18th Annual Caltrans Excellence in Partnering Awards Ceremony
Delano Roundabout

PROJECT SUMMARY
This new roundabout was constructed between farmland and a high school, at the busy four-way intersection of SR 155 and Browning Road in the City of Delano. Work included HMA paving, JPCP paving, minor concrete, base, rock blanket, stamped concrete, landscaping, retaining curbs, and ADA improvements.

STATS
Project ID: 06-OP2904
Contractor: Granite Construction Company
Schedule: 80 days (contract) vs. 72 days (actual)
Budget: $2,927,000 (budget) vs. $2,338,000 (actual)
Safety: Zero recordable OSHA incidents

Partnering Tip: Contract value is not always the best indicator for the need to partner. Many small projects are extremely complicated and could benefit from partnership collaboration. The Partnering Process worked very well for this project, as it took tight coordination and teamwork to achieve project goals.
Highway 247 Shoulder Widening

PROJECT SUMMARY
In the rural desert community of Landers, California, 11 miles of State Route 247 were safely improved. The project included the construction of new paved shoulder improvements, overlay, mainline grind, rumble strip, and the replacement of a drainage culvert through an environmentally sensitive area of the Mojave Desert, where the endangered desert tortoise and desert squirrel call home.

STATS
Project ID..... 08-G9004
Contractor..... Griffith Company
Schedule ........ 205 days (contract) vs. 205 days (actual)
Budget......... $10,628,800 (budget) vs. $9,714,583.36 (actual)
Safety........... Zero recordable OSHA incidents

Partnering Tip: Take advantage of lunch breaks at facilitated partnering sessions to create a team-building opportunity. Make it a non-working time for team members to socialize with each other and share information in a carefree environment.
New Bridge at Hoffs Wash Near Essex

PROJECT SUMMARY

The Interstate 40 corridor connects Southern California, Los Angeles, and San Diego to the southeastern United States along the tourist path established by Route 66. The new bridge at Hoffs Wash is remotely located on a narrow throughway with no gas, food, or lodging and is subject to flash flooding and extreme heat. It was also impacted by two other active bridge replacement projects with similar median detours.

STATS

<table>
<thead>
<tr>
<th>Project ID</th>
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<tbody>
<tr>
<td>Contractor</td>
<td>Ortiz Enterprises</td>
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<tr>
<td>Schedule</td>
<td>280 days (contract) vs. 270 days (actual)</td>
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<tr>
<td>Budget</td>
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</tr>
<tr>
<td>Safety</td>
<td>Zero lost time accidents</td>
</tr>
</tbody>
</table>

Partnering Tip: Invite trade/craft foremen to Partnering meetings and luncheons as part of your process. They will experience firsthand the positive attitudes and open communication created by the Partnering Charter.
Capstone Curve Realignment - Buckhorn Grade

PROJECT SUMMARY

Trinity County commuters rely heavily on State Route 299 to get to and from services, shopping centers, and entertainment in the region of Redding. It is also the primary route between the city and the coast. The goal of the realignment project was to reduce the number and severity of accidents within this very winding roadway. This was accomplished by decreasing approximately 43 horizontal curves to 15, revising the horizontal and vertical alignment, increasing lane and shoulder widths, adding a passing lane, and placing a four-foot soft median along the route. The work entailed excavating more than 13 million cubic yards of soil from 22 cuts and placing it into eight major fills.

STATS

- **Project ID**: 02-3E4104
- **Contractor**: Steve Manning Construction
- **Schedule**: 360 days (contract) vs. 360 days (actual)
- **Budget**: $30,888,000 (budget) vs. $35,329,990 (actual)
- **Safety**: Zero accidents

**Partnering Tip:**
Create a Partnering Maintenance Plan to ensure partnerships stay strong and grow. Include a web-based monthly Project Scorecard on which everyone will make comments. Responses should be compiled into a report and then sent out to the people who attend the Partnering session.
South Weed Rehabilitation

PROJECT SUMMARY
Seventy miles north of the City of Redding, Interstate 5 is a multi-lane, divided highway with sweeping curves connected by long tangents over rolling terrain. Heavy traffic is typical through this section due to its location between Highway 97 and 89. The area surrounding the project is mountainous with year-round snowfall. Mount Shasta is located 10 miles east of the jobsite. The project consisted of pavement rehabilitation (cold plane, crack and seat, HMA, and RHMA), guardrail, drainage, overhead signs, and electrical improvements.

STATS
Project ID..... 02-4G8204  
Contractor..... JF Shea Construction  
Schedule ....... 255 days (contract) vs. 250 days (actual)  
Budget......... $28,776,200 (budget) vs. $25,576,042 (actual)  
Safety.......... Zero OSHA recordable accidents

Partnering Tip:
During partnering training, we took a personality test in order to determine each individual’s behavioral style. We learned about various characteristics, compatibility with one another, and how each of us can flex our individual behavior in order to work better with others. By participating in this activity we learned about the team and about each other, and with this knowledge and our understanding of the various styles, we have found ways to communicate, negotiate, and ultimately work more effectively with one another.
Pioneer Bridge ELB

PROJECT SUMMARY
The Pioneer Bridge is the main connector for Sacramento and Yolo counties on U.S. Highway 50 over the Sacramento River. The bridge carries an average daily trip count of 160,000 with significant loading from the Sacramento Airport and from concerts and sporting events at the Golden 1 Center, as well as daily commuter and local haulage vehicles. The work entailed installing a new surface on the span of the bridge and replacing the deck overlay with a thicker, more durable surface material. It encompassed all on/off ramps for downtown Sacramento and NB/SB I-5 connectors.

STATS
Project ID..... 03-0G9404
Contractor..... Myers and Sons Construction
Schedule ...... 120 days (contract) vs. 40 days (actual)
Budget......... $22,500,000.00 (budget) vs. $22,500,000.00 (actual)
Safety......... Zero loss time accidents

Partnering Tip: During weekly partnering meetings, large schedules and plan sheets can be printed out for visual aids where the contractors could color areas that were under construction or completed. This allows everyone to be on the same page regarding progress of the project.
Highway 101
South San Jose to Morgan Hill

PROJECT SUMMARY
Highway 101 has seen a huge increase in traffic over the past decade as people settle in Gilroy, Hollister, Los Banos and areas outside the Silicon Valley. From the City of Morgan Hill north to the City of San Jose, 11.88 miles of Highway 101 was rehabilitated. The extremely poor existing asphalt was cold planed and new HMA with a RHMA cap was installed. Additionally, damaged concrete panels were removed and replaced.

STATS
Project ID..... 04-1J6304
Contractor..... Granite Construction Company
Schedule ........ 130 days (contract) vs. 130 days (actual)
Budget......... $18,796,800.00 (budget) vs. $15,500,691.46 (actual)
Safety......... Zero recordable OSHA accidents

Partnering Tip:
Promote team-building activities. The Granite project team and Caltrans project team played Bocce Ball. Teams were mixed between the two project teams to help facilitate team building and to help motivate team members to meet and interact with others they had not known prior to the sporting activity.
Soledad Rehabilitation

PROJECT SUMMARY

The condition of a four-lane stretch of Highway 101, heavily used for moving agricultural goods, was rapidly deteriorating. This project replaced 12.4 lane miles of concrete pavement with pre-cast panels and rapid strength concrete. Additionally, 59.2 lane miles of asphalt was repaired and overlaid with Rubberized Hot Mix Asphalt (RHMA).

STATS

- **Project ID**: 05-1F69U4
- **Contractor**: Graniterock
- **Schedule**: 237 days (contract) vs. 237 days (actual)
- **Budget**: $24,816,200.00 (budget) vs. $26,596,325.91 (actual)
- **Safety**: OSHA recordable rate of 2 injuries per 86,897 man hours

The success of this project can also be contributed to the close involvement of local commerce associations from the beginning. In order to identify issues early, the project team invited the Farm Bureau and the Monterey County Vintners Association to the partnering kick-off meeting. By getting input from these organizations, we were able to understand the seasonal needs and operations of area agriculture and establish conduits of communication to reduce construction impacts on the movement of goods.
Pfeiffer Canyon Bridge Replacement

PROJECT SUMMARY
In February 2017, the existing three-span concrete bridge at Pfeiffer Canyon on Highway 1 failed due to a large landslide that compromised a supporting column, requiring its replacement. The structure bisected the community of Big Sur and closed Highway 1 to local and tourist traffic, causing an immediate lack of mobility for the community residents and a financial hardship for businesses. The new structure was a single span, steel plate girder that was the first of its type launched in California. It opened to motorists in less than eight months. A bridge of this nature typically requires seven years from concept to completion. Effective partnering was crucial to the success of this project.

STATS

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<tr>
<th>Project ID</th>
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<tbody>
<tr>
<td>Contractor</td>
<td>Golden State Bridge</td>
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<tr>
<td>Schedule</td>
<td>120 days (contract) vs. 309 days (actual)</td>
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<tr>
<td>Budget</td>
<td>$24,000,000.00 (budget) vs. $22,000,000.00 (estimated)</td>
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<tr>
<td>Safety</td>
<td>OSHA recordable rate of 0.028</td>
</tr>
</tbody>
</table>

Partnering Tip: Constant appreciation of trades and subcontractors and an acknowledgment of hard work and efforts of individuals is crucial to the success of a Partnered project. Instill a "Can Do" attitude on the job site at all times. And, remember that food is always a motivation to construction staff.
I-210 Pavement and Median Barrier Replacement

PROJECT SUMMARY

Cutting through the Verdugo Mountain range, Interstate 210 abuts open space and parklands within the Santa Monica Mountains Conservancy Zone just north of Los Angeles. Right-of-way and access space is extremely limited. The terrain is hilly and winding, and vehicles along this heavily traveled corridor travel at excessive speeds during non-peak hours. This project replaced 6.4 miles of existing pavement with PCC and HMA and replaced a median concrete barrier.

STATS

- **Project ID**: 07-288014
- **Contractor**: Security Paving Company, Inc.
- **Schedule**: 595 days (contract) vs. 520 days (actual)
- **Budget**: $44,224,000.00 (budget) vs. $42,809,100.00 (actual)
- **Safety**: Zero recordable OSHA accidents

Partnering Tip:

Weekly project status meetings in which public information, project design, traffic safety, and maintenance personnel are in attendance help to facilitate rapid resolution to issues.
New Bridges Near Essex

PROJECT SUMMARY

The Interstate 40 corridor connects Southern California to the southeastern United States along the tourist path established by Route 66. Three new bridges were constructed at Haller Wash, Rojo Wash and Clipper Valley Wash. All are remotely located on a narrow throughway with no gas, food, or lodging and are subject to flash flooding and extreme heat.

STATS

Project ID ..... 08-0N56U4
Contractor..... OHL-USA
Schedule ....... 500 days (contract) vs. 526 days (actual - 26 days to implement the poly fiber concrete deck)
Budget........... $20,616,067.80 (budget) vs. $15,456,140.95 (actual)
Safety.......... No lost time accidents

Partnering Tip: Hold Facilitated and Weekly Partnering meetings frequently in a central location to increase attendance and keep the Partnering momentum going strong.
Route 60 Rehabilitation

PROJECT SUMMARY

Highway 60 between I-10 and I-215 is a major thoroughfare for those in the west traveling to and from the California desert, and it is a critical arterial for locals living in Moreno Valley. Therefore, providing a smooth ride was a strong reason for rehabilitating the aging road. The project was for grinding and AC paving, including Midwest Guardrail System (MGS), a concrete barrier, vegetation control and Jointed Plain Concrete Pavement (JPCP) paving at the eastbound Frederick Street and Heacock Street off ramps.

STATS

Project ID...... 08-10914
Contractor..... All American Asphalt
Schedule ...... 194 days (contract) vs. 194 days (actual)
Budget......... $17,439,087.60 (budget) vs. $18,449,472.78 (actual)
Safety......... Zero recordable OSHA accidents

Partnering Tip: Plan the Partnering Meeting location to be near the project location, so all can visit the job site together after the Partnering meeting.
James E. Roberts Memorial Bridge Rehabilitation

**PROJECT SUMMARY**

It is known as "the Northern Gateway to Yosemite." As it snakes towards our second oldest national park, this section of Highway 120 passes over the Tuolumne River via the James E. Roberts Memorial Bridge, a 1,400-foot-long, two-lane structure spanning the northern arm of the Don Pedro Reservoir. The structure is composed of two steel girders with a light-weight concrete bridge deck laid out on a 1,200-foot-radius horizontal curve. This project involved replacing the existing bridge deck, strengthening the existing girders, and providing a seismic retrofit.

**STATS**

- **Project ID**: 10-0L9704
- **Contractor**: Golden State Bridge
- **Schedule**: 190 days (contract) vs. 190 days (actual)
- **Budget**: $19,941,600.00 (budget) vs. $18,110,687.45 (actual)
- **Safety**: Zero recordable OSHA accidents

**Partnering Tip:**

The importance of face-to-face communications was recognized as being key to the success of this innovative project. To facilitate collaboration, Caltrans and GWB agreed that it would be beneficial for cohabitation at the jobsite. As such, offices were set up adjacent to each other onsite. This has been successful in enhancing communications not only at the RE/SR/PM level, but at the field level as well.
I-5 Pavement Rehabilitation

PROJECT SUMMARY
This project along Interstate 5 near the city of Oceanside was one of the largest concrete pavement rehabilitation projects in San Diego County, using more than 40,000 CY of jointed plain concrete pavement (JPCP) and 15,000 CY of rapid-set concrete (RSC). Since the project included three freeway entrances to the Marine Corps Base Camp Pendleton, as well as the CHP/Border Patrol checkpoint south of San Clemente, continuous coordination was necessary with those agencies.

STATS
Project ID.... 11-406704
Contractor.... Flatiron West, Inc.
Schedule ....... 553 days (contract) vs. 550 days (actual)
Budget ........... $39,819,100.00 (budget) vs. $39,520,000.00 (actual)
Safety .......... OSHA recordable rate of 1.42

Partnering Tip: The quarterly partnering meetings began with an informal "What do you want out of today’s session?" rather than a conventional formal meeting agenda. The team decided to use actual project issues rather than conceptual issues. By the end of the meeting, the matters would be resolved or a clear and definite plan would be developed.
80 Across the Top Project

PROJECT SUMMARY
To provide congestion relief, improve air quality, and promote ride sharing, 10 miles of bus/carpool lanes were built in both directions on the six-lane, separated I-80 just north and west of downtown Sacramento. New auxiliary lanes were also constructed. The project included replacing Portland cement concrete pavement (PCCP), placing hot mix asphalt (HMA) and jointed plain concrete pavement (JPCP), widening bridges, constructing soundwalls, and providing general roadway rehabilitation.

STATS
- **Project ID**: 03-3797U4
- **Contractor**: Bay Cities Paving & Grading
- **Schedule**: 932 days (contract) vs. 930 days (actual)
- **Budget**: $104,588,000.00 (budget) vs. $105,076,449.71 (actual)

**Partnering Tip:** In addition to the traditional meetings, the team could elect to have more "one-on-one" meetings with their counterparts, which can help participants be more open to talk about potential issues in a more relaxed and unstructured atmosphere.
Highway 101/ Petaluma River Bridge

**PROJECT SUMMARY**

Traveling among the rolling hills of Sonoma County, Highway 101 crosses over the Petaluma River on one of the longest precast, post-tension splice concrete girder bridges in the U.S. This new 907-foot-long, six-lane bridge replaces the four-lane bridge built in 1955, which aims to lessen traffic congestion north of San Francisco. In addition to the bridge replacement, this project involved the construction of the Kastania Road Overcrossing, four new ramps, two frontage roads, seven retaining walls, and the overall raising of the highway for site distance improvements.

**STATS**

- **Project ID**: 04-2640U4
- **Contractor**: Ghilotti Brothers - CC Myers Joint Venture
- **Schedule**: 660 days (contract) vs. 660 days (actual)
- **Budget**: $77,000,000.00 (budget) vs. $78,627,083.00 (actual)
- **Safety**: OSHA recordable rate of 0.033

**Partnering Tip**: Having active and routine involvement by both the contractor and Caltrans senior management is the key to improving the acceptance and implementation of Partnering as a whole. The spirit of Partnering needs to be reinforced from the top down.
I-10 / I-605 Interchange Connector

**PROJECT SUMMARY**

Smooth transition and eliminating confusion were goals of this new connector from southbound I-605 to eastbound I-10 in Baldwin Park. The project consists of a 3,800-foot-long single-lane bridge structure, retaining walls, soundwall, and the reconstruction of 2,400 feet of Dalewood Street. This project is one of the State Legislature’s specified Demonstration Projects for the Design/Build delivery method. It includes an inherent amount of “culture change” in traditional roles that required advanced teamwork skills in contract administration, quality assurance, and quality control.

**STATS**

- **Project ID**: 07-245404
- **Contractor**: MCM Construction, Inc.
- **Schedule**: 1,407 days (contract) vs. 1,407 days (actual)
- **Budget**: $51,655,000.00 (budget) vs. $59,252,485.00 (actual)
- **Safety**: Zero loss time accidents

**Partnering Tip:**

Mandatory weekly project meetings attended by both the Design/Builder and Caltrans were geared with continuous improvement in mind. Everyone was given a chance to participate without regard to chain of command. If meetings became confrontational, they were changed to be non-personal or elevated to a higher level of resolution.
State Route 58 (SR-58)
Hinkley Expressway Project

PROJECT SUMMARY
State Route 58 is a major connector from Bakersfield to eastern California desert locations. However, near Barstow, in the City of Hinkley, the expressway was reduced to two lanes. This project provided a solution to the bottleneck that occurred by realigning and widening the expressway to four lanes. This new addition is accessible from two bridges; Hinkley Road and Lenwood Road, which provides safe access and facilitates mobility for all motorists, particularly Hinkley area residents.

STATS
Project ID...... 08-043514
Contractor...... Skanska-Teichert, A Joint Venture
Schedule ........ 394 days (contract) vs. 392 days (actual)
Budget.......... $125,038,000.00 (budget) vs. $117,613,363.29 (actual)
Safety......... No OSHA recordable accidents

Partnering Tip: Subcontractor participation in partnering throughout the project can yield additional innovation and value engineering, as well as create an even more cohesive team throughout construction.
Interstate 8 CRCP

PROJECT SUMMARY

The Interstate 8 CRCP project is located in Imperial Valley and consisted of reconstructing 10 miles of Interstate 8 with Continuously Reinforced Concrete Pavement (CRCP). CRCP is relatively new to Caltrans, and this project was the first large-scale application of this technology. In addition, the extreme temperatures in the summer, along with high winds, created a challenging work environment.

STATS

Project ID..... 11-413604
Contractor..... Coffman Specialties
Schedule ....... 495 days (contract) vs. 468 days (actual)
Budget ........... $54,777,200.00 (budget) vs. $55,858,100.00 (actual)
Safety .......... Zero lost time accidents

Partnering Tip:

Each goal in the charter was evaluated on a numerical scale by a monthly, web-based survey. Scores and comments were then shared with the participants at the facilitated quarterly meetings. The quarterly meetings greatly assisted in evaluating the team, and action items were identified to maintain and improve the highly successful project team dynamic throughout the duration of the project.
Interstate 8 CRCP

PROJECT SUMMARY
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STATS
- Project ID: 11-413704
- Contractor: Coffman Specialties
- Schedule: 585 days (contract) vs. 433 days (actual)
- Budget: $52,368,200.00 (budget) vs. $51,095,985.00 (actual)
- Safety: Zero lost time accidents

Partnering Tip:
Early in the project, the team identified potential risks that could impact quality, contract time, and the budget. Risks were documented in partnering meetings and risk management protocols were formulated. When challenges invariably arose, the risk management protocols were implemented to involve the appropriate stakeholders and resolve the issues immediately, thus avoiding adverse impacts to the project.