

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



## Contents

Page

### Projects Less Than \$10 Million

Highway 101 Median Cable Barrier Project	D1	Ghilotti Bros., Inc.	Silver	1
Russian River Bridge Project	D1	C.C. Myers, Inc.	Gold	2
Sierraville Cold In-place Recycling Project	D3	Teichert Construction	Gold	3
Modify Western Avenue On- and Off-Ramps Project	D7	C.A. Rasmussen Inc.	Gold	4
Interstate 40 Correct Roadway Heaving Project	D8	Sully Miller Contracting	Gold	5

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

Interstate 5 Red Bluff Rehabilitation Project	D2	C.C. Myers, Inc.	Bronze	9
Interstate 5 Rubberized Warm Mix Asphalt Placement and Rehabilitation Project	D3	George Reed, Inc.	Bronze	10
Highway 4 Discovery Bay Project	D4	O.C. Jones & Sons, Inc.	Bronze	11
Route 60 Pavement Rehabilitation Project	D7	Chumo Construction Inc.	Bronze	12
Wolfsen Rehabilitation Project	D10	Teichert Construction	Bronze	13
Downieville Cold Foam Project	D3	Knife River Construction	Silver	14
Highway 80 Eastbound HOV Lane Addition Project	D4	Ghilotti Bros., Inc.	Silver	15
Big Bear Bridge Project	D8	Flatiron West, Inc.	Silver	16
Wilfred Avenue Interchange Project	D4	Ghilotti Bros., Inc.	Gold	17
North Fresno Six-Lane Project	D6	DeSilva Gates	Gold	18
Route 134 Burbank Project	D7	Griffith Company	Gold	19

### Projects Greater Than \$50 Million

Interstate 15 Managed Lanes, Unit 1 North Project	D11	Flatiron / FCI Constructors, Inc.	Bronze	23
Interstate 15 Managed Lanes, Unit 2 North Project	D11	Atkinson Construction	Bronze	24
Donner 1 Project	D3	Teichert Construction	Silver	25
Widen Highway 101 and Bridges – HOV Lane Project	D4	Ghilotti Construction Co.	Silver	26
Interstate 15 Managed Lanes, Unit 2 South Project	D11	Coffman Specialties, Inc.	Silver	27
Highway 101 “Gap Closure” – Puerto Suello Hill Project	D4	Ghilotti Bros., Inc.	Gold	28
SR-92 /I-880 Interchange Reconstruction Project	D4	Flatiron / Granite Construction JV	Gold	29

### Success in Motion Awards

33



# 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

EA	01-499904
Caltrans	District 1
Contractor	Ghilotti Bros., Inc.
Schedule	150 days – finished in 150 days
Budget	\$2.1 million – actual cost \$2.9 million
Safety	No lost time incidents

### 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 Simming, 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.*



### Partnering Leadership

Raguparan (Ragu)  
Thangavelautham RE, Caltrans  
D-1  
Robert W. Coupe PM, C.C. Myers,  
Inc.  
Sue Dyer Facilitator, Org-Metrics

### 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.*



## 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.



## 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

EA	03-2F5804
Caltrans	District 3
Contractor	Teichert Construction
Schedule	120 days – finished in 67 days
Budget	\$6.2 million – actual cost \$5.7 million
Safety	No lost time incidents

### 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)*



### Partnering Leadership

**Mahe 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.*

## 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

EA	07-1786A4
Caltrans	District 7
Contractor	C.A. Rasmussen Inc.
Schedule	352 days – finished in 352 days
Budget	\$6.5 million – actual cost \$6.6 million
Safety	No lost time incidents

### 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.



## 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.*

### Stats

EA	02-2C50U4
Caltrans	District 2
Contractor	C.C. Myers, Inc.
Schedule	195 days – finished in 180 days
Budget	\$31.3 million – actual cost \$33.3 million
Safety	No lost time incidents

### 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.*



### 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.*

## 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.



## 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.*



### Partnering Leadership

Martin Sandoval RE, Caltrans D-7  
Mike Kotal PM, Chumo Construction Inc.  
Steve T. Sharr Facilitator, Construction Collaborative

### Best Practices

- Weekly Status Meetings with Subcontractors
- Professional Facilitator
- Partnering Workshops
- Dispute Resolution Ladder
- Teambuilding in the Field

### Partnering Tips

Weekly meetings were held to discuss issues.

Communication of work expectations before and during the actual construction process helped to achieve optimal quality of work.

Most work issues were resolved daily at the field level.

*“Constant communication and discussion of current and upcoming work...led to successful execution of the project.”*  
— Martin Sandoval, RE (award application)

### 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.*



## 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

EA	07-253304
Caltrans	District 7
Contractor	Chumo Construction Inc.
Schedule	57 days – finished in 95 days
Budget	\$22.4 million – actual cost \$20.9 million
Safety	No lost time incidents

### 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.



## 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

EA	10-279804
Caltrans	District 10
Contractor	Teichert Construction
Schedule	200 days – finished in 142 days
Budget	\$12.6 million – actual cost \$11.6 million
Safety	No lost time accidents

### 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.*



### Partnering Leadership

Jeff Johnson RE, Caltrans D-3  
Jim Bennett PM, Knife River Construction  
Kelly Hall Facilitator, Pinnacle Leadership Group

### Best Practices

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

### Partnering Tips

Weekly meetings were often followed by meetings with city officials and other stakeholders to discuss construction activities and resolution to potential impacts to traffic.

*“Both the Project Manager and Resident Engineer committed to a majority of their time being spent in the field. This allowed an expeditious resolution to the challenges and obstacles encountered.”*  
— Jeff Johnson, RE (award application)

### 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.*



## 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 \$15.9million
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.



## 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

EA	04-263724
Caltrans	District 4
Contractor	Ghilotti Bros., Inc.
Schedule	284 days – finished in 284 days
Budget	\$24.0 million – actual cost \$25.6 million
Safety	No lost time accidents

### 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.*



### Partnering Leadership

Ihab Boulos RE, Caltrans D-8  
Ray Hughes District Manager,  
Flatiron West, Inc.  
Dennis Green Facilitator, Org-  
Metrics

### Best Practices

- Partnering Charter
- Professional Partnering Facilitator
- Monthly Surveys
- Dispute Resolution Ladder
- Weekly Status/Taskforce Meetings
- Teambuilding Events

### Partnering Tips

Evaluate charter goals through monthly surveys.

Partner with all stakeholders to solicit and coordinate input from stakeholders.

*“Partnering was... an absolute necessity.”*  
— Ihab Boulos, RE (award application)

### Fun Facts

*Big Bear Valley was named in the mid-1800s for the abundant grizzly bear population that existed in the area at the time. Grizzlies are all but extinct in the U.S. today.*

## 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.*

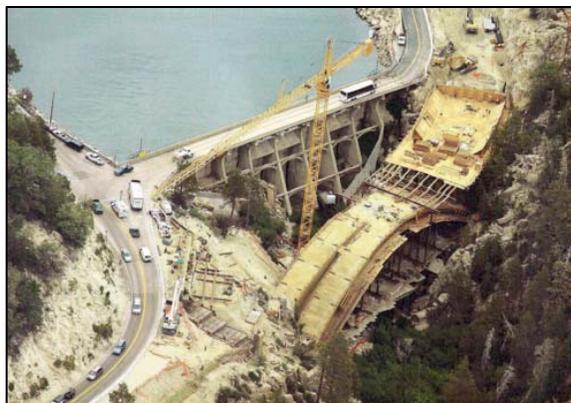
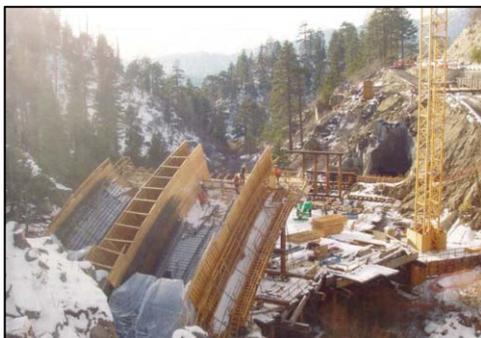
### Stats

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.*



### Partnering Leadership

Raaid Abouzedan RE, Caltrans D-6  
Derek Hansen PM, DeSilva Gates  
Construction  
Phil George Facilitator, Global  
Leadership Alliance, Inc.

### Best Practices

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

### Partnering Tips

Team meetings were held daily, weekly and as needed to discuss and plan for the project's success.

Potential issues were identified early and resolved in a timely manner.

*“Early and open communication between the team members was the key factor in successfully meeting all of the project's goals.”*  
— Raaid Abouzedan RE (award application)

### Fun Facts

*U.S. Route 99 was assigned in 1926 and was the main north-south United States Numbered Highway on the West Coast until 1964, when it was replaced for the most part by Interstate 5.*

## 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

EA	06-442614
Caltrans	District 6
Contractor	DeSilva Gates Construction
Schedule	295 days – finished in 274 days
Budget	\$16.6 million – actual cost \$16.5 million
Safety	No lost time accidents

### 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.*

### Stats

EA	07-188504
Caltrans	District 7
Contractor	Griffith Company
Schedule	1,388 days – finished in 1,388 days
Budget	\$29.5 million – actual cost \$29.8 million
Safety	No lost time accidents

### 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.*



### Partnering Leadership

Faridun Javed RE, Caltrans D-11  
Brent Fritzing 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.*

## 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.



## 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.*



### Partnering Leadership

Farokh Monemzadeh RE, Caltrans D-4  
Ali Yazdi General Manager, Ghilotti Construction Company  
Sue Dyer Facilitator, Org-Metrics

### Best Practices

- Partnering Charter
- Professional Facilitator
- Quarterly Partnering Meetings
- Monthly Scorecards
- Dispute Resolution Ladder
- Teambuilding Events

### Partnering Tips

A monthly project scorecard was used to reveal feedback, trends and issues based on the team's commitments.

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.*

## 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.



## 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.



### Partnering 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 team established an overall communication plan, identifying all of the major team players and the main points of contact.

*“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.*



### 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.*

## 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...”*  
— *Wi fe 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

<u>Gold</u>	<u>Silver</u>	<u>Bronze</u>	<u>Contract No.</u>	<u>Project Name</u>	<u>Contractor</u>
◆			01-296104	Mad River Bridges	Golden State Bridge
◆			02-373104	Spanish Creek Bridge	C.C. Myers, Inc.
◆			02-3E8104	North Red Bluff Rehabilitation	Tullis, Inc.
◆			02-4C4014	South Redding Six Lane	Tullis, Inc.
◆			03-3797U4	Interstate 80 Sacramento HOV	C.C. Myers, Inc.
	▲		02-1E10U4	Middle of Buckhorn	Mercer Fraser Company

## District 4

<u>Gold</u>	<u>Silver</u>	<u>Bronze</u>	<u>Contract No.</u>	<u>Project Name</u>	<u>Contractor</u>
◆			04-1706U4	5th Ave	MCM Construction, Inc.
◆			04-264904	Highway 17	Pavex
◆			04-4A3304	Santa Clara 101	O.C. Jones & Sons
	▲		04-228594	Loveridge	O.C. Jones & Sons
	▲		04-264134	Napa 12	Ghilotti Bros., Inc.
		●	04-0C7404	Marin 101 Paving	Ghilotti Bros., Inc.
		●	04-264064	Marin 101	Ghilotti Bros., Inc. / R.M. Harris Co. JV

## Central Region

<u>Gold</u>	<u>Silver</u>	<u>Bronze</u>	<u>Contract No.</u>	<u>Project Name</u>	<u>Contractor</u>
◆			05-0161E4	Prunedale Improvement Project	Granite Construction Co./ MCM Construction Co. JV
◆			05-0E9604	Pitkins Curve and Rain Rocks- Rock Shed	Golden State Bridge
◆			10-0M8004	SR 99, 2R Project	Myers and Sons Construction
◆			10-415704	Arboleda SR 99 New Alignment and Bridges	Teichert Construction / Flatiron Construction Co. JV

## District 7

<u>Gold</u>	<u>Silver</u>	<u>Bronze</u>	<u>Contract No.</u>	<u>Project Name</u>	<u>Contractor</u>
◆			07-253504	1-5 Median Barrier Upgrade	Vanguard Construction
◆			07-274404	SR 10 & 110 Metro Express Lanes	Atkinson Construction
	▲		07-168004	I-5 HOV Lanes and SR 14 Connector	MCM Construction, Inc.
		●	07-2411U4	SR 110 Auxiliary Lane	Flatiron Construction Co.
		●	07-3X6704	RRS 47 Vincent Thomas Bridge Repair	Griffith Company

## District 8

<u>Gold</u>	<u>Silver</u>	<u>Bronze</u>	<u>Contract No.</u>	<u>Project Name</u>	<u>Contractor</u>
◆			08-497504	Interstate 10 Auxiliary Lane	C.C. Myers, Inc.
	▲		08-4440U4	Interstate 215 Segment 5 and 11	MCM Construction, Inc.

## District 12

<u>Gold</u>	<u>Silver</u>	<u>Bronze</u>	<u>Contract No.</u>	<u>Project Name</u>	<u>Contractor</u>
◆			12-0F0404	Widen NB Route 57- Katella Ave. to Lincoln Ave.	C.C. Myers, Inc.
	▲		12-0G3304	Widen Freeway and Bridges	SEMA Construction
	▲		12-0M5504	Build Shear Walls at Route 73 and Crow Valley	Ortiz Enterprise