues, coupled with a relationship based on trust and commitment between Midstate Barrier and Caltrans, helped make this project a success.

FUN FACT

Guardrails protect America’s traveling public every day, but once removed from roadside service, a guardrail boasts a useful second career as the fence-of-choice for beef/dairy producers. Another efficient use is for stormwater runoff and erosion control channels. Trucks can drive right over them with no damage. They also can be used for retaining walls and decorative steps. Furthermore, famed architect Alvar Aalto often made the typical guardrail a creative part of his designs.
PARTNERING TIP

Understand early on the diverse personalities that make up your team. The project's success relies on each team member being dedicated to the partnering goals established from the beginning.

"The initial partnering meeting between the owner and contractor was most important. Everyone got to learn each other's different personalities.... In the kickoff workshop, we established project specific goals that motivated the team to be successful. The project was a big success thanks to the partnering goals and mentality established at the beginning."
FUN FACT

Although the Yosemite Valley had been inhabited for thousands of years, it wasn’t until the mid-1800s that it started getting publicity as a tourist site. With the increase in tourism, some citizens became concerned about the effects of commercial interests, which led to the passage of a bill (the Yosemite Grant) to protect the area, signed by Abraham Lincoln. This was the first parkland the federal government ever set aside for preservation and public use. It set a precedent for the creation of Yellowstone as the nation’s first national park in 1872.
Partnering helps improve the relationship between stakeholders as it is a valuable reminder to us that we are all working toward the same goal of providing a quality product on time and on budget.

PARTNERING TIP

Refer to the partnering charter when faced with disagreements. Team members should agree to follow partnering guidelines to resolve issues and keep the project moving forward.
In 1919, Earl S. Daugherty leased the area that would eventually become the Long Beach Airport. Known as Daugherty Field, the land was used for air shows, stunt flying, wing walking, and passenger rides. In December 1920, while on a visit to California, Amelia Earhart and her father went to Daugherty Field for an aerial meet. It was there that Amelia's interest in flying was sparked, and Amelia caught the flying bug after experiencing a $10 airplane ride with barnstormer and eventual record breaking aviator, Frank Hawks.

In 1940, the airport was renamed in honor of the famous aviator, who had become one of her sponsors.

**PROJECT SUMMARY**

A portion of the Temple Avenue Overcrossing at I-405 in the city of Long Beach required replacement due to concrete degradation resulting from a leaking waterline. The overcrossing, which is near Long Beach Airport, experiences a high volume of traffic. Six precast bulb-tee concrete girders (80’-100’ long) were installed, a process complicated by numerous overhead power lines that encroached on the site.

**SUCCESS STORIES**

- The original traffic closure charts only provided for four- and five-hour full freeway closure windows. This process would require closing the freeway, placing sand on the lanes to protect the roadway, performing the demolition, and clearing the sand and debris. This would have left only two hours for actual demolition work, causing crews to rush the work and increasing the likelihood of errors and injury. To proceed with the operation, extended closure hours were granted for Saturday night, benefiting both Caltrans and Powell Constructors Inc, with no additional cost to the contract.

- The original girder erection plan found that three overhead power lines running parallel to Temple Avenue were going to interfere with the boom of the proposed 350-ton crane that was needed to set the girders. Because the power lines could not be moved, Caltrans and Powell Constructors Inc. proactively worked together in developing an alternative erection plan. The new plan was submitted, reviewed, and approved in time, mitigating a potential three-week delay to the operation. This ensured that the project was kept on schedule.

**FUN FACT**

In 1919, Earl S. Daugherty leased the area that would eventually become the Long Beach Airport. Known as Daugherty Field, the land was used for air shows, stunt flying, wing walking, and passenger rides. In December 1920, while on a visit to California, Amelia Earhart and her father went to Daugherty Field for an aerial meet. It was there that Amelia's interest in flying was sparked, and Amelia caught the flying bug after experiencing a $10 airplane ride with barnstormer and eventual record breaking aviator, Frank Hawks.

**STATS**

- Project ID: 07-278304
- Caltrans: District 7
- Contractor: Powell Constructors, Inc.
- Schedule: 511 Days (contract) vs. 500 Days (actual)
- Budget: $2,950,000 (budget) vs. $2,775,793.00 (actual)
- Safety: Zero lost time or recordable injuries

**BEST PRACTICES**

- Kick-off partnering meeting
- Dispute resolution ladder
- Partnering charter
- Goals were evaluated on a monthly project survey
Projects Greater Than $10 Million – Less Than $50 Million
Partnering improved the relationship between the owner and contractor by laying down the framework for transparent, open and honest communication, and a dispute resolution process so the team could focus the energy where it was needed.

**PARTNERING TIP**

To improve the acceptance of project partnering, team members from the field crew to the owners should participate in team building activities in which people can feel part of something bigger and are given recognition for their efforts.
Bella Diddy Rehabilitation

PROJECT SUMMARY
This project involved the widening and repairing of 10.4 miles of Highway 299 with superpave hot mix asphalt (HMA) over aggregate base (AB) in Shasta County at and near Bella Vista. The route has high traffic volumes for a rural area and there are more than 90 adjacent parcels that had right of way agreements. The project consisted of excavating and widening the existing roadway, installing 78 drainage systems, conforming to more than 100 driveways and road connections, one new bridge, one bridge widening and more than six miles of environmentally sensitive areas.

SUCCESS STORIES
• Throughout the length of the project, a fiber optic line conflicted with many of the drainage systems, cut slopes, and other designed work. Through partnering and open communication, all the conflicts were identified, and relocations were performed either ahead of or concurrently with the construction activities. Any delays were insignificant as every day was planned out by the team.

• To reduce travel delays while maintaining the momentum of the project, longer closures were used with two pilot cars. The longer closure allowed JF Shea Construction to execute the work of reconstructing the roadway while simultaneously repairing the subgrade without increasing the contractor’s strained resources. The partnering process was used to identify issues before they could escalate to a schedule impact.

• At the outset of the project, JF Shea Construction intended to reuse the existing aggregate base layer that was specified in the contract, but later realized that there were no more than three inches of aggregate base material under the existing roadway. An RFI was submitted and the partnering process was applied. The entire roadway was cored, and it was determined that the site differed materially but did not warrant additional time or compensation.

• Several natural fires burned in and around the project limits, resulting in occasions where hundreds of fire crews passed through the job. This caused a breakdown in traffic control and lengthening delays. Through the communication that had been established through partnering, an emergency response plan was developed and put in place. The contractor added additional signage through a change order and the Caltrans Public Information Officer (PIO) aided in informing the public through the website and posting fliers.

FUN FACT
Completed in 1945, Shasta Dam is the eighth tallest dam in the US. Rising 602 feet, it should hold California’s largest reservoir, but was severely depleted by the state’s five year drought. That changed dramatically this year as water was released from the topmost gates of the dam for the first time in almost two decades, thanks to the abundant rainfall of this past winter.
Our positive working relationship, strengthened through partnering, enabled us to overcome every challenge and to avoid animosity. Every team member was treated with respect and honesty, resulting in exceptional loyalty to the project.

**PARTNERING TIP**

Quick, open, honest communication with effective use of the partnering dispute ladder is key to keeping disputes manageable and easier to resolve.
FUN FACT

A small portion of Highway 139 (from the Oregon border to Tulelake) is part of the federal Volcanic Legacy Scenic Byway, which is roughly 500 miles long and stretches from the Crater Lake area in Oregon, down to the Lassen Volcanic National Park in California. Along this route, you will see a variety of landscapes including wetlands, marshes, lava beds, and waterfalls. The route also brings you around a few volcanoes including Mt. Shasta, the second tallest volcano in the continuous 48 states and Pluto’s Cave, which is a partially collapsed lava tube that visitors can explore.
PARTNERING TIP

Communication, patience, listening skills, staying open to new ideas, and persistence are key to a good partnering relationship.

"We found that open communication between the key members at the partnering meeting was very helpful, especially in better understanding the Owner's concerns and what forces drove the overall project from Caltrans' point of view."
State Highway 101 Widening from Palo Alto to Mountain View

PROJECT SUMMARY

This project widened Highway 101 between the cities of Mountain View and Palo Alto from eight lanes to ten lanes and improved the associated on and off ramps. It was broken down into seven stages in order to minimize the impact to the traveling public. Three creeks run under the highway, and bridges were widened to accommodate the added lanes. There is a large outdoor concert venue which required O.C. Jones & Sons to accommodate additional traffic per the concert schedule. Furthermore, an Eruv (an Orthodox Jewish ritual enclosure) had to be maintained for the duration of the project. Moffett Field and Palo Alto airport are also near the project site, resulting in a height restriction for cranes due to the flight path.

SUCCESS STORIES

This project’s success was the result of a very close interaction between Caltrans, VTA, O.C. Jones & Sons, and outside agencies. A few issues were encountered such as design revisions, site condition variations, utility conflicts, and outside agency, resident, and business concerns, but the project team was able to mitigate the issues by maintaining a close working relationship with all stakeholders. This resulted in minimizing the impacts to the project as a whole and to the surrounding community. Some successes included:

- The State Wide RWQCB SWPPP permit posed a challenge due to the length of the project, number of waterways that passed through it, and the close proximity to the Bay. A positive attitude by all stakeholders contributed to maintaining the SWPPP. All personnel participated in mitigating impacts to the on-site stormwater and preventing unacceptable water to flow off-site.
- The overhead signs structure became an issue as to how the signs connected to the structure. Partnering was used to help resolve the issue and the added cost was split 50-50.
- The height of the existing concrete barrier to be retained was too low and, therefore, required to be removed and replaced. The issue was identified and resolved early so most of the added work was done during the contract period. This minimized the overall added cost.
- Public outreach to the cities, private businesses, and communities located along the project limits resulted in a positive image for the project.

FUN FACT

Palo Alto was home to Leland Stanford, who founded Stanford University. Leland was interested in horses and bred them at his Palo Alto Stock Farm. A major question during the time was whether horses had all four feet off the ground at the same time while galloping. Leland commissioned Eadweard Muybridge to take a series of photos, which became known as The Horse in Motion. This project helped establish Eadweard as a pioneer in photographic studies of motion and early motion-picture projection.
Partnering barbecues, planned around special project milestones, provide great opportunities for the team to come together, highlight its progress and celebrate successes.

"The ability to quickly and smoothly resolve challenges while finding ways to reduce costs without sacrificing quality is a sign of a great partnership."
Highway 101/Route 116 Lakeville Interchange

PROJECT SUMMARY

This project involved the widening of the Highway 101/Route 116 southbound overcrossing, the replacement of the northbound Highway 101/Route 116 overcrossing, the reconstruction of two ramps (to/from Route 116), two retaining walls, two soundwalls, and the overall widening and improvement of the Highway 101 mainline. Improvements were also made for Route 116 where it intersects with Highway 101. The project spanned through 0.7 miles of mostly urban areas in the city of Petaluma. At the south end of the project is the Petaluma River, which is flanked by environmentally sensitive areas containing pickleweed and salt marsh harvest mice. On both the west and east sides of the highway are urban streets with mostly residential and commercial properties.

SUCCESS STORIES

- Conforming and restaging this contract was necessary in order to coordinate with an adjacent project. Both projects were designed independently of each other with the assumption that the new construction would tie into the old roadway. Unfortunately, this resulted in contract plans that did not tie into the final configuration of each project. CCOs were issued on both contracts to merge the profiles, but staging issues were still not addressed. VECPs were developed to modify the staging so the two projects properly merged and resulted in minimal impact to the public.

- Staging conflicts between the project and the adjacent project resulted in impacting the contract time. Numerous meetings were held to solve the time impacts at the appropriate level. However, the impacts could not be resolved. Caltrans and the Contractor utilized the Dispute Resolution Ladder established early in the project to resolve the time impacts, and as a result, an agreement was achieved.

- The Partnership established the goal of completing the project prior to the onset of wet weather, resulting in the need to keep the adjacent project’s stage 7 and 8 traffic switches right on schedule and allowing this project to complete stages 3 and 4 in the summer and fall. While there were no shortage of obstacles along the way, the goal was achieved and the project placed final RHMA and final pavement delineation in October.

FUN FACT

Because of the stable bedrock in the underlying region, Petaluma was relatively unharmed during the 1906 San Francisco earthquake and many pre-1906 buildings remained well-preserved. Later during lean times, there was a lack of funding to demolish old buildings. When a resurgence occurred in the 1960’s, many older buildings and homes were restored, making it a popular location for movie filming, including the classic hit, American Graffiti.
Partnering surveys identified issues and initiated the necessary conflict resolution efforts, leading to an open and professional working relationship between the Contractor and Caltrans.

"Employing partnering principles helped further transparency and an open, proactive approach to the work. As a result, there were very few surprises on the project."
Goleta Drainage Update

PROJECT SUMMARY

This project involved replacing existing box culverts at the San Pedro and Las Vegas Creeks with single-span bridges, increasing hydraulic capacity. This was a highly visible project that affected Highway 101 access to UC Santa Barbara, Santa Barbara Airport, as well as major arterial street access to the City of Goleta, all of which were impacted by long-term ramp closures required to construct these bridge structures. The work was heavily influenced by the various stakeholders described and the motoring public. U.S 101 is the primary arterial through Santa Barbara and Goleta, with an AADT of approximately 80,000 VPD, much of which is regional, intrastate traffic. San Pedro and Las Vegas Creeks are intermittent streams subject to serious flooding.

SUCCESS STORIES

- Contractual milestones, environmental and permit conditions, and restrictions required for working in the streambed, along with stakeholder commitments in freeway ramp construction, provided challenges to maintaining the overall project schedule. Caltrans and Flatiron West, Inc. worked proactively and collaboratively to accelerate and re-sequence portions of the work to meet these deadlines. As a result, the Stage 1 milestone for this contract was achieved 23 days ahead of schedule with no acceleration costs or claims. The Stage 2 milestone was achieved and the widened creek channels were in place before significant flows occurred.

- The scope of work for the second season in 2015 (Stage 2) was greater and more complex than in Stage 1 but faced the same time constraints and deadlines. The situation was further complicated by discovery of a significant archaeological site at Las Vegas Creek during the course of structure excavation for that portion of the bridge. This critical path work was halted for 22 working days while an archaeology recovery took place. Once again the Contractor and the Department collaborated on a series of sequencing initiatives to keep the project moving. The Department in turn was able to streamline the contracting process for archaeological recovery by implementing a change order in order to obtain and pay for the services of the recovery consultant.

FUN FACT

Goleta is home to the Goleta Butterfly Grove on the Ellwood Mesa. Between mid-November and mid-February, thousands of monarch butterflies can be found here during their annual migration. From eating milkweed during their larval stage, monarch butterflies store a poison called Cardiac Glycosides, which disrupts the function of the heart, helping them defend against some of their vertebrate predators.
Partnership is something we used on a daily basis to communicate respect and a genuine interest in the needs of all stakeholders.

**PARTNERING TIP**

Issues not resolved in the field were discussed at the weekly partnering meeting with all involved parties, allowing everyone to give insight on alternative solutions and share any related experience.
Route 101/San Juan Road Interchange

PROJECT SUMMARY
This project involved the construction of the U.S. 101/San Juan Road interchange, related retaining walls, concrete barrier, and widening of shoulders. It lies within two counties (Monterey and San Benito) which bridge the Central Coast agricultural valley to that of Silicon Valley, while providing ancillary routes for the surrounding rural working communities. The interchange provides a safe transition for cars along a corridor that carries 60,000-80,000 vehicles per day.

SUCCESS STORIES
- At the beginning of the project, the partnering principles were immediately implemented due to plan inconsistencies caused by the publication of two addendums. The project team worked in the field and in facilitated/self-directed partnering sessions to make sure that the project stayed on schedule, and potential claims were resolved at the lowest level possible in the dispute resolution ladder.
- The project also utilized the open discussion environment to facilitate changes that not only provided cost and time savings to both Caltrans and contractor, but also made for more agreeable aesthetics at the project site by changing the finish on the four soil nail walls, preserving a large multi-trunked eucalyptus tree, and adding texture to cut slopes that would naturally fit into the surrounding landscape. These changes were almost always reviewed and accepted at on-site meetings or partnering sessions with all project personnel invited to participate. This led to minor changes on the project easily agreed upon based on the history of known perspectives and relationships that were being formed.
- There were more than 130 revised plan sheets and addendums issued during construction for the existing and planned drainage facilities, and water quality on the project was difficult to maintain. The project team attempted to come to a timely and fair resolution to any issue in the field as soon as possible. If the issue was unresolved at this level, it was discussed at the weekly partnering meeting with all involved parties in attendance. This allowed for all parties to give insight on alternative solutions to issues and share any related experiences.

FUN FACT
Most travel to and through the Central Coast is done via ground transportation and, due to its location of being roughly halfway between the major cities of Los Angeles and San Francisco, the Central Coast was the home of the world’s first motel. The Motel Inn, originally known as the Milestone Mo-Tel, was located in San Luis Obispo and opened December 1925. Although it closed in 1991 and some of the buildings of the original property were torn down, the mission-style bell tower is still there and can be found at 2223 Monterey Street.
PARTNERING TIP

Involvement at weekly meetings of the contractor project manager and construction engineer, along with the project engineers and resident engineer, allows the team to build trust and keep the project on schedule and within budget.

“ The partnering improved the process by identify(ing) possible problems that may come up and addressing them in a setting that allowed for open dialogue. Partnering also allowed the team to get to know each other a little bit and begin to build a relationship. The weekly meeting allowed for continual open dialogue with each other.”
I-5 Kettleman City Pavement Rehabilitation

PROJECT SUMMARY
This project is located along I-5, midway between San Francisco and Los Angeles, where SR41 intersects I-5. The project involved the cold planing of 0.35' of AC pavement, the removal of damaged panels which were replaced with deep lift hot mix asphalt (HMA), and the overlay of 0.35' HMA and 0.20' RHMA.

SUCCESS STORIES
- The first challenge the team faced was that the cost of concrete pavement removal, which was required throughout the project limits, was double the engineer's estimate. Caltrans did not want to add days to the contract because of the impact to the traveling public. The contractor partnered with Caltrans to complete the extra work while staying within the original schedule by adding resources to the pavement removal and saw cutting operation. Coordination was done so that as the lanes were closed, Caltrans would be able to immediately identify the panels to be removed, and then Granite Construction would immediately schedule resources to ensure the work could be completed within the specific window.

- There was an abundance of concrete rubble generated from the doubling of the concrete panel removal. Caltrans partnered with Granite Construction to stockpile all the rubble in one gore area on the project where maintenance would take ownership of the material and then crush it. This material was used as shoulder backing on this and other roadways nearby. The creativeness of the team, working with all stakeholders, led to a successful project with no injuries and a delivery on time.

- The partnering between Granite Construction and Caltrans was so effective only one issue had to be resolved informally by our DRB. Both parties agreed prior to the informal ruling that, no matter the outcome determined by the DRB, the decision made by the board would be upheld. Through the process, each party discussed in great detail the potential claim and had mutual respect for each other's viewpoint, and when a decision was reached, both parties walked away as winners because the relationship was upheld.

FUN FACT
Kettleman City was named after David Kettelman (sic). He was a pioneer sheep and cattle rancher who grazed his animals in the Kettleman Hills in the mid 1800's. Oil was later discovered in the hills, and the area became the Kettleman North Dome Oil field. Although an oil field was suspected in the area for a couple decades, at the time drillers were not able to drill past 7,000 feet. At a depth of 7108 feet, oil was hit in 1928 and a blowout ensued, which took three years to bring under control.
Refining the partnering process was necessary to be effective for the Caltrans oversight of this process. Two resolution ladders were created; the first was used for topics not involving Caltrans issues and the second was used for issues that did require Caltrans involvement.
John S. Gibson Blvd/I-110 Freeway Access Ramp Improvements and SR-47/I-110 NB Connector Widening

PROJECT SUMMARY
Located on the western edge of the Port of Los Angeles, this project involved the widening of the State Route 47 (SR 47) and Interstate 110 (I-110) connector from one to two lanes, extending the additional through lane on the northbound I-110 past the John S. Gibson Boulevard off-ramp. Modifications of the northbound ramps at the I-110 and John S. Gibson Boulevard interchange and improvements of John S. Gibson Boulevard and I-110 northbound ramp were done as well. This more efficient route provides smoother access to the West Basin TraPac and China Shipping container terminals. Work also included the widening of two bridges, railroad realignment, sound wall construction, and other site improvements. This was an oversight project. The Partnering Team consisted of Caltrans, Port of LA and C.A. Rasmussen, Inc.

SUCCESS STORIES
• Early in the project, it was recognized by the team that driving of the proposed westerly row of piles for the Channel Street Bridge Bents 1 and 4 under the existing bridge had limited clearance and would be inefficient, costly, and time-consuming because the piles would have to be spliced and driven using specialized low-overhead equipment. Working collaboratively, the team found a solution in the driving of full length piles. This saved substantial time and unnecessary expense. Additionally, the Port agreed to buy additional form liners to complete the bridge work in one stage instead of two stages and saved three additional months on the project.
• The contractor worked with Caltrans on a new K-Rail configuration at the John S. Gibson off-ramp to re-phase the City of Los Angeles portion of the project. The new phasing allowed the project to be completed nearly six months earlier.
• The project had short intervals to complete the four stages on the City surface streets. Each stage presented unexpected changes with utilities or design revisions. The contractor and the port worked together to target critical items that could be accelerated with minimal overtime to meet or beat the schedule.
• The project team partnered together with the C. Street project, another Port of Los Angeles/Caltrans oversight project and developed a combination chart for scheduling ramp closures so that neither project would get their closures denied due to the other project’s activities.

FUN FACT
John S. Gibson was on the Los Angeles City Council for 30 years. Although a California politician for most of his career, his debut in politics started in his home state of Kansas, where he served as the mayor of Geneseo—at the time, the youngest mayor to serve in the US at the ripe age of 21. Other notable moments of his political tenure included playing a key role in bringing the Brooklyn Dodgers to Los Angeles and as acting mayor during the Watts Riots.
This project had an unusual amount of complex challenges from beginning to end that the team was able to overcome due primarily to effective partnering.

PARTNERING TIP

Business action plans were created after stakeholders identified potential risks and issues, outlining how those challenges might consequently impact the project goals developed during an Executive Partnering Meeting held the previous day.
Interstate 110/C Street Interchange

PROJECT SUMMARY
This project combined two closely spaced intersections into one and constructed a new off-ramp from the northbound I-110 freeway onto Harry Bridges Boulevard. The jobsite is located within C Street ramps of the I-110 freeway and the intersection of John S. Gibson Boulevard, Harry Bridges Boulevard, and Figueroa Street. Challenges to construct the project included coordination with regulatory agencies; coordination with public utilities for their relocation work; relocation of existing LADWP electrical system, sewer and storm drain systems, and other utilities; and public outreach efforts with stakeholders such as the community of Wilmington, businesses, and container terminal operators. This was an oversight project. The Partnering Team consisted of Caltrans, Port of LA and Griffith Company.

SUCCESS STORIES
While there were many innovations on this challenging project, the most significant was the 60-day closure of Figueroa Street and the freeway ramps. This closure enabled the construction of the new intersection to be performed safely and efficiently while minimizing impacts to businesses, community and motorists. This action was taken with the agreement of all stakeholders and the community through extensive public outreach and significantly contributed to completing the project on schedule and without claims, which would not have been possible otherwise.

With partnering, the project was able to overcome (among others):
- the re-design of John S. Gibson Boulevard to avoid shallow utilities.
- the re-design of Caltrans drainage systems 4, 8, 10, and 12, and City Lines A, B, C, and E1 around utilities conflicts.
- the re-design of the new northbound on-ramp to correct compatibility issues between the on-ramp, RW 336, and Drainage System 8.

Constant collaboration, strengthened relationships, and increased goodwill between stakeholders allowed for completion of the project approximately $400,000 below contract award and eight days ahead of schedule.

FUN FACT
The Four Level Interchange in downtown Los Angeles, officially called the Bill Keene Memorial Interchange, was the first "stack" interchange in the world. Completed in 1949, it binds the 101 and 110 freeways through a multi-tiered structure that separates traffic heading in each direction into dedicated lanes. It was a considerable improvement from the older cloverleaf interchanges which tended to slow traffic. In the decades that followed, the Harbor Freeway (I-110) made its way south, finally reaching San Pedro in 1970.
Partnering improved the project quality beyond contract specifics, because it allowed the team to work on common goals that all agreed to. It enforced the "can do" attitude and eliminated the "us vs. them" attitude.

PARTNERING TIP
The first 15 minutes of the weekly progress meetings typically would be a conversation not related to work to help increase trust, improve relationships, and motivate the team to work together.
East Merced Overhead Project

PROJECT SUMMARY

This project replaced the East Merced Overhead Bridge (L&R) structures with a single bridge. Work included widening and replacing the 15th Street undercrossing bridge decks and bringing the bridge width and rails to current standards, while also providing current standard shoulder width. This project is located in the city of Merced, from 0.3 miles south of the Route 99/140 separation to the G Street undercrossing and on Route 140 at Main Street.

SUCCESS STORIES

• The project provided for overlaying 15th Street with hot mix asphalt (HMA), but it did not provide for overlaying 16th Street. The 16th Street’s bridge was replaced. Subsequently, three years of falsework pads, detours, and construction equipment damaged the local street with no provision for repair. The City of Merced Engineer was concerned and questioned why 16th Street would not receive HMA overlay. The team members worked together along with the City of Merced to find an acceptable solution to all. The team agreed that HMA overlay of the road was needed. RGW Construction agreed to overlay the west side of the street, while Caltrans paid for the east side of the street. The proactive collaboration between Caltrans and RGW Construction resulted in delivering a project that was better than originally planned and addressed the City’s concerns.

• Through partnering, the team was also able to work through the redesign and installation of two broken Joint Seal Assemblies (JSA), which easily could have resulted in a million-plus dollar claim. In this case, the team used the Dispute Review Board and committed to accepting the recommendation. The team then worked with the subcontractor and manufacturer to identify how to best protect the JSAs until the optimal time to replace them emerged in the schedule. By staying on this topic over multiple partnering sessions, the team was able to develop new designs and engineering for the JSAs, identify when to best remove and install the new ones, and execute while maintaining schedule.

• Due to heavy rainfall and the project being in an environmentally sensitive area (SWPPP Level 2), the team realized that including the SWPPP consultant in partnering meant that he could serve as an asset to the project team. This approach resulted in proactive and collaborative solutions that created no SWPPP noncompliance issues.

FUN FACT

Merced is home to the 10th and newest University of California campus, which opened in 2005. One of the main goals of the construction of UC Merced was for all newly constructed buildings to meet LEED Silver certification. That goal was met and since 2009, the goal for all newly constructed buildings on campus is to meet LEED Gold certification. UC Merced also has a Triple Zero commitment, which has a goal of producing zero net waste by 2020.
The foreman and inspectors exemplified the partnering process by working together in the field to come up with cost effective solutions that benefited all Stakeholders, the traveling public, local businesses, the Department and the Contractor.

PARTNERING TIP
Recognition was given to employees at the field level for those exemplifying the concepts of partnering. This motivates the project team to participate and compete for recognition and demonstrates that our organizations are committed to the goals set forth in the Partnering Charter.
Route 7 Pavement Rehab

PROJECT SUMMARY

This project involved the removal and replacement of asphalt pavement and the placement of continually reinforced concrete pavement on Route 7 from the International Border Crossing to Highway 98. The project is located in Imperial County about seven miles east of Calexico. The Calexico East Port of Entry is the principal gateway for trade by truck through the Imperial Valley and Baja California. On an average day, more than 32,000 passenger vehicles and 2,400 trucks travel northbound and southbound through this port of entry.

SUCCESS STORIES

• Early in the project, it was determined that the base material was unacceptable and not suitable for AC paving. The team recognized the issue and determined what needed to be done to remedy the situation. In later stages of work, the team was able to get ahead of this potential issue and come up with a solution to incorporate it with contract work and use onsite material to provide a competent base material while reducing cost and minimizing time impacts to the project schedule.

• Staging was combined to shorten the duration of impacts to local business as well as the international trucking industries. A contract change order was written and agreed to between RGW Construction, Caltrans, CHP, Customs Border Protection (CBP), and local business owners to rehabilitate the intersection of Highway 98 and Route 7 during one long closure in lieu of three separate closures. This allowed for a larger portion of the intersection to be rehabilitated during a shorter time frame than originally planned, causing less impacts to all stakeholders involved.

• Caltrans and RGW Construction partnered with local businesses, CHP and CBP to provide project updates regarding traffic switches and closures to minimize impacts to all parties. An additional detour was constructed during one stage of work to provide better access into the CHP Inspection facility. Contractor management and the foreman were in constant contact with CHP officers at the inspection facility, providing information regarding closures and current work to ensure the work zone was clear prior to opening any lanes from the inspection facility.

FUN FACT

The city of Calexico is a portmanteau, which is a blend of two or more distinct words with separate meanings (i.e. California and Mexico) creating a new word. The name of Calexico’s sister city, Mexicali, is also an example of a portmanteau. Some well-known portmanteaus come from celebrity powerhouse couples such as Brangelina (Brad Pitt/Angelina Jolie) and Desilu (production company formed by Desi Arnaz and Lucille Ball). Other portmanteaus also include spork (spoon/fork), turducken (turkey/duck/chicken), and smog (smoke/fog).
In partnering on a formal and informal basis and daily adhering to and practicing the principles of partnering, the team functioned as a truly dynamically cohesive group.

PARTNERING TIP
At formal partnering meetings, we formed into groups comprised of different stakeholders to address contract specific issues and to deliver a resolution as a team, which allowed each to bring their own perspective and unique viewpoint to the solutions.
SR-91 (SR-55/Tustin Ave Interchange) Bypass Lane Project (Bridge No. 55-1016)

PROJECT SUMMARY

This project improved the 91 Freeway in the northeastern part of the city of Anaheim by extending a westbound lane from the northbound (NB) State Route 55/westbound (WB) SR-91 connector through the Tustin Avenue interchange. In addition, a WB auxiliary lane from east of the NB SR-55/WB SR-91 connector to the Tustin Avenue off-ramp was reconstructed. Together, these reconfiguration improvements are expected to relieve existing and future operational problems between the connector and the Tustin Avenue off-ramp. Motorists heading westbound on the 91 past the Tustin Avenue interchange from the NB SR-55/WB SR-91 have the option to do so in a general-purpose lane, while motorists exiting at Tustin Avenue will be able to do so in an exit-only lane, thereby reducing merging and weaving and improving traffic flow in this area. The project is about 2 miles in length.

SUCCESS STORIES

- Early in Stage 1, the team recognized a potential schedule setback (90 working days) caused by a delayed utility relocation (overhead lines). Rather than focusing on preparing for a claim due to the re-sequencing, inefficiencies, acceleration and delays, Caltrans and OHL USA proactively coordinated daily, at all levels, to mitigate and minimize cost and schedule overruns.
- OHL USA and Caltrans partnered extensively and continuously with all impacted stakeholders of the Santa Ana River Channel, including Army Corps of Engineers, to meet the seasonal requirement that permitted activities within the channel could only occur between April 15 to October 15.
- By including Caltrans designers, the program sponsor (OCTA), various third parties and key stakeholders within the partnering process, several site conditions CCO’s, character changes, utility conflicts, and other related conflicts were managed and resolved utilizing risk management strategies, implementing value engineering proposals, and frequently using the dispute resolution ladders.

FUN FACT

Near this project are the Kraemer, Miller and Miraloma Basins, small "lakes" that help recharge Orange County’s aquifers which are a primary source of water for the county’s northern residents. Much of the water that fills the lakes comes from the Groundwater Replenishment System, the world’s largest advanced water purification system for potable reuse—essentially highly treated wastewater that can be reused instead of discharged into the Pacific Ocean.
Projects Greater Than $50 Million
This project would not have been built if not for our commitment to partnering as a focused team despite the overwhelming number of challenges encountered at the start and throughout construction.

PARTNERING TIP

Training regulatory agencies on the benefits of partnering and how it can be implemented at an inter-agency level will help achieve and promote better stewardship of all the State’s resources.
Willits Bypass

**PROJECT SUMMARY**

This project involved the construction of six miles of freeway and two interchanges on a new alignment in the City of Willits. At the State Routes 101/20 south interchange, Highway 101 moves quickly from excavation to embankment. It passes woodlands, streams, and pastures, and then bridges East Hill Road and Haehl Creek. The low embankment continues northeasterly by pastures and farm ponds (relocated). The 1.1 mile Floodway Viaduct crosses Center Valley Road, Commercial Street, a wastewater treatment plant, Outlet Creek and tributaries, and seasonal wetland/pasture. Wetland embankment resumes and continues past the new NCRA overhead, Quail Meadows interchange and Upp Creek bridges.

**SUCCESS STORIES**

- Our project teams were successful despite the complexity of size, cost, regulatory permits, environmental mitigation, limited work windows and access, borrow site permitting, fill settlement, deep foundations, multi-frame structures, 211 change orders, a complete redesign of Quail Meadows interchange, protected wetlands, cultural resources and endangered species, local politics, heightened public interests, protests, law enforcement, and schedule delays caused by lawsuits, archaeological discoveries, nesting birds, protester interference/trespassing enforcement, storm damage, and regulatory permit issues.

- Through partnering, the team resolved conflicts and issues efficiently and agreed on schedule improvements and additional resources needed to mitigate multiple delays to the work and meet progress goals. A risk register and CPM schedule were utilized to manage project risks and focus extra team resources on the most critical issues and problems to solve. Despite multiple challenges to overcome, a $401,000 VCEP eliminating temporary drainage was also developed and implemented.

- By the end, the team regained a full year and successfully completed the project with no unresolved potential claims.

**FUN FACT**

Willits is about 7 miles north of Ridgewood Ranch, the retirement home and final resting place of the famed race horse, Seabiscuit (1933-1947). After retiring, he spent 7 years at the ranch and sired 108 foals, including two moderately successful racehorses, Sea Sovereign and Sea Swallow. As an early racer he was deemed lazy and undersized and spent long periods sleeping and eating, but a new trainer and jockey were able to bring Seabiscuit to full potential, with total winnings of almost $438,000 (equivalent of approximately $7.5 million in 2017 dollars).
Partnering confirmed that the project goals were being met and built trust between the partners that each has the interest of the project in mind.

**PARTNERING TIP**

Using a tool similar to the tracking tool used for IQA/QA on the project could be effective in tracking partnering during the project.
I-15/I-215 Interchange Project (Devore)

PROJECT SUMMARY
Just southeast of the Cajon Pass, Interstates 15 and 215 merge. This project reduced the operational deficiencies at the extensive interchange by moving the I-215 exit and merge to the right, adding one lane in each direction of the I-15, providing truck bypass lanes, closing the gap in Cajon Road, and constructing 36 retaining walls, seven new bridges and widening 10 existing bridges. Stakeholders on this project were the citizens of Devore, motorists traveling between the high desert and beyond, railroad companies, WSFS, the US Army Corps and environmentally sensitive areas (i.e. Kangaroo Rat habitat and a remaining portion of historic route 66). Structures design required consideration for high seismic activity and fault rupture. The I-15 serves as a major truck and passenger route and is a vital north-south connection in the Interstate Highway System.

SUCCESS STORIES
From beginning to end, Caltrans and Atkinson Construction collaborated to improve project performance through partnering.

- It was soon realized that, for some locations, the construction of earth retaining systems in lieu of right-of-way takes and utilities relocations would result in overall cost savings to the project and alleviate the inconvenience to property owners. Partnering between Caltrans and the Design-Build (DB) team was critical in determining the scope of work and negotiating the engineering and construction costs of this major change.

- In order to improve on utility relocation cost and time from the base design, Caltrans and Atkinson Construction held weekly brainstorming meetings to find ways to reduce utility relocation and R/W take impacts.

- The contractor was directed to make adjustments to the design of roadways and bridges at I-15 southbound to accommodate the I-15 Ultimate Future Facility in the median within the project limits. This change will result in considerable cost savings for the tax payer when constructing the facility in the future. This is another great example of effective partnership to accommodate a major scope change to the contract.

FUN FACT
For travelers and pioneers of the 1800s coming from the east, the 10,000 foot (3,000 m) high San Gabriel and San Bernardino Mountains created quite the obstacle in entering the ever growing and popular region known as the Greater Los Angeles Area. There is only one significant opening through this barrier – the Cajon Pass. It was the last mountain pass before historic Route 66 finished its journey to the Pacific Ocean and the area where Sammy Davis Jr crashed his car on a return trip from Las Vegas, almost losing his life and resulting in the loss of one of his eyes.
17th Annual California Department of Transportation Excellence in Partnering

Success in Motion Awards
# Success in Motion Awards

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<thead>
<tr>
<th>District 2</th>
<th>02-3E4104</th>
<th><strong>Capstone Curve Realignment</strong>; Steve Manning Construction, Inc.</th>
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<td>02-4G8204</td>
<td><strong>South Weed Project</strong>; J.F. Shea Construction</td>
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<td>02-0E0904</td>
<td><strong>Shasta Viaduct Bridge Replacement</strong>; Golden State Bridge, Inc.</td>
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<td>District 4</td>
<td>04-0A7104</td>
<td><strong>Remove and Replace 23rd Ave and 29th Ave Overcrossings</strong>; RGW Construction, Inc.</td>
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<td>04-2640U4</td>
<td><strong>Petaluma River Bridge Replace</strong>; Ghilotti Brothers - CC Myers JV</td>
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<td>04-259404</td>
<td><strong>Hwy 29 Channelization - St Helena</strong>; Ghilotti Brothers, Inc.</td>
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<td>04-264094</td>
<td><strong>Realign Highway - San Antonio Rd</strong>; Ghilotti Brothers-RM Harris JV</td>
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<td>04-1J6304</td>
<td><strong>San Jose to Morgan Hill - Cold Plane and Pave, Replace Slabs, Repair Joints</strong>; Granite Construction Company</td>
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<td>04-2A2504</td>
<td><strong>Hecker Pass Roadway realign and Retaining Walls</strong>; Bay Cities Paving &amp; Grading, Inc.</td>
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<td>District 5</td>
<td>05-1F69U4</td>
<td><strong>Soledad Rehab</strong>; Granite Rock</td>
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<td>District 6</td>
<td>06-2HT114</td>
<td><strong>SR 99 Realignment</strong>; Granite Construction Company</td>
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<td>District 7</td>
<td>07-2881U4</td>
<td><strong>Route 210 Roadway Rehabilitation</strong>; Flatiron West, Inc.</td>
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<td>07-294704</td>
<td><strong>Route 101 Calabasas Precast Panel Roadway Rehabilitation</strong>; Myers &amp; Sons</td>
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<td>07-288014</td>
<td><strong>I-210 Pavement and Median Barrier Replacement</strong>; Security Paving</td>
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<td>07-2656U4</td>
<td><strong>Route 138 Widening</strong>; Granite Construction Company</td>
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### District 8

- **08-1C0914** | Route 60 Mill and Overlay Mainline Pavement, Install MBGR, Concrete Barrier and Vegetation Control; All American Asphalt
- **08-1E8604** | I-10 Rehabilitation; Granite Construction Company
- **08-0G9004** | SR 247 Shoulder, Rumble Strips and Guardrails; Griffith Company
- **08-0N56U4** | I-40 Bridge Replacement; OHL USA, Inc.
- **08-0Q7904** | I-40 Bridge Replacement; Ortiz Enterprises, Inc.
- **08-043514** | SR 58 Realignment and Widening; Skanska-Teichart Joint Venture
- **08-0Q3004** | SR 138 Realignment; Skanska USA Civil West
- **08-3555V4** | I-15 Widening and New Bridges; Ames Construction
- **08-0K2924** | I-10 Rehabilitation; J McLoughlin Engineering Co, Inc
- **08-0M2804** | Wheaton Wash Bridge Replacement and Widening; MCM Construction, Inc.

### District 11

- **11-257154** | State Route 76 East Segment; Ames Construction
- **11-2T2004** | I-805 North HOV/BRT Design - Build; SKANSKA USA Civil West
- **11-406704** | Rt 5 Pavement Rehab; Flatiron West, Inc.
- **11-0223U4** | I-5 Genesee Interchange Reconstruction; Flatiron Construction
- **11-413604** | Imperial Valley CRCP - Segment 1; Coffman Specialties
- **11-0N0704** | Imperial Valley CRCP - Segment 2; Coffman Specialties
- **11-409304** | San Diego - Coronado Bay Bridge Paint Structural Steel and Build Travelers; Abhe & Svoboda, Inc.

### District 12

- **12-0F96A4** | I-5 South County Improvement, Segment 1; Flatiron West, Inc.
- **12-0N0404** | SR 91 Express Lanes, HMA Paving and CMS; RJ Noble Company, General Engineering
- **12-0N0704** | Safety Project, Guard Rail, OGFC, Groove, HFST, Polyester Concrete Overlay, Various Locations; CHUMO Construction Inc.
2016 BEST IN CLASS WINNERS

Projects Less than $10M
HIGHWAY 99 - BUTTE CREEK
BRIDGE REPLACEMENT
District 3
Resident Engineer
Ben Hargrove
Project Manager
Jim Bennett
Knife River Construction
Facilitator
Kelly Bonine Hall
Pinnacle Leadership Group Inc.

Projects Between $10M and $50M
HIGHWAY 89 - MEEKS BAY
District 3
Resident Engineer
Jaret Montplaisir
Project Manager
Larry Brandt
Diablo Contractors, Inc.
Facilitator
Kelly Bonine Hall
Pinnacle Leadership Group Inc.

Projects Greater than $50M
I-215 BI-COUNTY
HOV GAP CLOSURE
District 8
Resident Engineer
Tom Guglielmana
Project Manager
Joseph Carlo
Ames Construction, Inc.
Facilitator
Holly Parrish-Bezner
Global Leadership Alliance, Inc.
Information on the Caltrans Partnering Program

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www.CaltransPartnering.com