



16TH ANNUAL CALTRANS EXCELLENCE IN PARTNERING

Award Ceremony



May 4, 2016

California Department of Transportation EXCELLENCE IN PARTNERING AWARD CEREMONY



May 4, 2016
2:00 pm – 4:00 pm

Agenda

Ken Solak

Partnering Coordinator, Headquarters
California Department of Transportation

Welcome

Rachel Falsetti

Chief, Division of Construction
California Department of Transportation

Partnering at Caltrans

Kelly Hall

Facilitator
Pinnacle Leadership Group, Inc.

Partnering Facilitator

Malcolm Dougherty

Director
California Department of Transportation

Partnering Our Way of Doing Business

Ken Solak

Partnering Coordinator, Headquarters
California Department of Transportation

Awards Presentation



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Projects Less Than \$10 Million

Green Point Sink



PARTNERING LEADERSHIP

| | |
|-----------------------|------------------------------|
| Jimmy Zimmerer | RE, Caltrans |
| Mark Benzinger | PM, Mercer Fraser Co. |
| Sue Dyer | Facilitator, OrgMetrics, LLC |

STATS

| | |
|------------|--------------------------------------|
| Project ID | 01-423704 |
| Caltrans | District 1 |
| Contractor | Mercer Fraser Co. |
| Schedule | 250 Days - Finished 250 Days |
| Budget | \$9.6 Million - Actual \$9.1 Million |
| Safety | Zero Loss Time Incidents |

PARTNERING TIP

Include potential important project issues in the partnering kick off meeting, allowing for increased focus and team attention, to avoid potential problems.

BEST PRACTICES

- Partnering Charter
- Dispute Resolution Ladder
- Kick-Off Partnering Workshop
- Key Subcontractors Attended Partnering Sessions

"We were able to cooperatively work together to find the best way to repair the road while under signal control with minimal delays to the public and at a reduced cost."

- Mark Benzinger, PM, Mercer Fraser Co.

The project involved the repair of a section of the two lane highway on SR 299 in Humboldt County, 14 miles east of Blue Lake. This section of SR 299 is an economic lifeline and an important route in Humboldt and neighboring counties. Due to winter storms the roadway experienced a downward settlement, known as a sink, which has caused damage to the roadway. To avoid continuous repairs in this area, a restoration project was developed with a goal to improve the drainage and stabilize the highway. The Green Point Sink project consists of two massive soldier pile retaining walls, installation and reconstruction of a drainage system, reconstruction and widening of the highway and re-vegetation of the disturbed area. Although traffic and site condition issues arose, the project was completed on time and under budget.

SUCCESS STORIES

The project involved a high level of coordination and site work on a difficult section of highway. The project team utilized a professional partnering company to facilitate the preparation of a partnering charter to ensure the success of the project. Other success included:

- Risk assessment by discussing potential issues and "what-if" scenarios at partnering meetings, which allowed the team to avoid or mitigate potential problems.
- Project had perfect safety record with zero accidents.
- Implemented a dispute resolution ladder in which most issues were resolved at the lowest level possible.
- Established a partnering charter with project goals.

FUN FACT

In 1934, SR 299 was the original CA SR 44. Since 1934, the road has been realigned many times, and in many places the old roadway can be seen beside the new road. Several bridges are visible from the current SR 299 that seemingly connect to nothing. One of the bridges is an arch bridge dating back to 1923.

Butte Creek Bridge Replacement



STATS

| | |
|------------|--------------------------------------|
| Project ID | 03-3E6204 |
| Caltrans | District 3 |
| Contractor | Knife River Construction |
| Schedule | 324 Days - Finished in 320 Days |
| Budget | \$8.3 Million - Actual \$7.2 Million |
| Safety | 1 Recordable Incident in 30,827 MHs |

PARTNERING LEADERSHIP

| | |
|--------------------------|--|
| Ben Hargrove | RE, Caltrans |
| Jim Bennett | PM, Knife River Construction |
| Kelly Bonine Hall | Facilitator, Pinnacle Leadership Group, Inc. |

PARTNERING TIP

With open communication and the same mindset, team-partnering is a useful tool, providing innovative ideas that saves the project time and money.

The project included the replacement of the 60-year-old, two-lane northbound bridge structure on Highway 99 spanning the Butte Creek, north of Estates Drive in Chico. This section of Highway is a vital transit way for residents, commuters and goods to and from Oroville and Chico. The project had many environmental issues that needed to be addressed as well as a limited “in-water” construction window. The project was completed ahead of schedule with over \$1 million in cost savings.

BEST PRACTICES

- Open Communication
- Dialogue for Innovative Ideas
- Kick-Off Partnering Workshop
- Partnering Survey
- Partnering Charter
- Key Subcontractors and Stakeholders Attending Partnering Sessions

“As trust and understanding developed, the contractor was able to very effectively execute the in-water work and the agency was satisfied with the result.”

- Jim Bennett, PM, Knife River Construction

SUCCESS STORIES

The success of the partnering process was visible right from the beginning of the project. Knife River Construction and Caltrans were able to execute a value engineering change proposal (VECP) soon after contract award that reduced project cost, in-water exposure work, environmental permit conditions, and improved public safety. The partnering process was instrumental in bringing the owner and the contractor together for open and dynamic communication. Other successes included:

- Attendance and participation by major stakeholders at partnering meetings allowed for work to be done efficiently and changes to be handled collaboratively so that all involved were satisfied with the final outcome.
- Implemented a dispute resolution ladder in which most issues were addressed at the lowest level possible.
- Partnering survey results were discussed at weekly meetings, with action plans created to execute and resolve any issues.

FUN FACT

In Butte County, several movies have been filmed including: Gone with the Wind; The Outlaw Josey Wales; Friendly Persuasion; Magic Town; The Klansman; Ruby Ridge; The Adventures of Robin Hood; and, Under Wraps. The most recent TV series filmed was Sons of Anarchy.

Route 12 Bridge Rehabilitation



PARTNERING LEADERSHIP

David Abledu RE, Caltrans
Dion Carr PM, Myers and Sons Construction

PARTNERING TIP

Active and engaged participation of all parties in the partnering effort can significantly contribute to the success of the project.

STATS

| | |
|------------|--------------------------------------|
| Project ID | 10-0J92U4 |
| Caltrans | District 10 |
| Contractor | Myers and Sons Construction |
| Schedule | 105 Days - Finished in 105 Days |
| Budget | \$4.4 Million - Actual \$5.1 Million |
| Safety | Zero Loss Time Incidents |

BEST PRACTICES

- Public Outreach and Media Platform
- Dispute Resolution Ladder
- Open Communication and Dialogue for Innovative Ideas
- Partnering Charter

“Building on the partnership framework for management, Myers stressed quality accountability from field crews to field management which resulted in sustainable partnerships and culture of teamwork throughout the project.”

- Dion Carr, PM, Myers and Sons Construction

The project was located on SR 12 at the Mokelumne River Bridge on the San Joaquin and Sacramento County Line. The project involved the replacement of the existing aging concrete bridge deck with cast-in-place concrete and rehabilitation of the existing control house for the swing truss drawbridge constructed in 1942. The bridge crossing functions as a vital economic and infrastructure link connecting San Joaquin and Sacramento Counties, carrying nearly 15,000 vehicles daily and allowing maritime river traffic below. The partnering process was an important aspect that contributed to the project success.

SUCCESS STORIES

The project team leveraged many aspects of successful partnering, effective communication, joint problem solving, rapid decision making and collaborative alternative analysis to successfully deliver the project. Some other successes included:

- Innovative ideas and understanding by the partnering team contributed to a VECP, which simplified the installation of critical safety barriers and reduced impacts to completed deck work.
- Established a partnering charter and a dispute resolution ladder to keep issues at the lowest level possible.
- Active partnership approach from all parties was successful in developing best practice installation methods, managing challenging field conditions, and maintaining a high level of safety.
- Stakeholders working collaboratively developed a construction schedule that minimized the economic impact to the residents and business owners.

FUN FACT

During the California Gold Rush, the Mokelumne River was a major gold producing stream. Fast forward to 1942, Caltrans built this swing truss drawbridge.



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



Middle of Buckhorn (MOB) Curve Realignment



PARTNERING LEADERSHIP

| | |
|-------------------------|------------------------------|
| Sergio Mendoza | RE, Caltrans |
| Charles Anderson | PM, Mercer Fraser Co. |
| Sue Dyer | Facilitator, OrgMetrics, LLC |

PARTNERING TIP

Creating tools or techniques that help all partnering members stay involved, engaged and communicating, produces an outcome that satisfies all parties.

STATS

| | |
|------------|--|
| Project ID | 02-1E10U4 |
| Caltrans | District 2 |
| Contractor | Mercer Fraser Co. |
| Schedule | 270 Days - Completed in 270 Days |
| Budget | \$12.1 Million - Actual \$12.6 Million |
| Safety | 0.09 Accidents per 1,000 MHs |

BEST PRACTICES

- Issue Resolution List
- Partnering Charter
- Daily Partnering Agenda for Key Parties
- Weekly Partnering Meetings

“A trusting relationship allows for all parties, regardless of responsibility, to lay all issues on the table and allows stakeholders to jointly find solutions.”

- Charles Anderson, PM, Mercer Fraser Co.

The project involved the widening and realigning of a 1.8 mile stretch of highway on SR 299 west of Redding and 2.5 miles east of the Trinity/Shasta County line. This project is intended to make this stretch of road safer and open to larger trucks. SR 299 is an interregional project that provides the most direct route between the Northern Sacramento Valley and the North Coast of California. The project included the reduction of 22 horizontal curves to 11, revisions to the vertical profile of the roadway, and increased lane and shoulder widths, all creating a more enjoyable and safer ride for the traveling public.

SUCCESS STORIES

The project team and stakeholders were able to utilize the partnering process not only to benefit the project, but to help the public as well. The development and involvement of the partnering procedures allowed for efficient means of communication and access through the project site for emergency responders and fire-fighting equipment. This was a very successful element of the partnering process, as it prevented delays in emergency response and potential life saving measures. Other successes included:

- Incorporated the adjacent project and contractor in the partnering process to reduce delays due to traffic controls for both projects. By combining the effort the team was able to save additional cost and resources.
- As a reminder to the project team, an “Issue Resolution List” was developed to status current issues that needed to be addressed.
- Established a partnering charter with measurable goals.
- Embraced the challenges of the existing terrain and earth disposal restrictions, and coordinated with Caltrans to continue working while maintaining productivity.
- Partnering process enabled the team to satisfy Caltrans request to add more than \$2 million in work to improve the fill slope protection, providing a safer and higher quality product.

FUN FACT

Southern Pacific RR named a train stop after Benjamin B. Redding. In 1874 the town changed the spelling from “Redding” to “Reading”, to honor local pioneer Pierson B. Reading. But the railroad did not officially recognize the change and in 1880 the town restored its original spelling, “Redding.”

Twin Gulches Road Realignment



STATS

| | |
|------------|--|
| Project ID | 02-2E5104 |
| Caltrans | District 2 |
| Contractor | Nordic Industries, Inc. |
| Schedule | 307 Days - Finished in 307 Days |
| Budget | \$12.1 Million - Actual \$11.7 Million |
| Safety | Zero Loss Time Incidents |

PARTNERING LEADERSHIP

| | |
|--------------------------|------------------------------|
| Sergio Mendoza | RE, Caltrans |
| Thomas Adams, Jr. | PM, Nordic Industries, Inc. |
| Sue Dyer | Facilitator, OrgMetrics, LLC |

PARTNERING TIP

Create trusting relationships with all parties, regardless of responsibilities, to allow all issues to be discussed and stakeholders to jointly find solutions.

BEST PRACTICES

- Dispute Resolution Ladder
- Partnering Charter
- Daily Partnering Meetings
- Weekly Partnering Meetings

“A successful partnering relationship fostering trust and open communication was developed between Caltrans and Nordic Industries, Inc. This relationship allowed both parties to resolve operational and administrative challenges.”

- Thomas Adams, Jr., Nordic Industries, Inc.

The project involved the widening and realigning of a 1.2 mile stretch of highway on SR 299 west of Redding and 4.5 miles east of the Trinity/Shasta County line. This phase of the project, Twin Gulches, was intended to make this stretch of road safer and open to larger trucks. SR 299 provides the most direct route between the Northern Sacramento Valley and the North Coast of California. The project included the reduction of horizontal curves, revisions to the vertical profile of the roadway, and increased lane and shoulder widths, all creating a more enjoyable and safer ride for the traveling public.

SUCCESS STORIES

Overcoming the obstacles of a tight footprint and lack of haul roads, posed a difficult challenge for the project team. Partnering between Caltrans, Nordic Industries, Inc., and stakeholders proved to be a key factor in enabling the project to be successfully completed ahead of schedule and under budget. Some other successes included:

- Incorporated the adjacent project and contractor in the partnering process to reduce delays due to traffic controls for both projects. By combining the effort the team was able to save additional cost and resources.
- Partnership solutions were reached in regards to rocky excavation and excess earthwork that allowed for modified stage work, increasing the contractors productivity.
- Established a partnering charter with measurable goals.
- Successful partnering, fostered trust and open communication between Caltrans and Nordic Industries, Inc., which allowed both parties to resolve operational and administrative challenges.
- Charter goals that were achieved on this project included: no notice of violations issued by regulatory agencies; no work accidents; and all claims were resolved through the partnering process.

FUN FACT

Trinity County was one of the original counties of California, created in 1850 at the time of statehood. The County takes its name from the Trinity River, named in 1845 by Major Pierson B. Reading, who was under the mistaken impression that the river emptied into Trinidad Bay.

Anderson Grade CRCP



PARTNERING LEADERSHIP

| | |
|--------------------|--|
| John Hinton | RE, Caltrans |
| Terry Smith | PM, Road and Highway Builders of California |
| Phil George | Facilitator, Global Leadership Alliance, Inc. |

PARTNERING TIP

Positive and trusting partnering sessions can be a gateway for innovation and new idea discussions.

STATS

| | |
|------------|--|
| Project ID | 02-3E7604 |
| Caltrans | District 2 |
| Contractor | Road and Highway Builders of California |
| Schedule | 420 Days - Actual 413 Days |
| Budget | \$50.7 Million - Actual \$46.3 Million |
| Safety | 3 Recordable Incidents in 35,000 MHs |

BEST PRACTICES

- Dispute Resolution Ladder
- Partnering Charter
- Monthly Evaluation of Partnering Goals
- Key Subcontractor Involvement in Partnering
- Weekly Partnering Meetings
- Team Building Activities

“This project is a shining example of how partnering can take a challenging project riddled with difficulty and turn it into an example for future projects.”

*- Terry Smith, PM, Road and
Highway Builders of California*

The Anderson Grade project involved the replacement of existing concrete roadway with continuous reinforced concrete pavement (CRCP). The project replaced 16 lane miles of I-5, in Northern Siskiyou County, approximately 30 miles from the Oregon border. This section of highway is a main thoroughfare for interstate transit of goods and materials to and from California and Oregon. The project experienced many challenges, which included adjacent construction projects, environmental concerns, and high daily traffic volumes. Through partnering efforts, the project was completed on time and under budget.

SUCCESS STORIES

This project was a multi-stage / multi-year effort that seemed to be riddled with difficulty from the beginning. Through extensive partnering and an innovative approach to the staging of the work, the project team was able to reduce the impact on the traveling public, provide stranded motorist support in and around the construction zone, and incorporate adjacent bridge projects, which provided cost savings to the State and a gain of any lost time to the contractors. Other successes included:

- The implementation of weekly issue meetings encouraged resolution of outstanding project problems and ensured open communications of the team.
- Established a partnering charter with measurable goals.
- Proposal of an innovative idea to combine stages of the project and to incorporate the adjacent bridge construction was beneficial, with the contractor gaining lost time on their schedule.
- The Contractor promoted a positive atmosphere to the public by providing a traffic monitoring vehicle which assisted any stranded vehicle in the construction area.
- Group activities were essential to ensure the mutual respect and hard work of the partnering team.

FUN FACT

Charles Boles, the “gentleman bandit” also known as Black Bart, had a fear of horses and perpetrated his Siskiyou Trail stagecoach robberies on foot.

Highway 20/70 Marysville CRCP



STATS

| | |
|------------|--|
| Project ID | 03-0A5804 |
| Caltrans | District 3 |
| Contractor | Teichert Construction |
| Schedule | 760 Days - Actual 560 Days |
| Budget | \$35.1 Million - Actual \$30.4 Million |
| Safety | Zero Loss Time Incidents |

PARTNERING LEADERSHIP

| | |
|------------------------|--|
| Cameron Knudson | RE, Caltrans |
| Brian Parker | PM, Teichert Construction |
| Duncan Fletcher | PM, Teichert Construction |
| Larry Bonine | Facilitator, Pinnacle Leadership Group, Inc. |

PARTNERING TIP

Utilizing a partnering facilitator can be extremely beneficial in encouraging participation, a sense of ownership, and discussion among all team members.

The Highway 20/70 Marysville project involved the improvement of roadway drainage and rehabilitation of existing road with continuous reinforced concrete pavement (CRCP). The project is located in the City of Marysville, approximately 40 miles North of Sacramento near the intersections of SR 20 & 70. This 13 stage project with a 24/7 work schedule included the construction of state-of-the-art signals, Americans with Disability Act (ADA) compliance upgrades, and aesthetic enhancements appropriate for the area. Although the project faced some difficult challenges, including strict contractual requirements, environmental, and archaeological conditions, the team was able to complete the project almost a year ahead of schedule.

BEST PRACTICES

- Dispute Resolution Ladder
- Partnering Charter
- Quarterly Partnering Meetings
- Team Building Activities

“The pride and freedom of being empowered to fix things on the run became contagious and was apparent on this contract.”

*- Brian Parker, PM,
Teichert Construction*

SUCCESS STORIES

Overcoming the obstacles of multiple stages of construction, the impact to the public, and environmental conditions were very difficult. Partnering between Caltrans, Teichert Construction, local agencies, and businesses proved to be a key factor in completing this project successfully ahead of schedule and under budget by 13%. Other successes included:

- The proposed acceleration and combination of three stages into one significantly reduced the impact to the traveling public and adjacent businesses. Effective partnering was utilized to resolve issues at the lowest level possible.
- Involvement of the trade/craft workers and subcontractors in the partnering philosophy empowered team members to resolve issues at the lowest level and maintain the high level of quality on the project.
- The formal Dispute Resolution Board (DRB) never had to be used, as an effective dispute resolution ladder was agreed to at the initial partnering meeting.
- The culture of working together to resolve problems real-time started during the initial Partnering workshop, and continued through the life of the project.
- Established a partnering charter with measurable goals
- The combining of stages of the project allowed Caltrans to add additional work and construct further improvements within the right-of-way.

FUN FACT

In the days of the Gold Rush, the Cordua Ranch was a stopping point for riverboats from Sacramento and San Francisco that carried miners on their way to the digging grounds. A sign on the roadside as one enters Marysville carries the slogan: “Gateway to The Gold Fields”.

Meeks Bay



PARTNERING LEADERSHIP

| | |
|--------------------------|--|
| Jaret Montplaisir | RE, Caltrans |
| Larry Brandt | PM, Diablo Contractors, Inc. |
| Kelly Bonine Hall | Facilitator, Pinnacle Leadership Group, Inc. |

PARTNERING TIP

Quick elevation and resolution of issues early in the job defined a procedure for the remainder of the project, leading to better product and cost savings.

STATS

| | |
|------------|--|
| Project ID | 03-1A8444 |
| Caltrans | District 3 |
| Contractor | Diablo Contractors, Inc. |
| Schedule | 250 Days - Completed in 211 Days |
| Budget | \$13.7 Million - Actual \$11.8 Million |
| Safety | Zero Loss Time Incidents |

BEST PRACTICES

- Dispute Resolution Ladder
- Partnering Charter
- Construction Season Kick Off Activities
- Weekly Meetings to Promote Partnering Efforts

“Relations are strong after two full seasons of working together. Strong credibility and trust has been maintained with the Lahontan Water Board and TRPA, who are strong supporters of the work and its new water quality improving features.”

*- Larry Brandt, PM,
Diablo Contractors, Inc.*

The project reconstructed a portion of SR 89 in El Dorado County, North of South Lake Tahoe on the West Shore. The project included the placement of hot-mix asphalt (HMA) overlay, widening sections of the roadway with HMA, and drainage improvements for water quality requirements. The Meeks Bay section of construction is part of an overall effort to improve the roadways and the water quality of Lake Tahoe basin due to impacts by stormwater runoff. SR 89 along the West Shore is a major traveled roadway for local and recreational traffic, with access to state parks and ski areas. Aside from the challenges presented by permit compliance, heavy traffic usage, and limited workspace, the project was completed under budget and ahead of schedule.

SUCCESS STORIES

The project encountered many obstacles early; however, with effective partnering the team resolved issues at the lowest level, resulting in zero claims on the project. The partnering team included Caltrans, Diablo Contractors, Inc., Property owners, Lahontan Regional Water Quality Control Board, Tahoe Regional Planning Agency, California Highway Patrol, California State Parks, US Forest Service and other local agencies. Some other successes included:

- The project team coordinated efforts with other ongoing nearby highway construction projects, reducing the impact to the public by developing strategic road closures and staging locations.
- Partnering efforts and a quick issue elevation process maintained project schedule when constructibility issues arose in regards to the sand vault structures systems.
- Through collaborative communication, the project included superior paving material and, due to product competition the project team was able to procure material without any delays to the schedule.
- Use of the escalation ladder allowed the team to meet the Stormwater Permit requirements. Project ended each season with the highest rating achievable – 1A.
- The project team proposed a VECP to implement the use of portable changeable message signs in lieu of staff flaggers, thereby reducing cost and worker exposure to public traffic.

FUN FACT

Meeks Bay is named for John Meeks, who owned the land. The Meeks brothers farmed in the meadows at the mouth of Meeks Creek in the 1860's. Route 89 did not pass through the area until 1964.

Riego Road Highway 99 Interchange



STATS

| | |
|------------|--------------------------------------|
| Project ID | 03-406604 |
| Caltrans | District 3 |
| Contractor | Teichert Construction |
| Schedule | 314 Days - Actual 287 Days |
| Budget | \$20 Million - Actual \$19.7 Million |
| Safety | Zero Loss Time Incidents |

PARTNERING LEADERSHIP

| | |
|---------------------|---|
| Preston Tri | RE, Caltrans |
| Stephen Muck | Teichert Construction |
| Phil George | Facilitator, Global Leadership Alliance, Inc. |

PARTNERING TIP

Projects may be difficult with a multitude of issues that can arise; however the team using partnering has the ability to gain ground, prevent derailment, and solve project issues with successful outcome.

The Riego Road and Hwy 99 Interchange project involved the construction of a full interchange to include on/off ramps. The project increased the safety of the traveling public and shortened motorists travel time. Approximately 36,000 motorists travel daily along Hwy 99 and Riego Road, which is located in Sutter County. The project included the construction of the full interchange, hot mix asphalt over new aggregate base, fill embankments and ramps, as well as pre-stressed concreted I-girders for the bridge overcrossing. Although the project faced challenges early and throughout construction, the project was completed successfully ahead of schedule and under the contracted amount.

BEST PRACTICES

- Dispute Resolution Ladder
- Partnering Charter
- Monthly Goal Evaluations

“When the partnering process is successful, all parties gain confidence in each other which ‘greases the wheels’ of project success for all.”

*-Stephen Muck, PM,
Teichert Construction*

SUCCESS STORIES

Confidence and open communication was established early between Caltrans and Teichert Construction through the partnering process. The project team worked together on the kick-off meeting to create a project charter as well as undergoing Partnering Skills Development Training on topics such as: establishing key goals; public safety; a resolution ladder; and, effective communication. Some of the other successes included:

- Collaboration and team work contributed to VECP for modifications to the contract staging plan, which provided a cost saving without compromising safety or impacting the public.
- Consistent coordination with key stakeholders, California Highway Patrol and Sutter County was vital in the project quality and work zone safety.
- The contractor was able to effectively communicate and propose alternatives to the team in order to provide a better level of quality and cost savings.
- Changes to the State’s Pavement Delineation and Sign Plans for updated requirements involved coordination, communication and planning in order to include modified sign structures without delays to the project.

FUN FACT

SR 99 was originally constructed in 1910 with the first state issued bonds but was not designated as SR 99 until 1926 when the US numbering system was developed.

I-40 Rehabilitation at Kelbaker Road



PARTNERING LEADERSHIP

| | |
|-----------------------|---------------------------------------|
| Shaine Shahidi | RE, Caltrans |
| Curtis Jolley | PM, Security Paving Company, Inc. |
| Neal Flesner | Facilitator, Ventura Consulting Group |

STATS

| | |
|------------|--|
| Project ID | 08-0K2804 |
| Caltrans | District 8 |
| Contractor | Security Paving Company, Inc. |
| Schedule | 200 Days - Completed in 199 Days |
| Budget | \$18.2 Million - Actual \$16.1 Million |
| Safety | Zero Loss Time Incidents |

PARTNERING TIP

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

BEST PRACTICES

- Dispute Resolution Ladder
- Partner Kick-off Meeting
- Partnering Charter
- Quarterly Partnering Meetings

“The partnering process provided an environment between the contractor and Caltrans in which open, honest and meaningful communication was facilitated.”

*- Curtis Jolley, PM,
Security Paving Company, Inc.*

This project involved the rehabilitation of a section of Interstate 40 in San Bernardino County. This section is a major thoroughfare for the transport of goods and people into California from the Southwest states. The project work included milling the existing asphalt concrete pavement between post mile 73 and 89, replacing it with a thin layer of precoated chip seal, and then placing HMA – Type C. In addition to new pavement, the project included the replacement of existing dikes and guardrails, and placement of shoulder backing. This project was completed on schedule and with a cost savings of approximately \$2 million.

SUCCESS STORIES

Partnering was essential in delivering the project on time and under budget. The project team established a partnering charter at the kick-off meeting. The charter ensured the team was committed to the goals for the project, and ultimately contributed to the project being under budget by an estimated \$2 million. Some of the other successes included:

- The partnering process created an environment that was beneficial to all team members, and despite issues that arose, there were zero claims submitted for the project.
- Open communication and problem solving facilitated changes to the contract lane closure plan that extended closure durations, which increased productivity for the contractor to meet milestones and avoided the need for paving during winter weather.
- Partnering process enabled the team to make adjustments to the project phases such that additional materials did not need to be used, which ultimately generated a cost savings to the project.

FUN FACT

Dick and Mac McDonald started McDonald’s hamburgers during the 1940s in San Bernardino. They sold the rights to Ray Kroc, and the rest is history. Glen Bell, inspired by McDonald’s, opened Bell’s Hamburgers in San Bernardino. Later, he would change to tacos and Taco Bell was born.

Laurel Street Bridge



STATS

| | |
|------------|--|
| Project ID | 11-264114 |
| Caltrans | District 11 |
| Contractor | Disney Construction, Inc. |
| Schedule | 394 Days - Completed in 394 Days |
| Budget | \$16 Million - Actual \$22.2 Million |
| Safety | Numerous Recordable Incidents in 141,000 MHs |

PARTNERING LEADERSHIP

| | |
|---------------------|------------------------------------|
| Michael Moen | RE, Caltrans |
| Tim Chen | Sponsor, Disney Construction, Inc. |
| Sue Dyer | Facilitator, OrgMetrics, LLC |

PARTNERING TIP

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

The Laurel Street Bridge rehabilitation project involved a seismic retrofit of the bridge deck, arches, and interior/exterior work. The Laurel Street Bridge was originally built in 1915, and is also known as the Cabrillo Bridge. The project is located in San Diego, and is the gateway to the west side of Balboa Park, crossing over SR 163. Approximately 108,000 vehicles a day travel under the historic bridge on SR 163, and is a main access point for tourists to the Park. The project included spall repair, internal horizontal and vertical pre-stressing of shearwall, complete deck replacement, and new lighting, access and catwalk replacement. However difficult the challenges were on this project, the team was able to successfully complete a quality project that the public could enjoy for many years to come.

BEST PRACTICES

- Dispute Resolution Ladder
- Partnering Kick-off Meeting
- Daily Brainstorming
- Partnering Charter

“Partnering produced trust among the team members so that all the modified work was performed and tracked immediately as soon as direction was given without stoppage of any work. This greatly mitigated the amount of rework and improved quality and value.”

- Tim Chen, Disney Construction, Inc.

SUCCESS STORIES

Due to the age of the existing structure, many unforeseen conditions were discovered during construction. In addition, there were many technical challenges and design changes. Partnering with Caltrans, Disney Construction, Inc., the City of San Diego, and Balboa Park allowed for issues to be resolved quickly, and delays and disputes were eliminated. Some of the other successes included:

- Partnering process facilitated the additional work outside of the original contract to be modified quickly without delays to the project schedule.
- Using the dispute resolution ladder and creating a centralized office near the project for the Contractor, Caltrans and city staff was very important for resolving problems.
- Demonstrated a partnering culture by working together to complete a quality project for the community.
- The partnering team successfully worked together to ensure that project milestones were met.

FUN FACT

Laurel Street Bridge acts as the entrance to Balboa Park, which is a 1,200-acre park with open spaces, natural vegetation zones, green belts, gardens, walking paths, museums, several theaters, and the world-famous San Diego Zoo.



Projects Greater Than \$50 Million



Route 60 Pavement Rehabilitation



PARTNERING LEADERSHIP

| | |
|---------------------|-----------------------------|
| Joe Doughly | RE, Caltrans |
| Chad Ramirez | PM, Flatiron West, Inc. |
| Dennis Green | Facilitator, GreenCom, Inc. |

PARTNERING TIP

Informal meetings that include all pertinent staff can be helpful in maintaining communication and discussing potential issues before they become a problem.

STATS

| | |
|------------|--------------------------------------|
| Project ID | 07-286904 |
| Caltrans | District 7 |
| Contractor | Flatiron West, Inc. |
| Schedule | 723 Days - Completed in 723 Days |
| Budget | \$74 Million - Actual \$80.3 Million |
| Safety | Zero Loss Time Incidents |

BEST PRACTICES

- Partnering Charter
- Dispute Resolution Ladder
- Kick-Off Partnering Workshop
- Public Outreach and Media Platform
- Key Subcontractors Attended Partnering Sessions

“Constant communication and discussion of current and upcoming work has led to successful execution of the project. The ability to convey concerns, sequence of work, quality control issues, and adherence to specifications has led to a trustworthy relationship between Foremen and State Inspection personnel.”

- George Butorovich, Flatiron West, Inc.

The project involved the pavement rehabilitation of SR 60 in Los Angeles County, from the Route 60/605 separation to the South 57/Route 60 separation. The project included the removal of the existing concrete roadway and replacing with new concrete, creating a smoother, safer, and more enjoyable ride for the traveling public. The project was highly publicized and involved multiple weekend lane closures. The project was unofficially named the “Summer Slam.” As are most highways in the Los Angeles area, the SR 60 is a roadway with thousands of commuters per day, which created challenges for the team.

SUCCESS STORIES

The partnering effort facilitated the creation of an effective and efficient communication system for the traveling public and local businesses, meeting construction objectives without any complaints, major delays or major issues. Other successes included:

- Partnering sessions were an effective tool to discuss lane closures and reach timely agreements on potential claims.
- Utilized public outreach and media platforms to engage and inform the public and other stakeholders, allowing for minimal disruption to the public during the various stages of construction.
- Implemented a dispute resolution ladder which kept most issues at the lowest level possible.
- Established a partnering charter at the partnering workshop, with key goals identified which included constant communication, which led to a successful execution of the project.

FUN FACT

Before 1964, U.S. 60 ran from Los Angeles to the Arizona state line, where it continued its nationwide trek, often overlapping U.S. 99 and U.S. 70 along the way. The construction of Interstate 10 created a situation where, at one point, four different signed routes would run along the state-maintained highway.

Interstate 215 Bi-County HOV Gap Closure



STATS

| | |
|------------|--|
| Project ID | 08-0M94U4 |
| Caltrans | District 8 |
| Contractor | Ames Construction, Inc. |
| Schedule | 545 Days - Completed in 537 Days |
| Budget | \$152.1 Million - Actual \$136 Million |
| Safety | Zero Loss Time Incidents |

PARTNERING LEADERSHIP

| | |
|----------------------------|---|
| Tom Guglielmana | RE, Caltrans |
| Joseph Carlo | PM, Ames Construction, Inc. |
| Holly Parish-Bezner | Facilitator, Global Leadership Alliance, Inc. |

PARTNERING TIP

Promote the use of VECP as an integral component of the partnering process in order to save money and add value to the project.

This Interstate 215 project was located within the Counties of Riverside and San Bernardino, traversing four cities from the SR 91/215/60 interchanges to Orange Show Road. Interstate 215 is a major corridor that connects residents, motorists, visitors and goods movement in the Southern California area. The project incorporated the construction of approximately 7 miles of high occupancy vehicle (HOV) lanes in both directions within the existing median of Interstate 215. The project included widening of the roadway, construction of retaining walls, replacement and widening of railroad overcrossing, and placement of hot mix asphalt on the traveled roadway.

BEST PRACTICES

- Public Outreach and Media Platform
- Dispute Resolution Ladder
- Kick-Off Partnering Workshop
- Monthly Partnering Meetings

“To safely and efficiently perform the work, weekly coordination meetings were set up in addition to regular meetings as a collaborative effort of the partners.”

- Terry Lee, PE, Ames Construction, Inc.

SUCCESS STORIES

This was a high profile, high traffic volume project with a potential for significant impact to the traveling public. Caltrans, Ames Construction, Inc., and other stakeholders utilized a professional facilitator to prepare a partnering charter to ensure the success of the project. The project team was able to provide constant communication with the partnering groups which brought stakeholders closer together and, in turn, helped complete the project successfully. The project was completed ahead of schedule and under budget. Some other successes included:

- Innovative ideas and understanding by the partnering team contributed to a VECP, saving the project \$420,000, and saving seven months of delays.
- Established a partnering charter and implemented daily communication and monthly meetings to maintain the goals set by the charter.
- Implemented a dispute resolution ladder which kept issues at the lowest level possible.
- Utilized public outreach and social media platforms to engage and inform the public and other stakeholders, allowing for minimal disruption to the public during the various closures of the road during construction.

FUN FACT

The navel orange was introduced to North America from Brazil by the first settlers in 1873. Riverside is home to the one surviving Parent Navel Orange Tree, from which all American West Coast navel orange trees are descended.

Success in Motion Awards




Partnering
Our way of doing business

District 1

| <u>Gold</u> | <u>Silver</u> | <u>Bronze</u> | <u>Contract No.</u> | <u>Project Name</u> | <u>Contractor</u> |
|-------------|---------------|---------------|---------------------|---------------------------|--------------------------------|
| ○ | | | 01-262004 | Willits Bypass | DeSilva Gates-Flatiron West JV |
| | ○ | | 01-262054 | Willits Bypass Mitigation | Hanford ARC |
| ○ | | | 01-362914 | Hopland Overlay | DeSilva Gates Construction LP |
| ○ | | | 01-448604 | Highways 20/29 Roundabout | Ghilotti Construction Co. |
| ○ | | | 01-0B0004 | Highway 20 Clear Lake | O.C. Jones & Sons, Inc. |
| ○ | | | 01-0C3504 | Cold Plane Highway 29 | Ghilotti Bros Inc. |

District 2

| <u>Gold</u> | <u>Silver</u> | <u>Bronze</u> | <u>Contract No.</u> | <u>Project Name</u> | <u>Contractor</u> |
|-------------|---------------|---------------|---------------------|---------------------|----------------------------------|
| ○ | | | 02-360704 | Bella Diddy | JF Shea Construction, Inc. |
| ○ | | | 02-3E4104 | Capstone | Steve Manning Construction, Inc. |

District 4

| <u>Gold</u> | <u>Silver</u> | <u>Bronze</u> | <u>Contract No.</u> | <u>Project Name</u> | <u>Contractor</u> |
|-------------|---------------|---------------|---------------------|--|-------------------------------|
| ○ | | | 04-013544 | Pier E3 Implosion | Kiewit/Manson JV |
| | ○ | | 04-235844 | Broadway Interchange Reconstruction | Ghilotti Construction Co. |
| ○ | | | 04-2908E4 | Westbound High Occupancy Vehicle Lane | DeSilva Gates Construction LP |
| ○ | | | 04-0A5344 | I-80/I-680/SR 12 Interchange | DCG/Viking JV |
| | ○ | | 04-2640U4 | Petaluma River Bridge | Ghilotti Bros Inc. |
| ○ | | | 04-2908C4 | Westbound High Occupancy Vehicle Lane | Ghilotti Construction Co. |
| ○ | | | 04-3A8704 | Mococo Overhead Seismic Rehabilitation | Golden State Bridge |

District 7

| <u>Gold</u> | <u>Silver</u> | <u>Bronze</u> | <u>Contract No.</u> | <u>Project Name</u> | <u>Contractor</u> |
|-------------|---------------|---------------|---------------------|--|-------------------------------|
| ○ | | | 07-260704 | US 101 Highway Occupancy Vehicle Project | Granite Construction Company |
| ○ | | | 07-1952U4 | US 101/SR 23 Interchange Improvement Project | Security Paving Company, Inc. |
| ○ | | | 07-215934 | I-5 Rosecrans Project | Flatiron West, Inc. |
| | ○ | | 07-252004 | I-101/I-5/I-405 Rehabilitation of Pavement with Precast Panels | Myers & Sons Construction LP |
| | | ○ | 07-1170U4 | San Bernardino Freeway (I-10) Restoration Project | Ames Construction Inc. |
| ○ | | | 07-260604 | SR 47/I-110 Rehabilitation of Pavement with Precast Panels | Flatiron West, Inc. |
| | ○ | | 07-2159C4 | I-5 South Widening Project Carmenita Segment | Flatiron West, Inc. |
| | | ○ | 07-294704 | Route 101 Calabasas Precast Panel Roadway Rehabilitation | Myers & Sons Construction LP |
| ○ | | | 07-264804 | I-110/C Street Interchange | Griffith Company |
| ○ | | | 07-215944 | I-5 South Widening Project San Antonio Drive Undercrossing to North of Pioneer | Security Paving |
| | ○ | | 07-245404 | 605 Design Build Direct Connector | MCM Construction, Inc. |
| | ○ | | 07-295504 | Route 101 to Pilgrimage | OHL USA, Inc. |



District 8

| <u>Gold</u> | <u>Silver</u> | <u>Bronze</u> | <u>Contract No.</u> | <u>Project Name</u> | <u>Contractor</u> |
|-------------|---------------|---------------|---------------------|--|----------------------------|
| ⊙ | | | 08-043514 | Realign & Widen SR 58 to 4 Lanes | Skanska-Teichert JV |
| ⊙ | | | 08-0K7104 | Realign & Reconfigure Connectors | Atkinson Contractors LP |
| | ⊙ | | 08-0Q7404 | Pavement Rehabilitation & Slab Replacement | Coffman/Parsons JV |
| ⊙ | | | 08-0N56U4 | Bridge Replacement | OHL USA, Inc. |
| | ⊙ | | 08-3401U4 | Widen Route 138 to 4 Lanes from Phelan Road to Junction I-15 | Flatiron/Hardy & Harper JV |

District 10

| <u>Gold</u> | <u>Silver</u> | <u>Bronze</u> | <u>Contract No.</u> | <u>Project Name</u> | <u>Contractor</u> |
|-------------|---------------|---------------|---------------------|-------------------------------------|-------------------------------|
| ⊙ | | | 10-0G4404 | Atwater Merced Expressway | Granite Construction |
| ⊙ | | | 10-0M7804 | South I-5 Rehabilitation (Stockton) | DeSilva Gates Construction LP |
| ⊙ | | | 10-3A1004 | South Stockton Widening | Myers & Sons Construction |

District 11

| <u>Gold</u> | <u>Silver</u> | <u>Bronze</u> | <u>Contract No.</u> | <u>Project Name</u> | <u>Contractor</u> |
|-------------|---------------|---------------|---------------------|---|---------------------|
| | ⊙ | | 11-0223U4 | I-5 Genessee Interchange Reconstruction | Flatiron West, Inc. |
| ⊙ | | | 11-238404 | Route 7 Pavement Rehabilitation | Flatiron West, Inc. |
| ⊙ | | | 11-406704 | I-5 Camp Pendleton Slab Replacement | Flatiron West, Inc. |

District 12

| <u>Gold</u> | <u>Silver</u> | <u>Bronze</u> | <u>Contract No.</u> | <u>Project Name</u> | <u>Contractor</u> |
|-------------|---------------|---------------|---------------------|-------------------------------------|---------------------|
| | ⊙ | | 12-0C5604 | Westbound Route 91 Widening | OHL USA, Inc. |
| | ⊙ | | 12-0F96C4 | I-5 High Occupancy Vehicle Widening | Flatiron West, Inc. |





For more information on the Caltrans Partnering Program

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