18th 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

Pheiffer Canyon Bridge Replacement Presentation ...... Jeff Abercrombie
Area Construction Manager
California Department of Transportation

Dave Ricciello
President
Golden State Bridge, Inc.

Partnering – Our Way of Doing Business ..................Laurie Berman
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
The positive partnering relationships developed on this project will surely benefit future projects when we work together again, because there will be a high level of trust right from the start.

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.
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.

SUCCESS STORIES

- Although considered a small project under $3M, constructing a roundabout in the middle of a busy intersection is not easy. The construction was planned for the summer months when impact to the local high school would be minimized. However, utility relocation delays jeopardized this work window. Granite Construction proposed a change to perform a full closure and detour traffic onto city and county roads to improve staging conditions, provide efficiency and promote safety. The concept was accepted and implemented through collaboration and coordination among Caltrans, Granite, the city and county. The local agencies understood the potential benefits and allowed the necessary detours onto their roads. In return, Granite committed to completing the full-closure work within a 45-day window and delivered as promised.
  - Quality of the work improved due to performing the work in larger sections.
  - Implemented closure helped to open up traffic much earlier, thereby reducing the impact on the school during drop-off and pick-up times.
- The original design did not utilize the roundabout as an aesthetic focal point for the City. The team identified this missed opportunity and all rallied to explore creative options and share knowledge from past projects to develop a cost-effective, attractive solution. Enthusiastic collaboration on this effort resulted in a change order allowing a recommended subcontractor to be hired to perform concrete staining, which highlighted the roundabout as a community centerpiece. The team was very proud of this joint accomplishment, and the City appreciated the focal point improvement.

FUN FACT

Circumnavigating roundabouts doesn't have to be as hard as Clark Griswold in the movie European Vacation made it seem (at London's famous Lambeth Bridge roundabout, he screams endlessly "There's Big Ben, kids! Parliament"—unable to escape its inner lane). Since the early 1990s, nearly 2,000 roundabouts have been built in the U.S. Consequently, drivers are becoming more aware of these ring-shaped intersections as they travel through them in a counterclockwise pattern. Roundabouts are considered safer than traditional intersections, because their design precludes most high-risk situations—right-angle crashes and head-on collisions are virtually eliminated. Moreover, many studies have found that replacing lights and stop signs can reduce harmful emissions by more than 30 percent, because there is less starting and stopping.
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.

“By team members working proactively together to find win-win solutions and celebrate successes, not only was this project built, but positive relationships were built, as well.”
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.

SUCCESS STORIES
- Initially, the project was designated as "night work only" due to close interaction with the surrounding community. Yet, through efforts in the first partnering session and then to coordination in the field, the team was able to revert the project working hours to daytime for improved safety and production, while maintaining a near-perfect record of no public incidents and completion of the work ahead of the project schedule.
- A potential claim for asphalt smoothness was an ongoing concern. The concern was effectively mitigated, however, through partnering efforts in the form of job site visits, phone conversations, and formal partnering sessions to develop a strategy to address this concern. Consequently, no claim was ever filed.
- Another example of ongoing partnering efforts was scheduling additional shifts in order to button up the work before the 4th of July holiday to assure safety of the roadway for the anticipated increase in traffic during the long holiday weekend.

FUN FACT
At 4:57 a.m. on June 28, 1992, many in Southern California awoke to feel what they thought was the so-called "Big One." Centered near the town of Landers, the magnitude 7.3 earthquake shook the region for almost three minutes. Though more powerful than the 1994 Northridge earthquake, damage and loss of life was minimized due to its location in the Mojave Desert. Yet, roads buckled and buildings and chimneys collapsed. Three hours later, a 6.5 magnitude quake hit the Big Bear region. It was initially thought of as an aftershock, but later was labeled as a regional earthquake sequence.
Our goals were realized by a commitment to open communication in implementing a safe work place, creating effective closure schedules and building with quality materials.

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.
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. This project was also impacted by two other active bridge replacement projects with similar median detours.

SUCCESS STORIES

• The New Bridge at Hoffs Wash Near Essex project was complicated by its remote desert location far from construction materials and a water source. Issues arose regarding the project environmental requirements. The Partnering Process communication, trust, respect, and collaboration enabled stakeholders to jointly develop solutions to address California Department Fish and Wildlife (CDF&W) concerns despite frequent stormwater pollution prevention events and water conservation demands.

• Caltrans and Ortiz Enterprises demonstrated their belief in and commitment to Partnering when bridge demolition was out of sync with two other bridge replacements projects in the area. Ortiz Enterprises worked with the field staff to implement a phase change to keep detoured traffic on the same route throughout the three bridge replacement projects. Furthermore, the Caltrans field staff approached Ortiz management with their lessons learned on the two other bridge projects. Ortiz Enterprises completely and openly adapted and implemented the lessons learned via Partnering procedures. This cooperation enabled seamless installation of the new work successfully duplicated from the other projects. A Value Engineering Change Proposal (VECP) was approved to lower costs and reduce traffic control impacts when the eastbound bridge was constructed, which was a Charter Goal.

• This project involved a large number of stakeholders. Unreliable cell phone coverage in the remote desert and long distances between the project manager’s office and the Resident Engineer’s office was recognized early by the team. Weekly partnering meetings at the jobsite were implemented to engage and empower field staff, subcontractors, and supplier personnel. Stellar partner member attendance led to issue resolutions at the lowest possible level.

FUN FACT
So…do you know the difference between a flood and a flash flood? A flood is an overflow of water onto normally dry land usually caused by rising water in an existing waterway. A flood can last days or weeks. On the other hand, flash flooding is caused by heavy or excessive rainfall in a short period of time, generally less than six hours. They can occur within minutes, ripping through river beds, urban streets or mountain canyons. However, they can also occur even if no rain falls at all, such as when a levee or dam fails.
18th Annual California Department of Transportation Excellence in Partnering

Projects Greater Than $10 Million – Less Than $50 Million
Partnering is not just "job to job," it lasts a career. We have now built eight successful jobs with Steve Manning and this one went awesome!

**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.
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.

SUCCESS STORIES
• As SR 299 is an essential commute route between Trinity County and the City of Redding, reducing delay impacts to traffic during construction was critical. Through the Partnering Process, the team was able to develop a work schedule to address traffic movement. In 2015, Steve Manning Construction (SMC) opted to begin work shifts early to eliminate delays to evening commuters. In 2016, lane closures were shortened and additional pilot cars were used to reduce traffic delays. Caltrans cooperated with SMC to provide variances in allowable time delays and supported an aggressive public and social media campaign to keep travelers informed of scheduled work hours.
• Open communication led to beneficial changes for the project, SMC and Caltrans. One change allowed for disposal of material with short hauls. This change reduced congestion, minimized road wear, decreased haul costs, and allowed for planned disposal sites to be left with capacity for use in future road maintenance.
• California’s severe drought impacted the project in 2015 when several forest fires developed in Trinity County. Emergency responders from all over the United States needed to travel through the project to reach disaster areas. Via joint problem solving, the team championed a work plan and successfully expedited the emergency responders’ travel through the project with minimal to no impacts to SMC and Caltrans.

FUN FACT
A very winding road can sometimes be alluring to drivers. Colorado’s Million Dollar Highway delivers jaw-dropping vistas as it follows the route of U.S. 550 between Silverton and Ouray, but it’s the 12 miles through the Uncompahgre Gorge to the summit of Red Mountain Pass that gains the highway its name. It is characterized by steep cliffs, several hairpin "S" curves, a lack of guardrails, and narrow lanes cut directly into the side of the mountain. The first time you drive Colorado’s Million Dollar Highway, it will take your breath away.
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.
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.

SUCCESS STORIES

- A challenge the team faced was a Value Engineering Change Proposal (VECP) proposed by JF Shea Construction, which included eliminating cross-overs from the project. The proposal was initially met with resistance. However, after performing a risk assessment with Caltrans executive staff and the design team, the benefits were determined to outweigh the risks and the VECP moved forward. Changes made to the project as a result of the VECP reduced impacts to the traveling public and saved both time and money (20 working days and cost saving of $593,961.70 to the project with an equal credit to JF Shea Construction).

- Another issue arose where the existing edge drains were not located per plan and therefore could not be removed without extra work. Field staff tried to solve the problem but ended up elevating it. The Resident Engineer was on site and, with input from Caltrans and JF Shea Construction field staff, was able to problem-solve to arrive at an immediate solution and avoid delays.

- Partnering also improved relationships between Caltrans and the City of Weed. Caltrans and JF Shea Construction had planned to close two ramps within a busy commercial area of the City for an extended period of time, which the City did not support. Since closing the ramps was not an option, a plan was developed to temporarily widen the ramps to perform half-width construction. The Resident Engineer met with the City to review the plan and explain that the ramps would still need to be closed but with limited durations. The City approved the plan and the project moved forward accordingly. Meeting face-to-face was key in this situation, because it helped establish trust and understanding between Caltrans and the City.

FUN FACT

Mount Shasta has been the subject of an unusually large number of myths and legends. Once such legend surrounds the British prospector J.C. Brown. Brown had been hired by the Lord Cowdray Mining Company of England to prospect for gold in the area and happened upon a cave at the base of the mountain that sloped downward for 11 miles. There he found an underground village filled with gold, shields, and mummies—some up to 10 feet tall. Thirty years later, Brown told his story to John C. Root, who proceeded to gather an exploration team in Stockton. Eighty people joined the team, but on the day the team was to set out, Brown did not show up. He was not heard from again.
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.

“As a result of mutual goal sharing, a commitment to partnership, and strong communication between all project partners and stakeholders, the Caltrans-Myers team met the expectations of Caltrans, the Governor’s Office and corridor stakeholders – opening the corridor on time for 2017 Labor Day weekend traffic.”
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.

SUCCESS STORIES

- The project was originally given 120 working days for completion, which was to begin the following Monday after the 4th of July in 2017. Prior to the start of work, an aggressive goal was presented by Caltrans at the direction of the Governor’s Office – accelerate the project schedule to have the work completed by Labor Day weekend of 2017 – reducing the timeframe to a third of the original time (40 working days). To meet this bold plan, the Caltrans-Myers team established a weekly meeting/workshop plan to ensure a stringent schedule was developed and vetted. This effort included collaborative planning with Caltrans to ensure project stakeholders within the corridor were kept updated and a method for input was established.

- Innovative approaches vetted collaboratively by the Caltrans and Myers teams included the use of multiple 55-hour weekend lane closures. Production was optimized on a daily basis, with Multilayer System (MLS) removed during daytime hours, and polyester placed at night to take advantage of the cooler conditions for paving.

- These operations and lane closures were coordinated within one of the highest traveled areas in downtown Sacramento. Furthermore, 2017 project work coincided with the first summer to have the newly constructed Golden 1 Center open for major concerts and sports events. With the help of local CHP and public information outreach, the team established and successfully communicated project updates to the public via traditional, door-to-door and social media outreach. In parallel with the innovative closure and detour approaches developed by the team, these efforts reduced the volume of traffic traveling through the jobsite and increased safety margins for workers and the public alike. Weekly meetings optimized internal communication between Caltrans, Myers, and key stakeholders.

FUN FACT

The new Golden 1 Center, home to the Sacramento Kings, is the first indoor sports venue to earn LEED Platinum designation. The arena is the first in the world to combine the use of displacement ventilation—a reduced-energy cooling system utilizing passive climate controlled air—and crowd-sourced feedback to maximize fan comfort. Five massive hangar doors above the grand entrance can open to allow Sacramento’s evening breezes to control the building’s climate efficiently, while a specially designed 1.2 megawatt solar array on the roof and an 11 megawatt solar farm 40 miles away through a local utility partnership provides the power for the venue’s more than 200 yearly events.
Partnersing is a gateway to open and honest communication. Open and honest communication leads to mutual trust. Once mutual trust with all parties is established, then relationships can flourish.

**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.
FUN FACT

The next Gilroy Garlic Festival begins July 27, 2018. Will you be there? It’s a place for all things garlic, from delectable foods to live entertainment. Close to 100,000 visitors attend each year, consuming more than two tons of fresh garlic at the event. Last year, Guinness World Records officially certified the event as the world record holder for the largest attendance at a garlic festival. Since opening in 1979, the festival has awarded more than $11 million to community schools and other civic entities through its non-profit organization.
It is okay to disagree but not okay to stop communicating and working towards resolution on all issues.

PARTNERING TIP

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.
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).

SUCCESS STORIES

- The first challenge encountered was the constructability of cast-in-place and pre-cast panels that were to be installed where there was no inside shoulder. The team considered several options and ultimately agreed that the best solution was to issue a change order to construct standard inside shoulders to allow traffic to move as far as possible away from the work area. To minimize any schedule delays, the team quickly developed a design for shoulder widening, agreed on the scope and cost of the work, and began construction.

- In addition to widening shoulders, the extensive use of COZEEP was employed to manage the traffic through the work zone and improve safety for employees. Numerous meetings were held with the CHP and the project team to identify all the safety concerns and determine how to address them. It was a true team effort with input from all stakeholders, and collaborative solutions were developed for the safest and best practical plan to manage the traffic through the work zone.

- Partnering went much further than just the relationship between Graniterock and Caltrans. The project staff actively partnered with many other stakeholders. Through a cooperative relationship with the cities of Soledad and Gonzales and the staff of the Soledad State Prison, construction activities were scheduled and notification of closures were published in order to minimize impacts on prison shift changes, school activities, and access to local merchants.

FUN FACT

In the Spanish language, Soledad means "solitude." So, it is befitting that the state prison near this project calls itself by that name. Soledad State Prison dates back to 1946 when it was used as a "Camp Center" by San Quentin State Prison. Today, it houses solely male inmates at both minimum and maximum-level security. One of its most infamous inhabitants was Sirhan Sirhan, known for mortally wounding Senator Robert F. Kennedy on June 5, 1968. Although initially given the death penalty, his sentence was commuted to life when California abolished that fatal penalty in 1972. He served his sentence at Soledad State Prison until 1992. He remains in the State prison system to this day.
The joint effort of the contractor, Caltrans, and consultants to design and fabricate the falsework and tower to launch the steel girders across the canyon successfully was phenomenal.

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.
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.

SUCCESS STORIES
• Meetings were held daily to address traffic control, determine the extent of the slide area, determine foundation requirements, choose a structure design, satisfy multiple agency requirements, and relocate utilities. Tireless efforts by all determined the new structure would have to be a single span. Abutment pile reinforcement was ordered and fabricated prior to having a finalized plan. Continuous meetings afforded Golden State Bridge (GSB) to make progress each day while designers worked towards finalizing plans.

• The coordination, cooperation, and collaboration of agencies, locals, designers, GSB, material suppliers, manufacturers, fabricators, and others continued to push the project forward. Each meeting produced enough information for another day or week of construction while designers worked towards final design. The project site area and access was very limited. Meetings to coordinate utility relocation, contractor and subcontractor activities, and material delivery were held weekly.

• Partnering with State Parks culminated with construction of a pedestrian trail so local residents could safely access either side of the project to obtain necessities and go to work or school. Local residents began to embrace the project and have applauded the efforts of all involved.

FUN FACT
One of the most expensive fires in U.S. history began when an illegal campfire grew into the Soberanes fire north of Big Sur in July 2016. Years of drought fueled the flames that took 83 days to contain and more than $229 million dollars to battle. However, disaster in the area wasn’t over. With trees damaged or gone and vegetation destroyed, the intricate root systems that kept rocks, soils and other sediments exposed to rainfall in place were no longer able to keep the land stable. Earth slid and bridges failed. Three months after the Pfeiffer Canyon Bridge event, a quarter-mile-wide wall of mud and rock barreled over an oceanfront stretch of Highway 1. Fortunately, no one was hurt.
"By working together, alternatives were found to reduce long-term ramp closure durations and minimize impacts to local residents and businesses."

**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.
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.

SUCCESS STORIES
- Weekly progress meetings and on-site field meetings between Caltrans and Security Paving Company, Inc. (SPCI) enabled the team to identify potential problems quickly and find reasonable and economically sound solutions. One example of this was the requirement to upgrade the designed MBGR partially installed to MGS rail to meet current safety standards. This change would have resulted in significant cost and delays for manufacturing and rework. However, working in collaboration with the designer, maintenance division, and the manufacturer, the team was able to mitigate these costs and delays by using the newly installed posts and borrowing rail from the division of maintenance while new rail was being manufactured—thereby allowing SPCI to continue working without interruption and reducing the cost of the change.
- During the course of the project, a dispute arose whether or not to pin the k-rail dividing traffic. By working together through the Partnering Process, a more productive and less destructive solution was found—restripe the lane lines and reset the rail, which saved SPCI the cost of pinning the rail and saved Caltrans the cost of repairing damaged pavement due to pinning.

FUN FACT
The Santa Monica Mountains Conservancy is an agency of the state of California founded in 1980 and dedicated to the acquisition of land for preservation as open space for wildlife and California native plants. The zone covers an area from the edge of the Mojave Desert to the Pacific Ocean, encompassing several mountain ranges and watersheds. The Conservancy’s objective is to provide an interlinking network of parks, trails and open spaces for public use and wildlife within Los Angeles and Ventura counties.
“We held weekly Partnering Meetings, not just quarterly Facilitated Meetings, to engage and empower our field staffs, subcontractors, and supplier personnel to implement issue collaboration and resolutions at the lowest possible level.”
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.

SUCCESS STORIES

• The New Bridges Near Essex construction project was complicated by its remote desert location far from construction materials and a water source. Issues arose regarding the project environmental requirements. The Partnering Process’ communication, trust, respect, and collaboration enabled each and every stakeholder to jointly develop solutions to address:
  – CDF&W concerns despite frequent stormwater pollution prevention events; and
  – water conservation demands.

• Caltrans and OHL-USA demonstrated their belief in and commitment to Partnering when bridge demolition was sidelined by bat habitation and by the acceptance of a Valued Engineering Proposal to deal with a market shortage of materials for temporary lighting.

• The building of new bridges on the eastbound direction of Interstate 40 was repeated on the westbound direction. Westbound field design adaptations which were discovered, created, and implemented via the Partnering Process enabled seamless implementation when duplicated eastbound.

• A Value Engineering Change Proposal was proposed to lower costs and reduce traffic control impacts—a Partnering Charter goal.

• The combined experiences with the construction of the existing bridges allowed for the streamlining of the demolition process. The first challenge was to develop a plan to remove the existing bridges without contaminating the dry wash floors. Past experiences with lessons learned enabled the team to recognize the excess wash material as an asset rather than an obstacle, which enabled the work to continue without delays to meet or exceed both Department of Fish and Wildlife and stormwater requirements.

FUN FACT

I-40 is considered by many as one of the best cross-country journeys in the U.S. As the third longest interstate in the United States, the highway runs from Barstow, California to Wilmington, North Carolina. Plan on a 36-hour drive from end-to-end, but you’ll want to stop at a few unique sights along the way. See the extra-terrestrial, 550-foot deep, one-mile across Meteor Crater in Arizona. Experience eclectic artistry at the half-buried line of ten Cadillacs covered with graffiti at the Cadillac Ranch in Texas. Find your inner hound dog at Graceland in Memphis, Tennessee. Catch a show at the Grand Ole Opry in Nashville. Thirty-six hours may turn to a full week or more!
We scheduled a team-building exercise using building blocks. Team members had to work together to assemble a puzzle using wooden blocks. Highest tower won.

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.
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.

SUCCESS STORIES

• The new standard for paving smoothness was released a few years ago and was required on this project. In the Partnering kick-off meeting, all trades agreed that the number one priority should be smoothness, and all worked together to make it work on this project.

• All American Asphalt (AAA) and G3 Quality analyzed existing pavement before starting the construction and identified some new equipment, which AAA purchased in the spirit of executing the requirements of the smoothness specification accordingly. AAA and Caltrans had additional meetings to adjust job sequence and lane closures so that the original plan could be carried out efficiently. Throughout the duration of the project, the new paving met the specification requirement and the anticipated problematic areas fell within specifications and did not delay progress.

• Through the Partnering Process, an issue with the design of a new guardrail was resolved. The SRT guardrail, which DC Hubbs purchased for this project, was suspended a few days before it was scheduled to be installed by Caltrans, and DC Hubbs had to quickly purchase another product. Also, some of the MGS and vegetation control could not be installed, since the actual condition in the field was different from the design. Originally, the guardrail was not affecting the critical path; however, since there were some changes, the possibility of straying from the path became a very real concern. Caltrans, AAA and DC Hubbs met frequently to resolve this issue, and because DC Hubbs was able to find a new material quickly and Caltrans was flexible enough to approve it in the field, AAA was able to adjust their schedule accordingly.

FUN FACT

Along Route 60 through Moreno Valley, signs for Raceway Ford and Raceway Nissan hark back to the days when spectators heard the thunderous echoes of cars roaring across a racetrack rather than the persistent pitch of a car salesman. In 1989, bulldozers erased the tracks of the Riverside International Raceway to make way for shopping and housing developments. Opened in 1957, the raceway hosted almost every major racing series in modern history from NASCAR to IndyCars to Formula One Grand Prix. It appeared in television shows like CHiPs, Knight Rider, and The Rockford Files, and movies such as The Love Bug and Viva Las Vegas. It was a legendary three decades of racing.
Due to the nature of this work, it is extremely important that each panel is set at proper elevation for a smooth profile. Caltrans and GSB worked together diligently and the results of their efforts show in the ride quality of the structure.

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.
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.

SUCCESS STORIES

- The Partnering Process began early on with coordination from the Tuolumne County Board of Supervisors. The construction window and detour routes necessary to complete the work were negotiated and approved, requiring 14-hour full nightly closures to occur from October 2016 to mid-March 2017 and one-way traffic control during the day.

- The contract used an innovative construction sequence to segmentally remove and replace the existing bridge deck with 171 precast prestressed concrete deck panels. This was the first time Caltrans used this method of deck replacement. The Partnering Process and the success of the partnering relationship significantly contributed to the progress of this innovative project.

- The Partnering Charter overcame many challenges and obstacles requiring in-depth, joint problem solving. A shining example occurred when the Golden State Bridge’s (GSB) bridge structural analysis, in consideration for equipment weight, determined that span 4 was overstressed. GSB’s engineers and Caltrans’ structure representative and designers worked diligently to develop a solution. Their evaluation resulted in the need to install a 140-foot longitudinal stiffener to the right girder of span 4. GSB was able to build this extra work into the schedule prior to the scheduled deck work at this location and thereby eliminate any delay. This issue showcases partnering at its finest by identifying this challenge early, using the Partnering Charter to resolve the issue and meet the project goals.

FUN FACT

The old concrete-arch Don Pedro Dam still exists at Don Pedro Lake in Tuolumne County, CA. Some 220 feet under the water of a full lake, the old Don Pedro Dam is 1.5 miles upstream from the current dam’s location. Completed in 1923, it was, at the time, the world’s largest concrete gravity dam. The lake created by the old dam, with its storage capacity of 289,000 acre feet, was only 14 percent of the capacity of the current lake.
All the issues on the Project were resolved, and our initial fears were taken care of. The Partnering Process allowed us to take care of any issues.

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.
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.

SUCCESS STORIES

• One example of the successful implementation of the Issue Resolution Protocol occurred during removal of the existing structural section at the individual slab replacement locations. Caltrans and Flatiron’s field and management staff had different interpretations of the payment clause for removal of the existing structural section. The team was unable to reach an agreement, and the issue was elevated to the executive level. The field and management team presented their position documentation to the executive tier of both Caltrans and Flatiron. The executive team then analyzed the issue and developed a resolution that was acceptable for both parties.

• The team was presented with a challenge during the reconstruction of the outside shoulders where unexpected unsuitable material was encountered. Typically the resolution to this type of issue is the responsibility of Caltrans; however, in this particular case, Flatiron provided valuable feedback and input to aid Caltrans in coming up with the most economical, efficient, and quality solution to the issue.

• All Potential Claim Records (PCRs) were resolved at the Resident Engineer and Project/Area Manager level by implementing the Issue Resolution Protocols and through a commitment to deliver a quality and successful project. The PCRs were resolved in a timely manner, typically during the weekly project status/partnering meetings and before they had to be elevated to the executive level or the Dispute Resolution Board.

FUN FACT

Since 1924, commuters traveling from San Diego to Orange County have had to pass through the U.S. Border Patrol’s San Clemente Border Station checkpoint on busy I-5, periodically having to stop as agents check for illegal narcotics, people, weapons or anything illicit in nature. Administration offices were in nearby trailers, but were replaced in 2011 with a new, permanent, 14,000-square-foot building that was constructed to house 24 offices, locker rooms, a gym, conference rooms, a computer lab, pre-shift musters, and storage. The building can accommodate up to 250 agents.
Projects Greater than $50 Million

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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.

“Partnering allowed Caltrans and Bay Cities Paving & Grading to manage resistance to change traffic work windows and lane closures for longer work hours and better and faster results.”
FUN FACT

Buried in Sacramento are some dark secrets. Literally. From 1861-1862, the city suffered the worst rainstorm in California recorded history. The city was practically under a lake. Citizens fled for fear of drowning, and steamboats cruised over the streets. Over time, the streets of Sacramento were physically raised up an average of 10 feet, which created a vast system of underground tunnels—a city under a city. In subsequent years, the tunnels became a hotbed of crime, murder and depravity. Organized crime bosses used them to dispose of enemies and victims. People would enter them seeking thrills and never be seen again. The tunnels remain to this day. Tours are available.

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 axillary 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.

SUCCESS STORIES

- The contract allowed 29 separate 55-hour closures to construct the rapid-set concrete (RSC) areas on the ramps. Bay Cities submitted a Value Engineering Change Proposal (VECP) to modify the Phase 2 and 3 stage construction plans to replace rapid-strength JPCP with regular JPCP. Without modifying the plans, the original work would not be feasible. A modification in the structural section was needed because of low R values encountered in subgrade soils. The Caltrans design team worked with Bay Cities to analyze the VECP, which ultimately became a change order. This change contributed significantly to the reduction in overall traffic congestion, while reducing the number of long 55-hour weekend closures from 29 closures to four closures.

- To keep the 55-hour weekend lane closures on schedule, numerous challenges had to be resolved as they occurred. The Caltrans and Bay Cities team met daily to generate hourly schedules and milestones and to develop solutions to resolve issues immediately. This change accelerated the project schedule and reduced prolonged impacts to the people traveling through the work zone.

- The project team collaborated well with stakeholders and maintained constant communication between parties with which it typically would not have interfaced. The team formed and partnered with the First Responders Group, which included contractors, Caltrans Traffic Management Center, Freeway Service Patrol, CHP and local law enforcement officers. The group held weekly meetings with stakeholders to discuss options for the safe and efficient handling of traffic. The face-to-face meetings allowed for efficient sharing of information and ensured that all involved had the same goal. Stakeholders became aware of issues immediately, and actions were quickly implemented for resolution.

PARTNERING LEADERSHIP

Meshack Okpala
RE, Caltrans District 3
Dave Pezel
PM, Bay Cities Paving & Grading
Holly Parrish-Bezner
Facilitator, Global Leadership Alliance

STATS

Project ID: 03-3797U4
Caltrans: District 3
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)

BEST PRACTICES

Partnering Charter
Weekly Meetings
Monthly Evaluations
Dispute Resolution Ladder
Partnering Scorecards
Partnering Surveys
Team-building Lunches
PARTNERING TIP

The ability to quickly and smoothly resolve challenges, while finding ways to reduce costs without sacrificing quality, is a sign of a great partnership.

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.
**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.

**SUCCESS STORIES**
- A major challenge was conforming and restaging this contract with an adjacent project. Both projects were designed independent of each other, with the assumption that the new construction would tie into the old roadway. This resulted in contract plans that did not entirely conform with each other. CCOs were issued on both contracts to merge the profiles, but the staging and detour conflicts still needed to be addressed. With the partnership working closely together, Value Engineering Change Proposals (VECPs) were developed to reverse the staging and construct the northbound Petaluma River Bridge prior to southbound and to modify structural sections where feasible. The modified staging required revised detour plans and revised grades to merge the two projects properly. This new staging allowed construction of the two projects to proceed logically, and it also eliminated the need for certain temporary facilities.
- The construction of Retaining Wall #2 ran into challenges as soon as the work began. With problems ranging from unsuitable soil to conflicts with 3rd party utilities, the ability to work these issues out required strong collaboration between Caltrans and the JV team. To help mitigate potential delays to the critical path, the team developed a clever detour, which removed the wall from the critical path and allowed for a major embankment operation to proceed in the new median. While the JV communicated with Caltrans regarding the change of conditions, the wall was completed. By utilizing the Dispute Resolution Ladder, the project was able to proceed on normal terms without being hindered by any distractions from the potential claim.
- One of the great success stories on this project was the extensive public outreach effort by Caltrans, Sonoma County Transportation Authority, and the JV, as well as coordination with local authorities for detours related to complicated freeway closures. Caltrans’ IPO and SCTA’s project manager went well beyond what could be expected in terms of outreach. The net result was a well-informed public with very few project-complaints.

**FUN FACT**
For wine aficionados, Napa Valley may have more name recognition worldwide, but Sonoma County rivals it for many reasons. First, it has more vineyards than Napa—over 18,000 acres more. It is actually the birthplace of the California wine industry. Gundlach Bundschu and Buena Vista wineries were founded there in the late 1850s. The cost of staying in Sonoma County is less expensive as well. Average daily cost per person is almost $200 less. And, commercial flights will fly into Sonoma County Airport, whereas only private flights land in Napa. Lastly, did you know (for 25 days in 1846) it was the capital of the Independent Republic of California?
It was agreed early on that the D/B's success would be a Caltrans success, and Caltrans' success would be the D/B's.

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.
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.

SUCCESS STORIES

• Caltrans and MCM Construction (MCM) adjusted project progress expectations, staging, and schedules to account for late completion of the adjacent I-10 HOV lanes project within the limits of this project. The sequencing was changed so that all bridge foundation work was completed immediately after the HOV lanes were open to public traffic. Bridge falsework then spanned over the I-10 traffic lanes and HOV lane. Once the HOV lanes were opened, they were never closed.

• The project progressed despite a delay to relocate (Los Angeles) Department of Water and Power overhead transmission lines and towers, because the project team took the initiative and risk of designing and constructing special tower foundations and purchasing the towers to expedite the transmission lines relocation—not normal functions of the MCM or Caltrans teams. The team developed and executed a plan outside the contract documents that allowed work to start on the South-to-East connector, while contract change orders were processed and performed by the Design/Builder. In a proactive and collaborative effort to minimize project risks, the DWP lines were successfully relocated with complete freeway closures minimizing potential critical path delays.

• The Partnership approach communicated that all parties were vested and integral in project results. The team’s success spilled over to local communities in a partnered effort to provide additional detours and street parking to local residents within the limited right-of-way available. The Mayor of the City of Baldwin Park was impressed and remarked, “The ongoing working relationship between Caltrans, MCM and our city staff, and political representatives was continuously smooth throughout each phase of this significant construction effort.”

FUN FACT

Baldwin Park was named after Elias Jackson "Lucky" Baldwin, one of the great pioneers of California business. He was "lucky" due to his extraordinary good fortune in business deals. He moved to California during the height of the Gold Rush, not wanting to prospect, but rather to take advantage of the business opportunities that came from assisting the gold diggers. In the 1870s, he relocated to Southern California and bought land in the San Gabriel Valley. He founded the Santa Anita Racetrack and befriended the famous marshal Wyatt Earp, a frequent visitor to the track. His name can be found throughout the region: Baldwin Hills, Baldwin Lake, Baldwin Village, Baldwin Pond, etc.
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.

“This project was truly managed with a “project first” focus. The project team at Caltrans and the Skanska-Teichert JV always met face to face to discuss solutions before any correspondence was sent. Partnering built significant trust and allowed the team to find true solutions that best benefited the project, instead of positioning for claims in the future.”
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.

SUCCESS STORIES

- Because a California mandate severely restricted water usage, the 90% compacted fill zone was to be constructed without water—an impossible task given the dry soils in the high desert. The team recognized the magnitude of this issue early on and applied the Dispute Resolution Ladder established in the first partnering session. Caltrans and Skanska-Teichert JV cooperated to create a dry compaction test program that proved compaction without water was indeed impossible. Therefore, the specification was changed to allow water use without significantly impacting the schedule.

- Safely importing 2.6 million cubic yards of fill through an archaeologically and biologically sensitive area with limited access points required effective logistical planning. Caltrans Environmental, Traffic Design, Traffic Operations, and Construction, as well as Skanska-Teichert JV, San Bernardino County, and CHP, collaborated to establish two separate haul routes. Despite numerous constraints, the plan allowed the project to remain on schedule without greatly affecting the public.

- An unexpected California Department of Fish and Wildlife (CDFW) restriction threatened to shut down the project indefinitely in the western half of the site where desert tortoises were abundant. The specific reason for the shutdown was to coordinate with CDWF and U.S. Fish and Wildlife Service to ensure that no tortoises were harmed before beginning earthwork, and that coordination between those agencies, Caltrans, and Skanska-Teichert JV reflected the team’s commitment to preserve the habitat. Caltrans and Skanska-Teichert JV worked diligently to address CDFW’s concerns. Extensive partnering reshuffled Skanska-Teichert JV’s schedule to maintain the on-schedule production levels, while the issues were quickly resolved at the lowest possible level through effective partnership amongst Caltrans Construction, Biological Monitors, and Skanska-Teichert JV.

FUN FACT

Coca-Cola, one of the most recognized brands in the world, started out as a fountain beverage, but didn’t reach its worldwide status until it began to bottle the drink. It began when a Mississippi shop owner in 1894 increased sales by selling his soda in a common bottle called a Hutchinson. Twenty-two years later, the company realized a unique, contoured bottle could differentiate their brand from all the copycats that had arisen over the years. In 1923, six pack carriers were introduced to encourage customers to take their drinks home. By 1928, Coca-Cola sold in bottles exceeded the amount sold through soda fountains and, in 1960, the now ubiquitous coke bottle was trademarked.
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**

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.

**SUCCESS STORIES**

- The most formidable challenge faced on this project was a differing geotechnical site condition that threatened to delay the project and add millions of dollars in costs, delays, and claims. When the project team, functional units, and the mid-level managers could not agree on a solution, a facilitated problem-solving session meeting was held. Executive-level managers identified in the Dispute Resolution Ladder, as well as subject matter experts from both Caltrans and Coffman, provided input. As a result of utilizing this Partnering Process, an agreement was reached and the project team had clear direction on a solution that saved millions of dollars in delay and claim costs.

- In addition to logistical challenges, the project team recognized that disputes over the interpretation and implementation of CRCP and Inertial Profile specifications were significant project issues that could impact quality and budget, and garner claims. In anticipation of those issues, a partnering meeting was held resulting in the implementation of a Risk Management Plan that included identification of project team members, managers, and stakeholders integral to issue resolution. As a result, all issues were addressed.

- Caltrans and CSI effectively worked together to modify and revise staging to expedite and shorten the anticipated duration of the various stages of work. This provided greater continuity, resulting in higher quality. It reduced the time impact of the work to the traveling public. Furthermore, it delivered the project ahead of schedule, thus avoiding conflict with subsequent projects on the corridor.

**FUN FACT**

Imperial County is located in the southwestern corner of Southern California. The Laguna Mountains block out incoming coastal moisture. Without water, the area is a dry, barren desert. However, the Colorado River, which runs on the eastern edge of the county, supplies irrigation for a half million acres of farmland. As of 2015, the county’s total annual vegetable/fruit production (lettuce, cauliflower, broccoli, carrots, asparagus, and cabbage in cooler months; and sweet Imperial onions, sweet corn, bell pepper, chili peppers, cantaloupes, mixed melons, and watermelons in the warm season) is approximately 121,000 acres, worth roughly $800 million.
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.

“The trust and cooperative spirit that was developed as a result of partnering allowed [Caltrans] to implement changes to the contract without negative impacts to the schedule or the overall budget.”
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.

SUCCESS STORIES

• The implementation of creative ideas was instrumental in the project’s success. For example, detouring traffic through Evan Hewes Road—an existing underutilized two-lane Imperial County road—allowed for the construction of two lanes in each direction of I-8. This was in contrast to the original design, which was only for a single lane of traffic in either direction. This change facilitated a safer and more efficient movement of traffic, expedited the construction schedule, provided Imperial County with a newly rehabilitated road, and avoided the demolition and disposal of millions of dollars of detour material per the original design. The implementation of the Evan Hewes detour was only made possible by the intense participation of Coffman and Caltrans’ upper management (i.e., Dispute Resolution Ladder).

• All potential claims were resolved prior to contract acceptance. In fact, all issues that were discussed as potential claims were discussed in concept and principle at length, and in ALL cases the issues were resolved prior to submission of a potential claim. No dollar values were ever assigned to the issues for claim purposes. Examples of potential claims that were resolved:
  – Change of per-plan processed material stockpile locations;
  – Resolution of the Inertial Profile specification to ensure quality and contractual adherence;
  – Resolution of a marginal HMA failure; and
  – Resolution of the construction joint versus contraction joint issue between lanes.

• Subcontractors had an open invitation to attend the weekly project meetings to discuss all issues between Coffman and Caltrans. Payco Specialties, the striping and pavements markings subcontractor, continually participated in partnering sessions due to the large magnitude of staging and traffic changes and the critical nature of their scope of work.

FUN FACT

Imperial County was the last to be established in California in 1907. It is the ninth largest county, encompassing 4,284 square miles, and is home to 175,000 residents. The U.S. Navy Flight Demonstration Squadron, the Blue Angels, have their winter home in El Centro, the county seat. The patchwork of agriculture is well know in the region; however, the county also contains the largest state park in California (Anza-Borrego) and the largest mass of sand dunes in the state. The Algodones Sand Dunes extend more than 40 miles along the eastern edge and is a popular location for film-making. You may have seen it in the movie Return of the Jedi.
18th Annual California Department of Transportation Excellence in Partnering

Success in Motion Awards
# Success in Motion Awards

<p>| District 1 | 01-262054 | Willits Bypass Mitigation; Hanford ARC |
| District 2 | 02-0E0904 | Sidehill Viaduct Bridge Replacement/ Dog Creek Bridge Retrofit; Golden State Bridge, Inc. |
|            | 02-4G03U4 | Lassen Lodge Safety Realignment Project; Tullis, Inc. |
| District 3 | 03-3C3804 | Wye to Trout Creek (Storm Water Mitigation in South Lake Tahoe); Security Paving Company, Inc |
|            | 03-3F7604 | State Route 191 Realignment; Knife River |
|            | 03-4F0604 | Interstate 5 HMA Overlay; Teichert |
| District 4 | 04-0A7104 | Remove and Replace 23rd Avenue and 29th Avenue Overcrossings; RGW Construction, Inc. |
|            | 04-0J6404 | Route 101 Windsor to Geyserville – The Big Pave; DeSilva Gates |
|            | 04-013574 | SFOBB East Span Marine Foundation Removal Phase 2; Kiewit/Manson, a JV |
|            | 04-264094 | Highway 101 Curve Correction-San Antonio Rd; Ghilotti Brothers/RM Harris JV |
|            | 04-3G4864 | Clean and paint San Mateo-Hayward Bridge; Liberty Maintenance Inc. |
| District 6 | 06-0S6104 | Wire Theft Remediation Project; Sturgeon Electric California, LLC. |
|            | 06-2HT104 | CMGC SR 99 Realignment Project; Granite Construction Company |
|            | 06-471504 | Betty Drive Interchange Project; Granite Construction Company |
|            | 06-457114 | Freeman Gulch Four-Lane; Granite Construction Company |</p>
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<tr>
<th>District 7</th>
<th>07-1W2404</th>
<th>Elysian Viaduct Bridge Cleaning &amp; Painting Project; CL Coatings</th>
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<tr>
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<td>07-2159U4</td>
<td>I-5 South Reconstruct &amp; Widen Freeway and Undercrossing Structures Project; Security Paving Company, Inc</td>
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<td>07-2881U4</td>
<td>Route 210 Roadway Rehabilitation Project; Flatiron West, Inc.</td>
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<td>07-302604</td>
<td>SR-57 Pavement Rehabilitation; Myers &amp; Sons Construction</td>
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<td>07-305204</td>
<td>SR-33 Soil Nail Wall &amp; Rock Slope Protection; C.A. Rasmussen, Inc.</td>
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| District 8 | 08-0K2924 | I-10 / Redlands Pavement Replacement; J McLoughlin |
|           | 08-3555V4 | I-15 Widening from Mojave Drive to Stoddard Wells Street; Ames Construction |
|           | 08-0Q3004 | SR-138 East Lane Realignment; Skanska |
|           | 08-0M2804 | 1-15 / Mountain Pass Cenda Ditch & Wheaton Wash Bridges; MCM Construction |
|           | 08-0R1204 | I-40 Re-Grade Median; Granite Construction Company |
|           | 08-368514 | 1-15 – JPOE II / Mountain Pass Agricultural Inspection Station; Granite Construction Company |

| District 11 | 11-2T2004 | I-805 North Design Build; Skanska USA |
|            | 11-0223U4 | I-5 / Genesee Avenue Interchange Reconstruction; Flatiron |
|            | 11-080234 | SR-98 Highway Widening, Traffic Signal Improvement, Railroad Reconstruction; Hazard Construction |
|            | 11-418524 | I-8 / Continuously Reinforced Concrete Pavement Segment 5; Coffman Specialties |
|            | 11-2T2174 | I-5 North Coast Corridor Replace San Elijo Bridge and Highway Widening; Flatiron/Skanska/Stacy Witbeck, a Joint Venture |

| District 12 | 12-0N1104 | SR-133/5 Separation Slope Ramps; USS Cal Builders |
|            | 12-0M3504 | I-405 Median Barrier and Aux Lane at 405 at Culver Drive; CHUMO Construction Inc. |
Information on the Caltrans Partnering Program

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