California Department of Transportation

Excellence in Partnering Award Ceremony

April 18, 2013
2:00 – 4:00pm

Ken Solak
Partnering Coordinator, Headquarters
California Department of Transportation
Welcome

Mark Leja
Chief, Division of Construction
California Department of Transportation
Master of Ceremonies

Emily Cohen
Director of Government Relations
United Contractors
Guest Speaker

Malcolm Dougherty
Director
California Department of Transportation
Keynote Speaker

Ken Solak
Partnering Coordinator, Headquarters
California Department of Transportation
Excellence in Partnering Award Announcements

Success in Motion Awards
See Program Listing
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<td>C.C. Myers, Inc.</td>
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<td>Chumo Construction Inc.</td>
<td>Bronze</td>
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<td>Teichert Construction</td>
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<td>Downieville Cold Foam Project</td>
<td>Knife River Construction</td>
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<td>Highway 80 Eastbound HOV Lane Addition Project</td>
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<td>Big Bear Bridge Project</td>
<td>Flatiron West, Inc.</td>
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<td>DeSilva Gates</td>
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<td>Route 134 Burbank Project</td>
<td>Griffith Company</td>
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## Projects Greater Than $50 Million

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<td>Interstate 15 Managed Lanes, Unit 1 North Project</td>
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<td>Interstate 15 Managed Lanes, Unit 2 North Project</td>
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<td>Widen Highway 101 and Bridges – HOV Lane Project</td>
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<td>SR-92 /I-880 Interchange Reconstruction Project</td>
<td>Flatiron / Granite Construction JV</td>
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## Success in Motion Awards

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*13th Annual Excellence in Partnering Award Ceremony*
Projects Less Than $10 Million
Highway 101 Median Cable Barrier Project

Located in Ukiah, this award-winning project included installation of a concrete median barrier along 11 miles of a highway median. The highly visible project site stretched through the City of Ukiah, making public convenience and public awareness high priorities.

Stats

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<tr>
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<tbody>
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<tr>
<td>Caltrans</td>
<td>District 1</td>
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<td>Contractor</td>
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<tr>
<td>Schedule</td>
<td>150 days – finished in 150 days</td>
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<tr>
<td>Budget</td>
<td>$2.1 million – actual cost $2.9 million</td>
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<tr>
<td>Safety</td>
<td>No lost time incidents</td>
</tr>
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</table>

Success Stories

At the first partnering meeting, the team identified potential roadblocks, including design, schedule, environmental regulations, and impacts to the public, and later, developed a plan to resolve these issues. Other successes include:

- Designing a mutually agreeable barrier layout—avoiding delays and possible claims related to redesign.
- Modifying the lane closure charts to allow for more flexibility, which allowed for a more productive work schedule, provided Caltrans with a monetary credit and resulted in a faster-paced project.
- Establishing methods to protect up to 11 miles of disturbed surface area in the highway median and control storm water run-off on a fast-track schedule.
- Minimizing impacts to the public; keeping the public informed on traffic delays and detours, including use of additional signage or bulletins.
- Determining that the landscape fabric and joint sealant items could be eliminated, resulting in approximately $50,000 in cost savings.
- Receiving the highest rating for the project’s Construction Project Storm Water Review.
- Receiving a Gold Award for Caltrans’ 2012 Partnering Success in Motion Award program.

Partnering Leadership

Katharine Kleiber RE, Caltrans D-1
Troy Simning, Project Manager, Ghilotti Bros., Inc.

Best Practices

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

Partnering Tips

Weekly meetings and partnering sessions included reviews and analysis of partnering goals to serve as the project’s “maintenance plan.” Setting a goal to resolve as many issues as possible at the field level was effective—with a great many of the issues resolved in the field via “a willingness to collaborate for the betterment of the project.”

“Both parties realized the value of partnering…and invested the time, money and…resources necessary to ensure its success.”
— Katharine Kleiber, RE (award application)

Fun Facts

At 1,550 miles long, Highway 101’s “northern” terminus is in Tumwater, Washington and the southern terminus is in Los Angeles at the East Los Angeles Interchange, the world’s busiest freeway interchange.
Russian River Bridge Project
Located on State Route 222 in Ukiah, this multiple award-winning project included replacement of the existing six-span steel girder bridge, built in 1954, with a new five-span, 531 foot-long post-tensioned, cast-in-place concrete bridge, installation of a concrete barrier and temporary traffic controls. The project also included constructing 12-foot-wide traffic lanes and widening of shoulders to accommodate pedestrian and bicycle traffic. Environmental limitations, regulatory and permit requirements, and seasonal constraints dictated building the bridge in two construction stages over two seasons.

Stats
EA 01-380504
Caltrans District 1
Contractor C.C. Myers, Inc.
Schedule 355 days – finished in 297 days
Budget $6.2 million – actual cost $6.5 million
Safety No lost time incidents

Success Stories
Through open communication and teamwork, partnering successes include:

- Addressing utility conflicts by providing constructibility modifications and ultimately securing a nearby site without utility conflicts—creating a new test pile location, which allowed pile driving to start one month ahead of schedule.
- Devising an accelerated schedule to complete removal of clear water diversion installation and falsework before early water release of nearby Lake Mendocino—completing work in half of the originally scheduled time through overtime and weekend work.
- Avoiding a five-month delay by allowing the deck closure forms to remain in place between seasons, and preventing a higher construction cost.
- Revising the plan for the pedestrian walkway and building a temporary railing to assure pedestrian safety.
- Completing the project nearly two months ahead of schedule.
- Receiving a Gold Award in both the 2011 and 2012 Caltrans North Region Partnering Success in Motion Award program.

Best Practices
- Partnering Charter
- Professional Facilitator
- Weekly Status Meetings
- Dispute Resolution Ladder
- Teambuilding Events

Partnering Tips
Field personnel were encouraged to communicate openly and directly.

At the beginning of the second season, a partnering kickoff meeting was held to continue the momentum from the first season.

“From the beginning...all parties...were dedicated to perform in order to meet the schedule.”
—Ragu Thangavelautham, RE (award application)

Fun Facts
Russian River Bridge, also called the Talmage Bridge, is the only bridge on State Route 222.
Sierraville Cold In-place Recycling Project

Located in Sierra County on Highway 89, eight miles north of Truckee, this project included asphalt concrete pavement cold in-place recycling and placement of hot-mix asphalt surfacing on the roadway. The narrow, winding two-lane highway with no shoulders parallels the Little Truckee River for several miles, traverses the Little Truckee Summit and winds down into the Sierra Valley and Sierraville. The mountainous project area with cool temperatures and variable areas of shade and sun exposure added to the project challenges.

Stats

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<td>Schedule</td>
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<td>Budget</td>
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<td>Safety</td>
<td>No lost time incidents</td>
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</table>

Success Stories

Teamwork, cooperation, mutual respect, and professionalism led to project success, including positive feedback from the public and local residents. Achievements include:

- Overcoming challenges related to curing, maintaining and protecting the cold in-place recycling (CIR) and preventing the pavement from raveling; innovating and implementing the addition of dry cement to the CIR mixture to aid the curing process.
- Improving productivity by utilizing a cold planing machine ahead of the CIR equipment.
- Conquering hurdles related to the condition of the existing road profile, the presence of crack sealant in the existing pavement, and grinding of the existing driveways.
- Performing constant evaluation of both the CIR and hot-mix asphalt overlay materials during placing and compaction operations using the QC/QA process, which improved the overall quality of both the temporary surface and the finished surface.

Partnering Leadership

Tim Crosby, RE, Caltrans D-3
Ron Hicks, Jr., PM, Teichert Construction
Kelly Hall, Facilitator, Pinnacle Leadership Group

Best Practices

- Partnering Charter
- Professional Facilitator
- Monthly Evaluation Surveys
- Dispute Resolution Ladder
- Teambuilding Events

Partnering Tips

By setting common goals such as teamwork and cooperation, mutual respect, and professionalism, we knew we could overcome problems.

Daily interaction between project leaders and field staff included items needing improvement, and potential problems and solutions.

“It’s rare that we see such a well-organized operation as this has been... The employees... have been... efficient in their productivity.”
— Jean and Jerry McCaffrey, Owners, Sierraville Service & Country Store

Fun Facts

The process of cold in-place recycling “has been around for about 35 years... but is just making its way to Northern California.” (Napa Valley Register, October 14, 2011)
Modify Western Avenue On- and Off-Ramps Project

This award-winning project involved modification of the Western Avenue on- and off-ramps on Interstate 5, in the City of Glendale. The I-5 interchange exit serves as the major exit for Walt Disney Company and other entertainment-related companies located in Glendale. The project site was within the limits of a much larger project and adjacent to two other large projects totaling over $220 million.

Stats

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<td>District 7</td>
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<td>C.A. Rasmussen Inc.</td>
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<td>Schedule</td>
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<td>Budget</td>
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<td>Safety</td>
<td>No lost time incidents</td>
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Success Stories

The project team overcame numerous project issues utilizing partnering and open communication. Other successes include:

- Obtaining right of way clearances, vacating buildings, and demolishing buildings prior to beginning construction.
- Revising the stormwater pollution prevention plan to comply with new permit requirements.
- Brainstorming, planning and executing a lane closure prior to opening Stage 2 to grind and overlay a smooth transition from the off-ramp and out onto the freeway.
- Maintaining good working relationships with the businesses impacted by the project; sharing business access and delivery routes with construction access and work area; making timely notifications to the affected businesses.
- Developing a plan to save significant project time and mitigate schedule delays by performing Stage 3 work with rapid-set concrete pavement during a 55-hour weekend closure.
- Reducing public inconvenience, in collaboration with the City of Glendale, by erecting steel girders in one shift rather than in two shifts.

Partnering Leadership
Maher Subeh RE, Caltrans D-7
Eric Landegger PM, C.A. Rasmussen Inc.
Bob Dorn Facilitator, Advanced Management Systems Interactive

Best Practices
- Partnering Charter
- Professional Facilitator
- Weekly Status Meetings
- Quarterly Evaluation Surveys
- Partnering Meetings
- Dispute Resolution Ladder
- Teambuilding Events

Partnering Tips
Identifying issues early provided ample time to resolve them without impacting the schedule.

A hazard analysis meeting prior to starting the workday was an effective tool in assuring a safe work place.

“Thanks to great communication...we were kept in the loop each time an operation was to take place.”
— Tony Valdez, Principal, Lumeni Productions, Inc.

Fun Facts
Walt Disney’s first film was Snow White and the Seven Dwarfs and it took three years to make, 3 time the length of this project.
Interstate 40 Correct Roadway Heaving Project

The project rehabilitates a 1.5-mile section of Interstate 40 to correct recurrent roadway heaving, leading to an uneven driving surface and a reduction in the design speed limit. A high percentage of calcium montmorillonite, which expands and swells subsequent to each increase in moisture content, causes pavement undulations. Located in the City of Needles, this project affected travellers in both Arizona and California along one of only three cross-country interstates connecting the West to the East Coast.

Stats
EA 08-489304
Caltrans District 8
Contractor Sully Miller Contracting Co.
Schedule 126 days – finished in 126 days
Budget $10.0 million – actual cost $8.3 million
Safety No lost time incidents

Success Stories
A partnering approach by the stakeholders helped achieve project success. Achievements include:

- Expediting project designs to limit the impact to traffic and safety.
- Developing and implementing an efficient plan that included alternate phasing; this allowed critical work to continue without disruptive traffic delays.
- Determining a solution to avoid a dramatic change in the smoothness of the roadway as a result of the expansive montmorillonite clays.
- Minimizing any errant water flows from water trucks and rainfall.
- Resolving a complicated issue regarding the worst heaved roadway area while at a teambuilding event.
- Accomplishing goals related to implementing safety, creating effective road closure schedules, and building with quality materials.

Partnering Leadership
Darcy Davis RE, Caltrans D-8
Gary Baxter Superintendent, Sully Miller Contracting Co.
William McCleish PE, Facilitator, W.E. McCleish Associates

Best Practices
- Partnering Charter
- Professional Facilitator
- Monthly Partnering Meetings
- Dispute Resolution Ladder
- Teambuilding Events

Partnering Tips
The team’s commitment to open communication led to achieving project goals. Also, team members met nearly every month to address goals and facilitate the decision-making process.

“Best of all, we did not have a single reported traffic accident within the project.”
— Darcy Davis, RE (award application)

Fun Facts
“When the last portion of I-40, connecting Wilmington to Raleigh, was completed in the late 1980s, Charles Kuralt stated, ‘Thanks to the interstate highway system, it is now possible to travel from coast to coast without seeing anything.’”
—Wikipedia, March 2013
Projects Greater Than $10 Million – Less Than $50 Million
Interstate 5 Red Bluff Rehabilitation Project
This rehabilitation project involved replacing concrete pavement, and retrofitting cross bracing on Interstate 5 near Red Bluff, while maintaining traffic. The project entailed building a scaffolding system under the Sacramento River Bridge for welding and painting work—under live traffic.

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Success Stories
Replacing lanes on Interstate 5 while maintaining traffic through the project required cooperation and a partnering effort between the owner and the contractor. Both the contractor and the State worked closely with each other to ensure that issues were addressed and discussed during our weekly partnering meetings.

- Replacing lanes on I-5 while maintaining traffic.
- Closing a lane, removing and replacing the concrete slabs, and then reopening the lanes to traffic in one night’s shift.
- Staging two northbound lanes and two southbound lanes all on the northbound side, then switching them all to the southbound side.
- Building a work scaffolding system under the Sacramento River Bridge and retrofitting the cross bracing with welding and painting, all under live traffic.
- Improving production and minimizing delays/inconveniences to the public.
- Increasing the amount of lane miles of jointed plain concrete pavement and minimizing the costs of additional work without delaying project completion.

Partnering Leadership
Jeff Bline RE, Caltrans D-2
Dion Carr PM, C.C. Myers, Inc.
Sam Hassoun PE, Facilitator, Global Leadership Alliance, Inc.
Phil George, Facilitator, Global Leadership Alliance, Inc.

Best Practices
- Partnering Charter
- Professional Facilitator
- Dispute Resolution Ladder
- Weekly Status Meetings with Subcontractors

Partnering Tips
All parties had a vested interest in working together to improve working relationships and work towards acceptable solutions to the issues that either party brought to the table.

Partnering goals were measured and evaluated at weekly meetings; issues were also addressed at meetings.

“...with winter fast approaching and without additional funds [it] was quite the partnering challenge.”
— Jeff Bline, RE (award application)

Fun Facts
Project completion took 180 days, which is how long it takes to grow a carrot.
**Interstate 5 Rubberized Warm Mix Asphalt Placement and Rehabilitation Project**

This project involved placing over 216,000 tons of asphalt paving in a single season. It included cold planing asphalt concrete pavement; pavement repairs; rubberized warm mix asphalt open- and gap-graded paving; removal and replacement of metal beam guard railing, concrete barriers, and overhead sign structures. This project was located on Interstate 5, from I-5/505 Separation to Williams, in Yolo and Colusa counties.

**Stats**

- **EA**: 03-3C8904
- **Caltrans**: District 3
- **Contractor**: George Reed, Inc.
- **Schedule**: 180 days – finished in 166 days
- **Budget**: $23.6 million – actual cost $20.2 million
- **Safety**: No lost time incidents

**Success Stories**

The team’s high level of communication and trust were instrumental to the team achieving an accelerated schedule, overcoming challenges and meeting the goals of the Partnering Charter.

- Maximizing daily productions and finishing over 216,000 tons of asphalt paving in a single season.
- Minimizing traffic impact: Heavy traffic congestion and long back-ups on I-5 during day-time operation, led to suspending all work on the mainline during the day and beginning work on the night shift.
- Completing the project with no outstanding claims or disputes between parties.
- Addressing traffic control issues at daily meetings and following up on unresolved issues.
- Coordinating with the California Highway Patrol for safe construction work zones, including additional forces 24/7 for workers and the travelling public. Improving the quality of the paving by using a material transfer vehicle.

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**Partnering Leadership**

- **Mohssen Ghassemi**, RE, Caltrans D-3
- **Ryan Collins**, PM, George Reed, Inc.

**Best Practices**

- Partnering Charter
- Dispute Resolution Ladder
- Monthly Online Surveys
- Weekly Status Meetings
- Teambuilding Events

**Partnering Tips**

All parties had a vested interest in working together to improve working relationships and work towards acceptable solutions to the issues that either party brought to the table.

Partnering goals were measured and evaluated at weekly meetings; issues were also addressed at these meetings.

“Although the project faced several challenges along the way, the Caltrans and GRI teams did an excellent job of working together to achieve high-quality construction in a timely manner.”

— Ryan Collins, PM, George Reed, Inc.

**Fun Facts**

Open-graded asphalt mixes, commonly referred to as “popcorn mixes,” help promote maximum highway safety.
Highway 4 Discovery Bay Project

This project involved widening shoulders and a bridge, placing hot-mix asphalt concrete on the roadway, and constructing a wall in Contra Costa County at Discovery Bay. The project experienced numerous challenges and constraints, including permit restrictions, nesting bird season parameters, utility relocation impacts, and canal restrictions. The project also hurdled the presence of Swainson’s Hawks.

Stats

- EA: 04-0A8404
- Caltrans: District 4
- Contractor: O.C. Jones & Sons, Inc.
- Schedule: 100 days – finished in 98 days
- Budget: $13 million – actual cost $11.5 million
- Safety: No lost time incidents

Success Stories

The project team’s partnering spirit led to successful delivery of this challenging project. Successes included:

- Completing bridge widening without impacting the creek at no additional cost.
- Developing a plan and maintaining a schedule to keep construction moving despite restrictions related to nesting bird season and work near adjacent state creeks and waters.
- Completing the project in one season, including working double shifts, and beating certain environmental deadlines.
- Completing the entire road widening and embankment work with associated stormwater pollution prevention plans which included five miles of roadway, one soldier pile wall with canal restrictions, and one bridge widening with creek restrictions.
- Instituting value engineering that allowed the use of redesigned elements of the project without impacting the overall design or safety of the project—saving nearly $300,000.
- Constructing driveways, resulting in a better drainage system for neighboring farmers.

Partnering Leadership

Mian Arshad RE, Caltrans D-4
Justin Pichardo PM, O.C. Jones & Sons, Inc.

Best Practices

- Weekly Status Meetings with Subcontractors
- Value Engineering Workshops
- Teambuilding Events

Partnering Tips

From the onset, the team agreed to resolve all disputes at the lowest management level and encouraged foremen to resolve issues in the field to help mitigate delays.

“Throughout the project, the cooperation between the contractor and Caltrans construction staff was exceptional.”
— Allyn Amsk, Caltrans Public Information Officer

Fun Facts

Swainson’s Hawk is also known as the Grasshopper Hawk or Locust Hawk as it is fond of grasshoppers and locusts.
Route 60 Pavement Rehabilitation Project

This project involved replacement of existing lean- and/or cement-treated bases and concrete panels on State Route 60. Construction occurred during nighttime lane closures. Located in Los Angeles County near the San Bernardino County Line, construction included installation of more than 50 lane miles of pavement delineation and modification of traffic monitoring stations at 14 locations.

Stats

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<td>Chumo Construction Inc.</td>
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<td>Schedule</td>
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<td>Budget</td>
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<td>Safety</td>
<td>No lost time incidents</td>
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Success Stories

Through partnering, the project team was successful in completing the road rehabilitation project with minimal impact to the public. Successes included:

- Extending work windows to allow the contractor to complete work faster to minimize impacts to the public.
- Placing additional advance warning signs for weekend closures.
- Applying additional black and white striping to allow lanes to be more visible during the day.
- Reducing and changing the scope of work to allow for the majority of the work to be completed per plan without impacting the contractor’s bid item cost.
- Completing panel slab replacement on the westbound State Route 60 several shifts earlier than anticipated—reducing costs and impacts to traffic.
- Implementing a change order to replace damaged pavement panels and retain panels in good condition to save costs and expedite completion of the work.
- Inspecting and monitoring work; replacing all materials that were not in compliance with State standards.

Fun Facts

At one time prior to 1964, a portion of Route 60 had four route designation numbers, 10, 60, 70, and 99. Since then, the official route number had been set as Route 10 for that section.
Wolfsen Rehabilitation Project

This project involved an asphalt concrete overlay, widening two existing bridges, and replacing one severely scoured bridge on State Route 165. Located in Merced County near Los Banos, the project area consists of agricultural land, privately held wetlands with riparian vegetation, and public lands, including both state and federal wildlife refuges.

Stats

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Success Stories

Through successful partnering, the project was completed three months ahead of schedule—overcoming funding and project challenges. Successes included:

- Modifying the design of the San Joaquin River Bridge expeditiously to meet the Central Valley Flood Protection Board requirements.
- Developing a cost-effective alternative for road work repair: A rubberized overlay was converted to a complete grind and overlay project, which addressed a funding shortfall and provided a longer service life with a better return on investment.
- Providing adequate staff, resulting in prompt QC/QA inspections and decision-making.
- Scheduling to allow alternative access through the project site during full road closure, including timing the closure of State Route 165 during non-harvest season to minimize impacts to agricultural growers and truckers.
- Obtaining variances to allow construction work during flood season and setting-up a detour around the project site to provide continued access to Los Banos.
- Completing paving three months early and opening the roadway to traffic at the same time as the completed bridge structures—minimizing impacts to the public.

Partnering Leadership

Kewal Virk RE, Caltrans D-10
Alex Salcedo PM, Teichert Construction

Best Practices

- Weekly Status Meetings with Contractors
- Weekly Meetings in the Field
- Teambuilding Events

Partnering Tips

Weekly meetings with the contractors led to resolving all potential claims, negating the need for a dispute resolution advisor.

Minor disputes were handled face-to-face and elevated as needed to avoid delays. It was agreed to always move forward and to discuss potential claims after securing an appropriate course of action.

“Successful removal and construction of the new San Joaquin River Bridge in four months...was impressive.”
— Kewal Virk, RE (award application)

Fun Facts

It takes just under 142 days to have a Bentley luxury car built.
Downieville Cold Foam Project
This project involved cold foam in-place recycle base, hot-mix asphalt overlay and metal beam guard railing located on an isolated section of Route 49 from Downieville to Yuba Summit.

Stats
- EA: 03-0A6904
- Caltrans District: 3
- Contractor: Knife River Construction
- Schedule: 121 days – finished in 121 days
- Budget: $16.1 million – actual cost $15.9 million
- Safety: No lost time incidents

Success Stories
The team overcame significant obstacles, including no cell phone or radio reception and the project’s isolated location. Successes included:

- Resolving a conflict during construction of the cold foam reconstruction by revising the structural section, allowing the contractor to complete work on schedule.
- Implementing an inertial profiler in lieu of a profilograph specified in the contract documents, allowing the contractor to determine roadway smoothness with reduced traffic control, reducing delays to the traveling public and creating savings for both the State and contractor.
- Creating drainage improvements by redesigning the vertical profile of the roadway along with the inclusion of roadside ditches to convey runoff from the highway.
- Using recycled asphalt concrete to provide the base material for pullouts—saving costs for trucking.
- Designing a drainage inlet that eliminates the drop-off, yet maintains the capacity of the drainage system.
- Revising project schedules and work locations to minimize impacts to traffic and city events.

Fun Facts
Highway 49 is numbered after the “49ers,” the waves of immigrants who swept into the area looking for gold, and a portion of it is known as the Gold Country Highway.
Highway 80 Eastbound HOV Lane Addition in Hercules

This project involved widening Highway 80 and adding HOV lanes, constructing a retaining wall and implementing a traffic operations system. Located in the eastbound direction, beginning at Highway 4, the project covered approximately 3.3 miles of highway. Originally, this project was designed to be constructed in four stages. However, an aggressive baseline schedule was developed, allowing all phases to progress concurrently.

Stats

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<td>Safety</td>
<td>No lost time accidents</td>
</tr>
</tbody>
</table>

Success Stories

The project team developed innovative construction alternatives to save time and money. An extremely aggressive schedule enabled this project to complete in 284 days. Other successes included:

- Scheduling and completing work in two seasons, when it would normally require three seasons to complete.
- Resolving issues in a timely manner, such as proceeding with alternate methods of construction rather than stopping work.
- Amending a design to address multiple foundation issues due to the inability to drive cast-in-steel shell (CISS) piles through existing bedrock; changing the CISS piles to partially cased cast-in-drilled-hole piles.
- Implementing a proactive team approach to identify and solve issues.
- Developing staging related to the Willow Avenue Overcrossing off-ramp area to enable critical bridge work to proceed, and allowing space for live traffic adjacent to the site.
- Developing a method to gauge the depth to drive concrete piles and customize the length of the pile to maximize the structural portion of the pile—saving time and money.

Partnering Leadership

Herman Sealey RE, Caltrans D-4
Lance Bushnell Project Manager, Ghilotti Bros., Inc.
Sue Dyer Facilitator, Org-Metrics

Best Practices

- Partnering Charter
- Professional Partnering Facilitator
- Dispute Resolution Ladder
- Daily Meetings on Safety Concerns, Potential Challenges and Conflicts
- Weekly Status Meetings
- Monthly Surveys
- Teambuilding Event

Partnering Tips

Following an executive session, subcontractors, suppliers, field supervisors, and inspectors shared insight on the project and identified potential areas of risk or concern.

“Timely resolution of issues... was a key component to success.”
— Herman Sealey, RE (award application)

Fun Facts

In the 1880s, Hercules was home to a California Powder Works plant where explosives were made and sold under the name of Hercules Powder. Later, when the town became incorporated, civic leaders who also were plant managers, named their town Hercules.

Silver Award

Partnering Leadership

Herman Sealey RE, Caltrans D-4
Lance Bushnell Project Manager, Ghilotti Bros., Inc.
Sue Dyer Facilitator, Org-Metrics
Big Bear Bridge Project
This project was on Route 18 which serves as the main commercial corridor to the Big Bear Valley resort in the San Bernardino Mountains. The project involved constructing a new arch bridge spanning a 300-foot-long vertical canyon, realigning State Route 18 and 38 to the new bridge, and removing the old bridge from Big Bear Dam. Route 18 serves as the main commercial corridor to the Big Bear Valley resort in the San Bernardino Mountains.

Stats
- EA: 08-227004
- Caltrans: District 8
- Contractor: Flatiron West, Inc.
- Schedule: 474 days – finished in 561 days
- Budget: $39.5 million – actual cost $36.9 million
- Safety: No lost time accidents

Success Stories
All stakeholders embraced a strong commitment to partnering. As a result, traffic flow was maintained on one of the most heavily traveled tourist corridors in the state. Successes included:

- Constructing realignment of SR-18 southeast of the dam, requiring extensive blasting and heavy equipment operation, while skirting mountain residences and environmentally sensitive areas.
- Completing the work by winter by increasing efficiency of a tower crane to assure local business owners minimal construction impacts to tourist traffic and business revenue.
- Developing an alternative plan which limited SR-18 to a five-day closure with a minor detour, resulting in enthusiastic community support.
- Installing dark pigment deck material to absorb heat rather than installing costly bridge deck elements to address bridge ice concerns and saving $450,000.
- Constructing a grout curtain to stop water leakage from an abutment, and reducing significant water loss from the dam.
- Developing plans for finishing treatments at the ends of the dam, maximizing public access to areas for fishing.
Wilfred Avenue Interchange, Sonoma County Project

This award-winning project involved the widening of Highway 101 and adding HOV lanes. As the project was just starting, challenges such as State budget crisis, record-setting rains, and environmental issues, including the presence of the endangered California tiger salamander, made for a very challenging beginning. Heavy commute traffic required construction in three stages and eight sub-stages to accommodate traffic.

Stats
EA 04-129654
Caltrans District 4
Contractor Ghilotti Bros., Inc.
Schedule 728 days – finished in 713 days
Budget $39 million – actual cost $43 million
Safety One lost time incident

Success Stories
The team overcame funding issues, a five-month delay related to vegetation removal, and three of the wettest winter seasons on record. With all the stakeholders, the team also provided minimal project impacts to the community. Achievements included:

- Establishing annual meetings with all impacted regulatory agencies (California Department of Fish and Wildlife, and Regional Water Quality Control Board) regarding the stormwater pollution prevention plan, allowing the team to address potential problems before they arose.
- Re-phasing bridge construction to allow the City of Rohnert Park and its emergency services unobstructed and full-time east–west access across the project (with no traffic closures), resulting in a cost savings of $750,000.
- Logging 205,000 staff-hours with only one lost time incident.
- Winning the Liberty Mutual (LM) Silver Award—only one of three LM awards nationwide.
- Completing the project ahead of schedule.

Partnering Leadership
Hal Streater RE, Caltrans D-4
Tom Donohue PM, Ghilotti Bros., Inc.
Jim Eisenhart Facilitator, Ventura Consulting Group

Best Practices
- Partnering Charter
- Professional Facilitator
- Dispute Resolution Ladder
- Weekly Status Meetings
- Annual Meetings with Regulatory Agencies
- Teambuilding Events

Partnering Tips
Establishing an atmosphere of “whatever is best for the team” approach led to an efficient and expeditious exchange of information and ideas.

A Twitter account was an effective tool to inform the team and public of upcoming lane and road closures.

“Our pioneering effort was a huge success and made our project ‘the’ example of how to operate efficiently...there were no surprises.”
— Hal Streater, RE (award application)

Fun Facts
The namesake of the Wilfred Avenue Interchange was the seventh son of Thomas Stokes Page, who purchased Rancho Cotate in the mid-1800s.
North Fresno Six-Lane Project
This project involved widening of State Route 99 by constructing two additional lanes in the median, turning the existing four-lane freeway to a six-lane freeway. The project also included constructing a concrete median barrier and widening three bridges within the project limits in the City of Fresno.

Stats

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</table>

Success Stories
The project team faced many challenges including the condition of the existing roadway, constructibility issues, and funding restrictions. Yet, the team’s “can do” approach led to numerous successes using a partnering approach. These successes included:

- Eliminating a complete phase of work based on a value engineering change proposal (VECP)—saving time and money.
- Scheduling VECP work in coordination with contract work to minimize impacts to the project schedule and budget.
- Identifying and addressing design issues and unforeseen site conditions of unsuitable materials—early—to mitigate project delays.
- Implementing measures to improve safety (i.e., installing light towers at night to illuminate lane closure tapers, changeable message signs, and speed monitors) with minimal impact to public traffic.
- Launching a media campaign to advise the travelling public of construction work.
- Determining an acceptable daytime two-lane closure period, with acceptable ambient temperatures and where paving could be accomplished with minimal delays—when project specifications only allowed two-lane closures at night, and night time temperatures were too cold to place hot-mixed asphalt.
Route 134 Burbank Project
This project involved construction of new on-ramps on State Route 134 in the City of Burbank in Los Angeles County. The project also included a first for Caltrans—bridge lengthening. While construction of the southbound lanes of Alameda Avenue was challenging, the learning curve allowed the construction of westbound Hollywood Way to be done in half the time.

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<td>Budget</td>
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<td>Safety</td>
<td>No lost time accidents</td>
</tr>
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</table>

Success Stories
With the project team’s strong commitment to partnering, the project proceeded with exceptional safety and quality. The team was successful in:

- Coordinating with utility companies and providing a redesign to mitigate conflicts with utilities in a smooth and seamless process.
- Designing a new water line after the City of Burbank’s request to run its water line through the bridge, and negotiating the work into a new supplemental project contract.
- Implementing Stages 5 and 6 to begin concurrently to shorten the project schedule, allowing Stage 6 to start two months earlier than anticipated.
- Providing local residents and businesses with timely construction updates, and delivering minimal construction impacts to the public.
- Engineering a tie-back system into the abutment wall at westbound Alameda Avenue—minimizing public impact by allowing public access to the on-ramp from southbound Alameda Avenue.
- Developing solutions that improved the quality of the project, without stakeholder conflict, and maintaining productive communication.
- Delivering quality work consistently, receiving a “Class A” rating by Caltrans inspectors.

Partnering Leadership
Simon Yeh-Fu Wang RE, Caltrans D-7
Ragy Samy Acting RE, Caltrans D-7
Kyle Jones PM, Griffith Company
Sam Hassoun Facilitator, Global Leadership Alliance, Inc.

Best Practices
- Partnering Charter
- Professional Partnering Facilitator
- Monthly Online Surveys
- Dispute Resolution Ladder
- Weekly Status Meetings
- Teambuilding Events

Partnering Tips
Prior to any major work, a readiness review meeting was conducted to get everyone on the same page.

Discussion on impacts or any potential impacts to key stakeholders or the public was held at weekly meetings.

“Project relations with key stakeholders were exceptional.” — Simon Yeh-Fu Wang, RE (award application)

Fun Facts
Walt Disney was considering building Disneyland in Burbank on land that State Route 134 now runs through.
Projects Greater Than $50 Million
Interstate 15 Managed Lanes, Unit 1 North Project
Located in and near Escondido in San Diego County, this project involved construction of two managed lanes in the median and auxiliary lanes. The project included a street tunnel that required installation of a fire protection system, including extensive modifications related to safety and fire agency requirements. Teams from two adjacent projects on I-15 between Lake Hodges and SR-78 joined partnering meetings to avoid conflict between contracts.

Stats
- EA: 11-2T0814
- Caltrans: District 11
- Contractor: Flatiron / FCI Constructors, Inc.
- Schedule: 949 days – finished in 922 days
- Budget: $56.0 million – actual cost $49.7 million
- Safety: No lost time incidents

Success Stories
The project team avoided conflicts and successfully delivered this complex project using a partnering approach. Other project successes included:
- Involving personnel from two adjacent projects at partnering meetings.
- Trading or transferring overlapping work between adjacent projects to ensure success to each project.
- Redesigning and refining the fire protection system for installation in the Centre City Parkway Tunnel while meeting the needs of the stakeholders, and providing a much safer system for the traveling public.
- Accomplishing efficient work with no claims.
- Resolving issues regarding procedures in the field.
- Holding teambuilding activities where issues could be discussed in a friendly atmosphere.

Partnering Leadership
Richard Breyer RE, Caltrans D-11
Chris Wyss PM, Flatiron / FCI Constructors, Inc.
Renee Hoekstra Facilitator, RH & Associates, Inc.

Best Practices
- Partnering Charter
- Professional Facilitator
- Weekly Status Meetings with Subcontractors and Stakeholders
- Partnering Meetings with Staff from Adjacent Contracts
- Dispute Resolution Ladder
- Teambuilding Events

Partnering Tips
The State’s lead and inspectors met with contractor staff daily to discuss ongoing work to avoid potential delays or claims.

“...The redesign of the fire protection system was vastly improved to meet the needs of all stakeholders...”
— Richard Breyer, RE (award application)

Fun Facts
The planet Mercury, with an orbit of 88 days, went around the sun 10.5 times during this project.
Interstate 15 Managed Lanes, Unit 2 North Project

The project involved constructing two managed lanes in the Interstate 15 median and one outside lane in both north- and south-bound directions. It also consisted of widening five bridge structures. Road closures were “carefully coordinated so that consecutive on-ramps or off-ramps would never be closed simultaneously, and detours would be as convenient and short...as possible” for motorists, as over 300,000 vehicles passed through the construction zone of this project daily.

Stats

| EA         | 11-2T0824 |
| Caltrans   | District 11 |
| Contractor | Atkinson Construction |
| Schedule   | 1,020 days – finished in 902 days |
| Budget     | $56.5 million – actual cost $50.3 million |
| Safety     | No lost time accidents |

Success Stories

Savvy partnering strategies enabled this “massive freeway widening project” to complete under budget and ahead of schedule. Successful activities included:

- Resolving overlap and staging conflicts with a Caltrans project immediately adjacent to the project.
- Shifting approximately $200,000 of work from the adjacent project.
- Mitigating public impacts from a series of planned ramp closures near major business areas and heavily used ramps.
- Implementing a change in the middle of a 16-day closure (for critical paving operations) to minimize impacts the public: A portion of a gore was paved early to accommodate an additional lane for public access.
- Completing portions of paving early and shifting day work to night work to restore a lane, and enhancing service to the public.
- Joint partnering meetings by adjacent project teams to avoid unnecessary delays to both projects and the public.
- Investing in an additional SWPPP Best Management Practice to reinforce temporary erosion control for an exposed slope—building trust and saving resources.

Partnering Leadership

Faridun Javed RE, Caltrans D-11
Brent Fritzinger PM, Atkinson Construction
Renee Hoekstra Facilitator, RH & Associates, Inc.

Best Practices

- Partnering Charter
- Professional Partnering Facilitator
- Conflict Management Plan
- SWPPP Best Management Practice
- Weekly Status Meetings
- Teambuilding Events
- Multi Project Partnering Sessions

Partnering Tips

Resolving issues at the lowest level of management empowered the team to make decisions in the field.

City officials, local community and business leaders were regularly consulted and informed of status updates.

“I’m very pleased with how aggressively Caltrans has tried to maintain a free and open road.”
—Escondido Mayor Lori Holt Pfeiler (North County Times)

Fun Facts

California’s Managed Lane Program is comprised of HOV Lanes, Express Lanes, and Park and Ride facilities.
Donner 1 Project
This four-mile rehabilitation project on Interstate 80 involved replacing a roadway and improving drainage and water quality in the Tahoe National Forest, near Donner Lake. Located in the mountains of the Sierra Nevada, the project team had 100 days of good weather to deliver $25 million worth of work.

Stats
EA 03-0A6314
Caltrans District 3
Contractor Teichert Construction
Schedule 527 days – finished in 526 days
Budget $61.8 million – actual cost $59.0 million
Safety Two time lost incidents

Success Stories
The project team’s collaborative approach to implement innovative changes improved safety and minimized time constraints, which led to a higher quality product. The project team also expeditiously resolved issues to keep the project on schedule. More successes included:

- Rectifying significant underground drainage conflicts—resulting in almost flawless Portland cement concrete paving.
- Assuring saturated surface dry aggregate, which is imperative for high-quality and high-production paving.
- Providing above-average pavement durability.
- Modifying second year staging plans to allow an isolated area work zone which provided increased work safety, and allowed unrestricted traffic flow and higher productivity—in addition to cost savings.
- Communicating effectively to local stakeholders on project status and major traffic changes.

Partnering Leadership
David Catania RE, Caltrans D-3
John Purvis Sr. PM, Teichert Construction
Larry Bonine Facilitator, Pinnacle Leadership Group

Best Practices
- Partnering Charter
- Weekly Status Meetings with Subcontractors
- Professional Facilitator
- Monthly Partnering Surveys
- Partnering Kick-off Meetings Each Season
- Dispute Resolution Ladder
- Teambuilding Events

Partnering Tips
Both the PM and RE instilled partnering relations at all levels. The field level staff felt a sense of ownership and embraced leadership’s philosophy.

A monthly barbecue based on a clean safety record was a great team incentive.

“The trust and respect on this project was unparalleled!” — David Catania, RE (award application)

Fun Facts
In 1846, Donner Lake was known as Truckee Lake when the Donner Party headed to California from Missouri and was trapped by snow in the Sierra Nevada—45 of the 87 pioneers reached California.
Widen Highway 101 and Bridges – Add HOV Lane Project

This project involved reconstructing and widening of Highway 101, which serves as the primary route that connects the Bay Area to Northern California. The project also included construction of HOV lanes, expansion of two bridges, and replacement of two other bridges. Located in a highly sensitive environmental area, challenges included the presence of endangered species (e.g., tiger salamanders and migratory birds) and strict environmental requirements and SWPPP issues.

Stats
- EA: 04-0A18U4 / 04-0A1844
- Caltrans: District 4
- Contractor: Ghilotti Construction Company
- Schedule: 343 days – finished in 308 days
- Budget: $68.3 million – actual cost $66.4 million
- Safety: No lost time incidents

Success Stories
Partnering set the foundation for open, honest communication between all stakeholders. Other successes include:

- Transitioning smoothly from one contractor to another due to a merger of the companies.
- Taking on and handling another contract (Highway 101 Central B) in the middle of the Highway 101 Central A contract—completing both projects ahead of schedule.
- Developing a method for staging Highway 116 that allowed work through the winter, which helped open the roadway to traffic a season early.
- Opening the HOV lanes before final pave to ease traffic during construction to the benefit of the travelling public.
- Developing temporary drainage to allow work to continue through winter and to prevent flooding.
- Modifying the original design to reduce impact to the community and local businesses; changing the design of the concrete barrier to allow easier access to businesses located near off-ramps.

Field foreman attended partnering meetings quarterly.

“This team became one project team focused on the success of both projects.”
— Farokh Monemzadeh (award application)

Fun Facts
If you were to drive the length of Highway 101 (1,550 miles) it would take 23 hours without traffic or stopping. Add traffic and stops and your trip would be more like 33 hours.
Interstate 15 Managed Lanes, Unit 2 South Project

As part of the design-sequencing pilot program, this project consisted of construction of four managed lanes, including widening two existing HOV lanes, expanding the Carroll Canyon Road Bridge and installing a movable barrier. Located in San Diego, the project also involved structure widening and infill, staged structure replacement, retaining and sound walls, city waterline relocation, and intelligent transportation systems.

Stats
EA 11-2T0924
Caltrans District 11
Contractor Coffman Specialties, Inc.
Schedule 969 days – finished in 885 days
Budget $94.4 million – actual cost $93.6 million
Safety No lost time incidents

Success Stories
With a host of moving parts, demands and constraints, a “win-win” approach garnered success for the team and stakeholders, including:

- Observing traffic patterns, analyzing potential impacts, planning for temporary removal of three of five lanes, and constructing a temporary pedestrian bridge which resulted in uninterrupted access to the freeway.
- Determining and fixing source of unanticipated high ground water, which impacted installation of a 36-inch waterline.
- Installing a movable barrier that allowed the team to rearrange the number of north- and south-bound lanes from one to three depending on traffic flow.
- Conducting optimal public outreach to alert the public of express lane closures for nine consecutive days for movable barrier installation.
- Collaborating with two adjacent project teams, in different stages of construction, to delay Unit 2’s re-staging work to allow all projects to progress.
- Changing the mortar lining application method for the water line via a cost reduction incentive proposal which resulted in cost savings and improved quality control for the application of the lining.

Partnership Leadership
Steve McMillan RE, Caltrans D-11
Jon Hadley PM, Coffman Specialties, Inc.
Renee Hoekstra Facilitator, RH & Associates, Inc.

Best Practices
- Partnering Charter
- Daily Meetings
- Dispute Resolution Ladder
- Teambuilding Events

Partnering Tips
The partners identified issue resolution as one of the key goals for the team. The goals stated that the team would resolve issues at the lowest possible level.

“The quality was a key focus of this project team... building it right the first time.”
— Steve McMillan, RE (award application)

Fun Facts
Today over 1,500 miles of HOV lanes, including three Express Lanes, are either operational or under construction.
**Gold Award**

**Partnering Leadership**
Jeffrey B. Kress RE, Caltrans D-4  
Mike Llamas VP, Ghilotti Bros, Inc.  
Sam Hassoun PE, Facilitator, Global Leadership Alliance, Inc.

**Best Practices**
- Partnering Charter
- Weekly Status and Design Meetings
- Monthly Online Surveys
- Dispute Resolution Ladder
- Teambuilding Events

**Partnering Tips**
As design challenges continued to arise, the team established weekly meetings with the construction team and designers.

Brainstorming potential challenges and establishing focus groups to provide possible solutions created an emphasis on partnership goals.

“The Highway 101 project showcased a high-performing and well-working team, with above average project goals.”  
— Sam Hassoun, PE, President, Global Leadership Alliance, Inc.

**Fun Facts**
The first permanent HOV facility in California was the bypass lane at the San Francisco–Oakland Bay Bridge, which opened to the public in April 1970. Now there are 88 HOV facilities in California.

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**Highway 101 “Gap Closure” – Phase 4 Puerto Suello Hill Project**

This multiple award-winning project was the last of a four-segment program designed to “close the gap” between the existing HOV lanes along Highway 101 in Marin County in the City of San Rafael. It included freeway widening, railroad track reconstruction, and multi-use trail construction. Challenges included delays from design, environmental, and right-of-way issues. Construction also faced daily heavy commute traffic flows through the project site.

**Stats**
- EA: 04-226144  
- Caltrans District: 4  
- Contractor: Ghilotti Bros., Inc.  
- Schedule: 636 days – finished in 602 days  
- Budget: $43.8 million – actual cost $57.0 million  
- Safety: No lost time incidents

**Success Stories**
The team overcame numerous hurdles, which led to achieving several awards, including the California Transportation Foundation Freeway Project of the Year for 2012. Accomplishments include:

- Implementing staging manipulations, including construction of a temporary sound wall to enable re-sequencing of Stage 1 work and delivery of the north- and south-bound HOV lanes ahead of schedule.
- Removing graffiti and providing protection measures to minimize the impacts to local residences and the travelling public.
- Working with residents to provide adequate drainage to eliminate flooding issues; re-routing drainage facilities to allow existing trees to remain along the right of way adjacent to residential properties.
- Developing and implementing a cost reduction incentive proposal to delete a large retaining wall on cast-in-drilled-hole concrete piles, and replace it with a small spread footing “curb wall,” which resulted in a $200,000 cost savings and a reduction of 45 working days from the original schedule.
- Winning multiple awards: Partnering in Motion (Bronze in 2008; Gold in 2009) and the International Partnering Institute 2012 John L. Martin Partnered Project of the Year Ruby Award.
SR-92/I-880 Interchange Reconstruction Project

Reconstruction of one of the Bay Area’s busiest interchanges included four stages and 22 phases at State Route 92 and Interstate 880 in Hayward. This multiple award-winning project’s challenges included addressing additional traffic congestion and working with noise and operating time restrictions near residential areas.

Stats

EA: 04-016014
Caltrans: District 4
Contractor: Flatiron Constructors, Inc. / Granite Construction JV
Schedule: 834 days – finished in 834 days
Budget: $160.2 million – actual cost $157.9 million
Safety: One time lost incident

Success Stories

During the four years of construction, this complicated project’s successes included:

- Averting a 21.5-month delay due to swift action by the project team.
- Mitigating 18 major challenges and obstacles through innovative problem-solving related to:
  - retaining walls
  - utilities
  - temporary ramp “TSE 2” elevation adjustment
  - right of way
  - temporary wall design
  - San Francisco–Oakland Bay Bridge closure and emergency shutdown
  - Federal Aviation Administration enforced shutdown
  - Design issues regarding separation bridges
- Winning 10 awards, including the 2012 International Partnering Institute, “Project of the Year” Diamond Award, and the 2012 ASCE San Francisco Section – “Transportation Project of the Year.”

Partnering Leadership

Raymondo Balallo, Jr RE, Caltrans D-4
Dave Niese Area Manager Western Region, Flatiron Constructors, Inc. / Granite Construction JV
Jim Eisenhart Facilitator, Ventura Consulting Group

Best Practices

- Partnering Charter
- Professional Facilitator
- Weekly Status Meetings with Subcontractors
- Monthly Online Surveys
- Quarterly Risk Management Meetings
- Dispute Resolution Ladder
- Teambuilding Events

Partnering Tips

Risk management meetings were held to address risk reduction, identify new risks, and resolve risk.

Stakeholders were included at emergency meetings when issues arose.

“…the new highway interchange has improved our neighborhood...Your team did a fine job...”
— Wife Ai h, President, Double AA Corporation

Fun Facts

The first U.S. cloverleaf interchange patented was by Arthur Hale, a civil engineer in Maryland in 1916.
Success in Motion Awards
# 2013 Success in Motion Award Winners

## North Region

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<td>01-296104</td>
<td>Mad River Bridges</td>
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<td>02-373104</td>
<td>Spanish Creek Bridge</td>
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<td>02-3E8104</td>
<td>North Red Bluff Rehabilitation</td>
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<td>02-4C4014</td>
<td>South Redding Six Lane</td>
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<td>03-3797U4</td>
<td>Interstate 80 Sacramento HOV</td>
<td>C.C. Myers, Inc.</td>
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<td>02-1E10U4</td>
<td>Middle of Buckhorn</td>
<td>Mercer Fraser Company</td>
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## District 4

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<tr>
<th>Gold</th>
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<td>5th Ave</td>
<td>MCM Construction, Inc.</td>
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<td>04-264904</td>
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<td>04-4A3304</td>
<td>Santa Clara 101</td>
<td>O.C. Jones &amp; Sons</td>
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<td>04-264134</td>
<td>Napa 12</td>
<td>Ghilotti Bros., Inc.</td>
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<td>04-264064</td>
<td>Marin 101</td>
<td>Ghilotti Bros., Inc. / R.M. Harris Co. JV</td>
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## Central Region

<table>
<thead>
<tr>
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<td>Pitkins Curve and Rain Rocks- Rock Shed</td>
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<td>Myers and Sons Construction</td>
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<td>10-415704</td>
<td>Arboleda SR 99 New Alignment and Bridges</td>
<td>Teichert Construction / Flatiron Construction Co. JV</td>
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## District 7

<table>
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<td>07-253504</td>
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<td>SR 10 &amp; 110 Metro Express Lanes</td>
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<td>07-168004</td>
<td>I-5 HOV Lanes and SR 14 Connector</td>
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<td>07-3X6704</td>
<td>RRS 47 Vincent Thomas Bridge Repair</td>
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## District 8

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<td>08-497504</td>
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<td>Interstate 215 Segment 5 and 11</td>
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## District 12

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<td>12-0F0404</td>
<td>Widen NB Route 57- Katella Ave. to Lincoln Ave.</td>
<td>C.C. Myers, Inc.</td>
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<td>12-0G3304</td>
<td>Widen Freeway and Bridges</td>
<td>SEMA Construction</td>
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<td>12-0M5504</td>
<td>Build Shear Walls at Route 73 and Crow Valley</td>
<td>Ortiz Enterprise</td>
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