

Caltrans 14th Annual
Excellence in Partnering
Award Ceremony



April 17, 2014

California Department of Transportation
Excellence in Partnering Award Ceremony



April 17, 2014
 2:00pm – 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

Sam Hassoun

Global Leadership Alliance, Inc.

Guest Speaker

Karla Sutliff

Chief Engineer
 California Department of Transportation

Keynote Speaker

Ken Solak /Elizabeth A. Doohar

Partnering Program, Headquarters
 California Department of Transportation

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Success in Motion Awards

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Projects Less Than \$10 Million



Nice Roundabout on Highway 20 Project

This project involved building a four leg roundabout with associated sidewalks, landscaping and splitter islands at the junction of Highway 20 and Nice Lucerne Cutoff Road in Lake County. Due to a required change on the plans regarding concrete jointing and slope paving, the Contractor had to issue a partial redesign of the project before beginning construction. Despite these challenges, the completed project met the scheduled deadline and finished under budget.



Stats

<i>EA</i>	<i>01-480504</i>
<i>Caltrans</i>	<i>District 1</i>
<i>Contractor</i>	<i>Granite Construction, Inc.</i>
<i>Schedule</i>	<i>135 days – finished in 135 days</i>
<i>Budget</i>	<i>\$3.1 million – actual cost \$3.0 million</i>
<i>Safety</i>	<i>No time loss incidents</i>

Success Stories

The partnership between Granite Construction and Caltrans was instrumental in overcoming the many obstacles that occurred during the life of this project. Creating open lines of communication allowed the team to accomplish the following:

- Converted cobbled areas to stamped concrete to simplify the work and reduce the budget.
- Introduced new safety features for flat workers on site.
- Negotiated a partial re-design of the project’s original scope in order for it to be completed on time.
- Resolved right-of-way issues affecting the grocery store adjacent to the project.
- Worked closely with Translab and Landscape to develop a jointing plan and use GPS grading that met the project’s needs.
- Solved jointing issues through great communication and innovation.
- Worked with the County to devise a successful detour route to facilitate project staging.
- Substantially revised the staging plans for greater safety and efficiency.



Partnering Leadership

Scott Baker

RE, Caltrans District 1

Frank Pomilia

PM, Granite Construction, Inc.

Best Practices

- Partnering Charter
- Partnering Development Training
- Kick-off Workshop
- Weekly Meetings
- Lessons Learned Session
- Monthly Scorecard

Partnering Tips

Overcome difficult challenges by cultivating a close working relationship with all team members. Superintendents, inspectors, engineers, and subcontractors can introduce valuable commentary to the Partnering meetings.

“Changes proved to be crucial to the success of the project and many of the ideas have been incorporated into new roundabout designs.”

- Frank Pomilia, Granite Construction, PM

Fun Facts

Prior to roundabouts, circular junctions existed such as the Bath Circus UK world heritage site completed in 1768. Design and widespread use of the modern roundabout began in Europe in the 1960’s. In the United States modern roundabouts did not emerge until the 1990’s.

Bronze Award

Partnering Leadership

Scott Baker

RE, Caltrans District 1

Marc Armstrong

Windsor Fuel Company

Best Practices

- Partnering Charter
- Kick-off Meeting
- Quarterly Meetings
- Partnering Skills Development Training
- Key Subcontractors Attended Partnering Sessions
- Dispute Resolution Ladder
- Lessons Learned Session

Partnering Tips

Partnering meetings are crucial in ensuring continuous cooperation and teamwork throughout the life of a project.

“We now have a highway that reflects the beauty of nature that we have and enjoy here in Lake County, thanks to Caltrans... [and all of their contractors].”

– Michael Fechner, Lake County Record Bee

Fun Facts

North of Calistoga, SR 29 climbs Mount Saint Helena, an extinct volcano, at the border between Napa County and Lake County.

Bonded Wearing Course (BWC) is a thin, hot mixed asphalt overlay placed over a polymer modified emulsion membrane which seals existing pavement and bonds the two surfaces.

Lower Lake Bonded Wearing Course Project

This project involved more than 17-lane miles of bonded wearing course placement over a previously cold planed surface on Highway 29 in Lake County. It required several areas of leveling and a substantial change order to replace the traditional striping with highly reflective 6” stripes adjacent to rumble strips with reflectors installed inside the rumble strip. This project was successfully completed on time and under budget.



Stats

<i>EA</i>	<i>01-491214</i>
<i>Caltrans</i>	<i>District 1</i>
<i>Contractor</i>	<i>Windsor Fuel Company</i>
<i>Schedule</i>	<i>40 days – finished in 40 days</i>
<i>Budget</i>	<i>\$1.2 million – actual cost \$1.1 million</i>
<i>Safety</i>	<i>No time loss incidents</i>

Success Stories

Throughout this project, all parties remained focused on producing the highest quality work possible. Other successes included:

- Facilitated partnering meetings to address traffic, safety, and design issues that arose early in the life of the project.
- Windsor Fuel Company was proactive in addressing staffing issues and was able to successfully coordinate work after the issue was resolved.
- Coordinated help from Traffic Safety to overcome the design flaws, mostly involving the striping plan.
- The Caltrans RE took the initiative to personally field mark striping. By addressing this large CCO, the project was able to stay on schedule.
- Creatively problem-solved the leveling issue when there was no money to complete this portion of the work.
- Received praise from local community for the quality of the work.

Highway 113 Grind and Groove Project

This grind and groove project consisted of 11 miles of existing rough highway in Davis and Woodland, CA. The objective of the project was to rehabilitate eight ramp interchanges with new hot mix and rubberized AC to improve the quality of vehicle travel. PCC slab replacement and metal beam guardrails were also introduced along with highway and ramp loop detection systems. This project was completed on time and under budget.



Stats

<i>EA</i>	<i>03-2F0504</i>
<i>Caltrans</i>	<i>District 3</i>
<i>Contractor</i>	<i>O.C. Jones & Sons, Inc.</i>
<i>Schedule</i>	<i>167 days – finished in 166 days</i>
<i>Budget</i>	<i>\$6.1 million – actual cost \$5.5 million</i>
<i>Safety</i>	<i>Zero recordable injuries in 6,250 work hours</i>

Success Stories

This project launched with the goal of maintaining strong partnerships at all levels of the project. Successful partnering was achieved through self-directed workshops and open communication. Although several obstacles arose, ranging from losing a subcontractor to budgetary issues, the construction team was able to resolve disputes at the lowest levels possible. Other successes include:

- The ability to stay on budget and on schedule when a subcontractor ceased work due to bankruptcy and when a replacement subcontractor was hired.
- Minimized costs by delivering value engineering concepts for the northern end of the project.
- Applied innovative PCC grinding techniques that cut construction time in half for that scope of work, allowing the project to get back on track.
- Performed a role reversal that provided the opportunity for the RE and PM to interact with each other’s staff and gain an additional perspective on the project.
- Nearly \$566,000 was saved by the construction team. Some of the savings were spent to add safety items as well as additional roadway stabilization work to improve the longevity of the roadway.



Partnering Leadership

Preston Tri

RE, Caltrans District 3

Justin Pichardo

PM, O.C. Jones & Sons, Inc.

Best Practices

- Kick-off Meeting
- Quarterly Meetings
- Partnering Sessions
- Key Subcontractors Attended Partnering Sessions
- Dispute Resolution Ladder

Partnering Tips

Partnering is central to putting the project first every day, and helps to resolve any hurdles in the field between the RE and PM.

“Foremen were a key component to the partnering process on this Project. O.C. Jones’ lead foreman and Caltrans inspection staff as well as RE were in communications daily on what could be done to improve the project, make work safer, and minimize construction cost.”
– Preston Tri, Caltrans R.E.

Fun Facts

The freeway section spanning from the I-80 interchange at Davis to Woodland is called the Vic Fazio Highway, after the former U.S. House Representative.

Gold Award

Partnering Leadership

Faridun Javed

Sr. RE, Caltrans District 11

Chris Wyss

PM, Flatiron West, Inc.

Robert Dorn

Facilitator, President AMSI

Best Practices

- Professional Facilitator
- Kick-off Partnering Session
- Partnering Skills Development Training
- Quarterly Meetings
- Key Subcontractors Attended Partnering Sessions
- Dispute Resolution Ladder
- Lessons Learned Session

Partnering Tips

Identify project challenges during the kick-off meeting and include solutions to these challenges in the Project Charter. Be sure to keep stakeholders well informed to avoid conflicts down the road.

“Routine meetings with formal agenda items led to communication and dialogue tied to issues. Over time, a relationship was built and mutual trust and understanding was developed. This routine ultimately led to a united effort to resolve issues on the spot.”

– Faridun Javed, Caltrans R.E.

Fun Facts

SR 78 was one of the original state highways designed in 1934, although portions of the route existed as early as the 1900’s.

Nordahl Road Bridge Project

This project is located on Route 78, west of the I-15 in a traffic congested area between city limits of San Marcos and Escondido. Surrounded by a transit station with heavy pedestrian traffic, a large shopping area and commercial businesses, and a newly constructed \$1 billion hospital, public safety was a high priority on this project. The project work limits fell within two cities requiring coordination with multiple agencies.



Stats

<i>EA</i>	<i>11-259804</i>
<i>Caltrans</i>	<i>District 11</i>
<i>Contractor</i>	<i>Flatiron West, Inc.</i>
<i>Schedule</i>	<i>362 days – finished in 245 days</i>
<i>Budget</i>	<i>\$10.6 million – actual cost \$10 million</i>
<i>Safety</i>	<i>No lost time accidents</i>

Success Stories

This project reflected the core goals of Partnering by demonstrating open and honest communication. Throughout the project, the team used this communication to solve the many issues presented by the project conditions, such as high traffic surrounding the area, carefully coordinating closures, alert messaging, and information dissemination. Partnering successes include:

- Coordinated with an adjacent Caltrans bridge widening project, with overlapping project limits, to keep interferences and traffic disruptions to a minimum.
- Involved stakeholders in a planning meeting to coordinate utility work with overlapping work windows.
- Assigned a Construction Traffic Manager to coordinate all lane/ramp closure requests for various contracts with overlapping project limits.
- Effectively and proactively communicated with the local community to provide regular project updates and keep businesses well informed.
- Successfully provided access across the bridge for the fire department throughout the duration of the project.

Projects \$10 Million – \$50 Million



I-40 Pavement Rehabilitation Project

This project rehabilitated the pavement starting just before the Desert Oasis rest area through one mile east of Crucero Road, in San Bernardino County. The project set out to repave the sun cracked stretch of I-40, 10 ramps and a nearby rest area, with hot mix asphalt, and upgrading the metal beam guardrail while maintaining access to the rest area for travelers.



Partnering Leadership

Shaine Shahidi

RE, Caltrans District 8

Dan Little

PM, Security Paving Co., Inc.

Robert Dorn

Facilitator, President AMSI

Best Practices

- Project Charter
- Professional Facilitator
- Kick-off Meeting
- Quarterly Sessions
- Team Attended Partnering Skills Development Together
- Dispute Resolution Ladder

Partnering Tips

Increase the spirit of partnering and trust amongst the personnel involved in day-to-day operations by demonstrating good partnering practices among project leaders.

“Various issues were resolved by direct partnering between Caltrans field Staff, district QC/QA coordinator and the contractor.”

– Shaine Shahidi, Caltrans R.E.

Stats

<i>EA</i>	<i>08-0K2404</i>
<i>Caltrans</i>	<i>District 8</i>
<i>Contractor</i>	<i>Security Paving Company, Inc.</i>
<i>Schedule</i>	<i>270 days – finished in 270 days</i>
<i>Budget</i>	<i>\$28.8 million – actual cost \$24.3 million</i>
<i>Safety</i>	<i>No time loss injuries</i>

Success Stories

Partnership started early in this project to help ensure the project was delivered on time and on budget. Due to the safety issues posed by the project site’s desert conditions, a schedule was created to ensure worker safety under heat related conditions. Other successes include:

- Organized the rerouting of traffic, allowing rest areas to remain open during repaving.
- By recycling repaving materials, Caltrans was able to save an estimated \$1 million.
- “Lowest level” dispute resolution was implemented to reduce delays with material testing and maintain initial schedule.
- The project included milling the existing asphalt concrete (AC) pavement and paving it back with HMA-Type C and rubberized HMA-Type G. This goal was accomplished by establishing a close working relationship between Security Paving’s PM and Caltrans’ RE.
- Reduced project costs by reusing the removed asphalt concrete to fill in sections of the median enhancing safety and eliminating the waste removal costs.

Fun Facts

California’s first rest area was created in 1962. According to the LA Times, California’s rest areas rank in the top four of eleven Western states. Judging is based on cleanliness, restroom crowding, and amenities.

Silver Award

Partnering Leadership

John Bailey

RE, Caltrans District 2

Kirk Johnson

PM, J.F. Shea Co., Inc.

Robert Dorn

Facilitator, President AMSI

Best Practices

- Professional Facilitator
- Partnering Charter
- Kick-off Workshop
- Dispute Resolution Ladder
- Quarterly Surveys
- Subcontractors Attended Partnering Sessions
- Lessons Learned Session

Partnering Tips

Involving subcontractors in partnering meetings increases productivity and gives contractors the opportunity to review project objectives with their team.

“Generally, pavements must be in place for more than 30 years to receive an APA Perpetual Pavement Award, but CalAPA and the APA honored Caltrans for the way it moved forward aggressively with the durable pavement strategy.”

– Mike Kvach, Asphalt Pavement

Fun Facts

This project successfully used a method of developing a mix design for the asphalt that had only been used one time in the past by the Department.

North Weed Long Life Pavement Project

This project removed and replaced current asphalt concrete using the new long life pavement strategy along a stretch of I-5 near Weed, California. The project used a new mix design for the asphalt; designed to last over 40 years while utilizing recycled asphalt to decrease environmental impact. The project initially faced setbacks, but after close coordination with the testing facility at UC Berkley, the team caught up to the schedule and implemented the innovative mix.



Stats

<i>EA</i>	<i>02-3E7504</i>
<i>Caltrans</i>	<i>District 2</i>
<i>Contractor</i>	<i>J. F. Shea Company, Inc.</i>
<i>Schedule</i>	<i>220 days – finished in 213 days</i>
<i>Budget</i>	<i>\$21.1 million – actual cost \$17.2 million</i>
<i>Safety</i>	<i>No lost time accidents</i>

Success Stories

The project faced initial delays from the testing required of this unique asphalt mix, but persistent communication between J. F. Shea and testing groups allowed for accelerated work later in the project. Weekly partnering meetings provided a platform for important discussions, such as project goals and schedules. Other accomplishments include:

- After identifying two sections where excessive wear and broken rock pavement was occurring, stakeholders, Caltrans and J.F. Shea quickly developed a solution through partnering. A change order was issued promptly, preventing significant delays on the project.
- “Lowest level” issue resolution was utilized to issue a \$370,000 change order.
- Consistent communication between Caltrans and J.F. Shea allowed for different recycled asphalt to be used in order to keep the project on time.
- Received the national Pavement Pioneer Award from Asphalt Pavement Alliance for the aggressive delivery of the North Weed Long Life Pavement Project.

North Red Bluff Rehabilitation Project

This project performed full depth repaving using three different types of long-life HMA for 16 lane-miles across Tehama and Shasta counties. The project had an added difficulty from Traffic Management requiring the freeway to use median crossovers and separation of traffic lanes to maintain two lanes open in each direction. Despite this stipulation, which required complex traffic rerouting, the project was still completed on schedule and under budget.



Partnering Leadership

Sean Shepard

RE, Caltrans District 2

Chris Handley

VP, Tullis Inc.

Chris Brimhall

PM, Tullis Inc.

Robert Dorn

Facilitator, President AMSI

Best Practices

- Professional Facilitator
- Partnering Charter
- Kick-off Workshop
- Subcontractors Attended Weekly Partnering Sessions
- Dispute Resolution Plan
- Lessons Learned Session
- Team Attended Partnering Skills Development Together

Partnering Tips

The kick-off workshop sets the tone of the project. All parties involved should attend in order to thoroughly discuss project challenges and agree on priorities.

“The relationship and communication between Caltrans and Tullis, Inc., was instrumental in solving problems and keeping the job moving.”

– Terry Hansen, Terry Hansen Electric

Fun Facts

Asphalt concrete was invented by Belgian inventor and U.S. immigrant Edward de Smedt in 1870 while at Columbia University in New York City.

Stats

<i>EA</i>	<i>02-3E8104</i>
<i>Caltrans</i>	<i>District 2</i>
<i>Contractor</i>	<i>Tullis Inc.</i>
<i>Schedule</i>	<i>254 days – finished in 254 days</i>
<i>Budget</i>	<i>\$33.8 million – actual \$31.3 million</i>
<i>Safety</i>	<i>No lost time accidents</i>

Success Stories

This project was a winner of the Asphalt Pavement Alliance Pavement Pioneer Award. Although the team faced challenges, a successful partnership between Caltrans and Tullis resulted in a well executed project. Other successes included:

- Carefully drafted the project schedule to ensure that traffic was not affected during the 4th of July or Labor Day holidays in 2012.
- Innovative use of traffic monitoring i-Cones allowed Tullis and Caltrans Traffic Management to come together and advise motorists of the traffic conditions.
- Quickly resolved challenges associated with the implementation of new long life HMA.
- Original staging did not allow for reconstruction of the weigh-in-motion slabs during long life paving. Through collaborative efforts by all parties on the project, the staging plans were modified and the work was safely performed with no adverse effect on public traffic and no delays to the project schedule.
- The use of the dispute resolution ladder avoided a potential \$500,000 change order.
- Received Caltrans’ 2013 Partnering Success in Motion Gold Award.
- Featured in a special edition of the California Asphalt Pavement Association Magazine.

Gold Award

Partnering Leadership

Steve Russell

RE, Caltrans District 4

Jeremy Schofield

PM, Ghilotti Bros., Inc.

Cinda Bond

Facilitator, OrgMetrics

Best Practices

- Professional Facilitator
- Partnering Charter
- Kick-off Workshop
- Dispute Resolution Ladder
- Monthly Review of Partnering Goals between Key Members
- Other Stakeholders Attending Partnering Sessions

Partnering Tips

Making sure all parties' needs are known from the beginning ensures all needs are satisfied and creates a constructive and trustworthy relationship that carries over from project to project.

"The end result was impressive, all thanks to the open forum created through Partnering."

– Steve Russell, Caltrans R.E.

Fun Facts

This project is located in one of the most highly congested yet, beautiful areas in California. Frommer's Travel Guide called the Golden Gate Bridge, "possibly the most beautiful, certainly the most photographed, bridge in the world." It has been declared one of the Wonders of the Modern World by the American Society of Civil Engineers.

Highway 101 Paving Project from Golden Gate Bridge to Corte Madera Creek

This resurfacing project used over 140,000 tons of HMA, which paved over 80 lane miles of northbound and southbound Highway 101 in Marin County. Work included: HMA base repairs, cold planing, dense HMA paving, guardrail installation, and electrical traffic operations installation. Through open communication, the project was able to stay on schedule and deliver award-winning pavement results.



Stats

<i>EA</i>	<i>04-0C7404</i>
<i>Caltrans</i>	<i>District 4</i>
<i>Contractor</i>	<i>Ghilotti Bros., Inc.</i>
<i>Schedule</i>	<i>407 days – finished in 407 days</i>
<i>Budget</i>	<i>\$20.5 million – actual cost \$21.2 million</i>
<i>Safety</i>	<i>2 recorded incidents</i>

Success Stories

The team set out with a goal to strive for "world class." Not only did they develop a world class team, but the project won the National Pavement Association's award for "Highest Quality Paving Project," for projects over 50,000 tons. This testament to the excellent communication achieved allowed the project to become such a success. Other accomplishments included:

- Caltrans and Ghilotti Bros., Inc. proactively identified problem areas and mitigated issues pertaining to the bay mud. To the team's credit, the overall budget was not increased.
- Invited local agencies to attend partnering sessions, making it possible to identify concerns.
- Partnering made it possible to accommodate transit agencies so they could continue normal services throughout the duration of the project.
- Communication with Caltrans was key to maintaining the original schedule despite the ongoing construction of two adjacent projects.
- Successful execution of five separate contracts simultaneously.
- Received Caltrans' 2012 Partnering Success in Motion Bronze Award.

Route I-5 Median Shoulder Improvement Project from Route 605 to Washington Blvd.

This project upgraded the median barrier from Thrie Beam and Type 50 barrier to Type 60 concrete barrier along I-5 between Los Angeles and Orange County, including several bridges and undercrossings in the cities of Downey and Commerce. This high-volume freeway presented difficulties with safety; however, due to careful planning and a commitment to Partnering, the project was a success, finishing \$800,000 under budget.



Stats

<i>EA</i>	<i>07-253504</i>
<i>Caltrans</i>	<i>District 7</i>
<i>Contractor</i>	<i>Vanguard Construction</i>
<i>Schedule</i>	<i>210 days – finished 210 days</i>
<i>Budget</i>	<i>\$12.0 million – actual cost \$11.1 million</i>
<i>Safety</i>	<i>1 recordable incident; no lost time accidents</i>

Success Stories

This project demanded a rigorous schedule for completion. Despite this challenge, the construction team was able to complete the project on time and under budget. The partnership between Vanguard Construction and Caltrans enabled the team to meet project goals. Other successes include:

- Vanguard Construction was able to get the SWPPP approved before the review period concluded. In doing this, they were able to avoid a late start on the project.
- Resolved issues of void formation from excavation and implemented a plan for the future, while limiting the impact on the schedule.
- The team was able to jointly address unforeseen conditions on the bridge deck and set up a change order to allow for bridge deck refinishing.
- Implemented a method to maintain spacing in the rebar. This increased strength in the wall.
- Received Caltrans' 2013 Partnering Success in Motion Gold Award.



Partnering Leadership

Hassan Fayad

RE, Caltrans District 7

Marcus Hanson

PM, Vanguard Construction

John Marks

Operations Manager,
Vanguard Construction

Neal Flesner

Facilitator, Ventura Consulting

Best Practices

- Professional Facilitator
- Partnering Charter
- Kick-off Workshop
- Monthly Scorecard
- Subcontractors Attended Partnering Sessions
- Dispute Resolution Ladder
- Lessons Learned Session

Partnering Tips

Regular meetings increase project productivity by bringing critical issues to the forefront of the discussion.

"The team did not view the partnering sessions as a "check the box" specification requirement, rather they utilized the partnering sessions to discuss true project concerns and approaches to construction." – Neal Flesner, Ventura Consulting

Fun Facts

The I-5 segment from Orange County to LA County is officially called the Santa Ana freeway. However, Southern California residents refer to it as the "5 Freeway."

Gold Award

Partnering Leadership

Massod Akbarian

RE, Caltrans District 7

Don Peterson

PM, Griffith Company

Phil George

Facilitator, GLA

Best Practices

- Professional Facilitator
- Partnering Charter
- Kick-off Workshop
- Dispute Resolution Ladder
- Subcontractors Attended Partnering Sessions
- Monthly Scorecard

Partnering Tips

For a successful partnership, all parties need to contribute 100% effort.

“Partnering has helped the agency and contractor to work as a team. As a team, we all want to solve problems and to get the project done right, and within budget.”

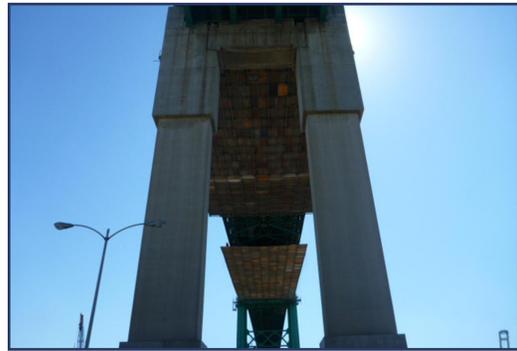
*– Wayne Liu, Caltrans
Construction Engineer*

Fun Facts

The Vincent Thomas Bridge was the first welded suspension bridge in the United States and the 76th longest span in the world. The clear height of the navigation channel is approximately 185 feet and it is the only suspension bridge in the world supported entirely on piles.

Route 47 Vincent Thomas Bridge Repair Project

This project repaired the Route 47 Vincent Thomas Bridge that carries heavy LA-47 traffic over the Los Angeles Harbor Main Channel between the city of San Pedro and Terminal Island in Long Beach. This 48-year-old bridge required repairs which included: adding 32 seismic dampers, installing a bridge Traveler System, and repairing spalling on the deck, superstructure, and soffit.



Stats

<i>EA</i>	<i>07-3X6704</i>
<i>Caltrans</i>	<i>District 7</i>
<i>Contractor</i>	<i>Griffith Company</i>
<i>Schedule</i>	<i>320 days – finished in 310 days</i>
<i>Budget</i>	<i>\$10.8 million – actual cost \$10.2 million</i>
<i>Safety</i>	<i>No lost time or recordable accidents</i>

Success Stories

The challenging conditions of this project required a strong partnership between several agencies. With the bridge 185 ft. above the water and a requirement to maintain clearance for passing ships, the Griffith Company was able to work closely with its subcontractors, Caltrans, and the Coast Guard to effectively complete the project. Other successes include:

- Developed efficient methods for accessing dampers and custom solutions for fitting of new rail support brackets to achieve cost and time requirements.
- Introduced the quickdeck system, improving the quality of the work, and enhancing safety for the public and businesses below the work area.
- Collaborated with Caltrans Maintenance to close lanes, providing a method for travellers to cross the bridge safely.
- Coordinated a schedule with adjacent projects.
- Maintained open communication with surrounding businesses.
- Received Caltrans’ 2013 Partnering Success in Motion Award.

I-10 Aux Lanes/I-10 Etiwanda Avenue Project

Located on the busy Interstate 10 from Fontana to Rialto, this project improved passage for the many tourists and goods that travel through the area. It improved safety on the highway by increasing the length of auxiliary lanes as well as adding to the aesthetics of the surrounding community by decorating the retaining walls with artistic designs. Despite project challenges, the project finished ahead of schedule and under budget.



Stats

<i>EA</i>	08-497504
<i>Caltrans</i>	District 8
<i>Contractor</i>	C. C. Myers, Inc.
<i>Schedule</i>	471 days – finished in 460 days
<i>Budget</i>	\$12.1 million – actual cost \$11.1 million
<i>Safety</i>	No lost time accidents

Success Stories

This project reflected the core goals of partnering by demonstrating open and honest communication. Throughout the project, the team used communication to solve the issues presented by the project. Other successes included:

- Coordinated with a nearby bridge replacement project under construction to keep interferences and traffic disruptions to a minimum.
- The kick-off meeting included flip charts to reflect the opinions of each participant.
- Successfully incorporated the design from a nearby project to achieve a cohesive blend of style in the concrete artwork.
- Resolved issues with concrete form liners which not only prevented delays, but increased the overall pace of the project.
- Resolved issues with fiber optic line movement, avoiding the need for utility company involvement and saving time and cost.



Partnering Leadership

Chad Yang

RE, Caltrans District 8

David Espinoza

PM, C.C. Myers, Inc.

Phil George

Facilitator, GLA

Best Practices

- Professional Facilitator
- Partnering Charter
- Kick-off Partnering Session
- Key Subcontractors Attended Partnering Sessions
- Dispute Resolution Ladder
- Lessons Learned Session

Partnering Tips

Solicit input from all team members regarding the project goals. By listening you will encounter new perspectives and uncover problems in advance.

“Together we were successful in articulating the planning and execution associated with concurrent projects by different agencies. Not only does that understanding by the public reduce overall impact... but it shows concern from both of our agencies about the smallest details.” – Timothy C. Watkins, Public Information Specialist

Fun Facts

The birth of decorative concrete dates back to the early 19th Century. However, the medium did not gain significant popularity in the US until the 1950's.

Gold Award

Partnering Leadership

Shivinder Singh

RE, Caltrans District 10

Troy Snyder

PM, DeSilva Gates Construction

Sam Hassoun

Facilitator, GLA

Best Practices

- Partnering Charter
- Professional Facilitator
- Dispute Resolution Ladder
- Subcontractors Attended Partnering Sessions
- Monthly Scorecard
- Lessons Learned Session

Partnering Tips

Involve all team members by creating a list of action items prior to partnering meetings. This practice can help the project move along as quickly as possible.

“With Caltrans leadership, along with the contractors, we were able to keep the disruption of the very important drainage systems to a minimal. Most importantly, we were able to keep the thirty-three land owners happy.”

– Michael Scriven, Highway 12 Farms, Inc.

Fun Facts

Highway 12 was constructed in 1934 as a small country road, but now it’s used mainly for agriculture, recreation, and by commuters.

Highway 12 Lodi Project

This project had goals of repaving and adding acceleration lanes and traveling lanes to increase safety along Routes 5 and 12 in Sacramento, San Joaquin, and Solano Counties. The construction team also had the important requirement to be environmentally conscious due to the area being inhabited by the Giant Garter snake and Swainson’s Hawk. The Contractor was able to work cohesively with other agencies to time the project so they would maintain the desired schedule and not endanger the animals.



Stats

<i>EA</i>	<i>10-0A8404</i>
<i>Caltrans</i>	<i>District 10</i>
<i>Contractor</i>	<i>DeSilva Gates Construction</i>
<i>Schedule</i>	<i>337 days – finished 337 days</i>
<i>Budget</i>	<i>\$11.0 million – actual cost \$12.2 million</i>
<i>Safety</i>	<i>No recordable incidents</i>

Success Stories

Overcoming the obstacles presented by the environmental conditions was the most difficult aspect of this project. The partnering between Caltrans and DeSilva Gates enabled the project to stay on schedule. Successes with partnering included:

- Teaming up with the Department of Fish and Game and others resulted in a solution to fix the drainage system while allowing the farmers to maintain irrigation schedules. This reduced the environmental impact on local animal species and avoided approximately one year in project delays.
- The project coincided with the annual maintenance closure of Highway 12 which reduced the overall impact to the public. This increased the quality of the paving by minimizing construction joints.
- The new roadway required drainage pipes to be extended and the ditch dewatered. Caltrans and DeSilva Gates developed an alternative solution to install sheet piles without dewatering.
- Developed a solution to replace the existing soil that was unstable and led to the poor conditions of the current road.

Projects Greater Than \$50 Million



I-5 Pavement Rehabilitation Project

Interstate 5 serves as a vital route through the Sacramento region, connecting major commercial and commuter traffic to area communities. The first segment of the project was a 4-lane divided freeway in a rural area with 5 bridges, 3 overcrossings and 1 undercrossing. The second and third segments were a 6-lane divided freeway in an urban area with 2 bridges, 6 overcrossings and 1 separation.



Stats

<i>EA</i>	<i>03-0F5904</i>
<i>Caltrans</i>	<i>District 3</i>
<i>Contractor</i>	<i>Granite Construction, Inc.</i>
<i>Schedule</i>	<i>350 days – finished in 350 days</i>
<i>Budget</i>	<i>\$72.4 million – actual cost \$61.4 million</i>
<i>Safety</i>	<i>1 OSHA recordable event out of 85,039 MHs</i>

Success Stories

Both Caltrans and Granite Construction approached the I-5 Pavement Rehabilitation Project with the goal of building strong relationships to achieve the highest quality work possible. This goal was shown early with the initial decision to locate both construction job site offices within one block of each other to encourage teamwork and open communication. Other successes that took place during the project included:

- Implemented a value engineering change proposal (VECP) to revise the structural section to the new median. This saved approximately \$947,000 and reduced trucking hours associated with the work.
- Resolved several material issues. This included accepting a cost sharing change order to resolve conflicting test results on jointed plane concrete panel samples.
- Successfully introduced new methods to the project with the inertial profilograph.
- Received a Caltrans’ 2011 Partnering Success In Motion Gold Award.

Silver Award

Partnering Leadership

Meshack Okpala

RE, Caltrans District 3

Russ Jensen

PM, Granite Construction, Inc.

Sue Dyer

Facilitator, OrgMetrics

Best Practices

- Professionally Facilitated
- Partnering Charter
- Kick-off Workshop
- Quarterly Partnering Sessions
- Dispute Resolution Ladder

Partnering Tips

Encouraging teamwork and open communication in the beginning of a project creates an environment of mutual respect among the project’s key team members.

“The relationship and trust developed over the prior 2 years of the project provided the tools necessary for both parties to work through issues without the need for a DRB hearing.”

– Russ Jensen, Granite Construction, PM

Fun Facts

The area of I-5 freeway between Sacramento and Oregon follows very closely the track of the Siskiyou Trail. Based on the existing Native American foot trails, this trail was a critical transportation avenue in 1848 for the Forty-niners during the California Gold Rush.

Silver Award

Partnering Leadership

Michael Chou

RE, Caltrans District 7

Felipe Olivar

PM, Atkinson Contractors, LP

Robert Dorn

Facilitator, President AMSI

Best Practices

- Partnering Charter
- Professionally Facilitated
- Partnering Skills Development Training
- Quarterly Partnering Sessions
- Lessons Learned Session
- Dispute Resolution Ladder
- Subcontractor Involvement in Partnering Meetings

Partnering Tips

Successful partnering results in immediate project benefits such as timely CCO resolutions which can help move a project forward.

“...by implementing the principles of Partnering, issues were resolved at the lowest possible level, which substantially improved the quality of the work.”

– Michael Chou, Caltrans R.E.

Fun Facts

I-10 holds the distinction of being the first freeway in Los Angeles. A four mile section of today’s freeway was built between 1933 and 1935 at a cost of \$877,000.

San Bernardino Freeway (I-10) Restoration Project

This project involved 13 miles of the I-10 freeway between I-5 and I-605 freeways in Los Angeles County. Work included resurfacing, replacing damaged concrete slabs, upgrading bridge railing, replacing approach slab and joint seals, adding shoulders, reconstructing and realigning on and off ramps and installing new drainage and irrigation systems.



Stats

<i>EA</i>	<i>07-166814</i>
<i>Caltrans</i>	<i>District 7</i>
<i>Contractor</i>	<i>Atkinson Contractors, LP</i>
<i>Schedule</i>	<i>783 days – finished in 783 days</i>
<i>Budget</i>	<i>\$151.3 million – actual cost \$141.5 million</i>
<i>Safety</i>	<i>No time loss due to injuries</i>

Success Stories

The San Bernardino freeway restoration was a major undertaking. With best efforts from the entire team, the project was completed on time and under budget. Other successes included:

- Successfully coordinated the project throughout construction of the Express Hot Lane, an oversight project that was permitted in the median shoulder over 1 year after the I-10 restoration project began.
- Coordinated schedules with Metro Express Lane to allow both crews to work on projects at the same time on the same jobsite, in some cases suspending major activities.
- Reopened all ramp closures before the original schedule.
- Saved \$400,000 in disposal costs of aerially deposited lead (ADL) soil.
- Extensive efforts were made to communicate with the local community to notify them of the upcoming work.
- Implemented a plan to quickly repair damage to the bridge deck of an abandoned undercrossing at 6th Street. The immediate action enabled the buffer lane to reopen within one month.

I-215 Widening Segment 5 & 11 Project

This project took place within the metropolitan area of San Bernardino and involved shifting the alignment of the I-215 freeway, adding an HOV lane and mixed flow lane in each direction, replacing 3 overcrossings, and adding 2 connectors on the I-215 and SR-210 Interchange. The BNSF Railroad parallels the project on the west side. Despite several challenges, the project was completed on time and under budget.



Silver Award

Partnering Leadership

Manny Yogarajah

Senior RE Caltrans
District 8

Dan Shaw

PM, MCM Construction, Inc.

Robert Dorn

Facilitator, President AMSI

Best Practices

- Professionally Facilitated
- Project Charter
- Kick-off Workshop
- Partnering Skills Development Workshop
- Quarterly Partnering Sessions
- Lessons Learned Sessions

Partnering Tips

Elevate an ordinary project to a highly successful project by identifying and prioritizing critical goals. Encourage feedback from all members of a project, from contractor to State Inspectors to stakeholders, on a consistent basis.

“One reason this project was very successful was due to the project partnering efforts extended to the stakeholders.”
– Manny Yogarajah, Caltrans Senior R.E.

Stats

EA	08-4440U4
Caltrans	District 8
Contractor	MCM Construction, Inc.
Schedule	750 days – finished in 720 days
Budget	\$76.9 million – actual cost \$72.7 million
Safety	No loss time injuries

Success Stories

Partnering provided the important foundation of mutual trust and respect on this project. The team also worked together with members of adjacent projects to coordinate lane and full freeway closures. Despite setbacks, partnering meetings and weekly meetings kept the partnership strong and the attitudes positive. Other successes included:

- Facilitated stages of work to complete the difficult task of replacing the PCC pavement onto a different profile and alignment.
- Despite a 4th quarter shutdown and long lead times, overhead structures of the BNSF railroad were built successfully.
- Removed utilities during construction phases without impacting the schedule or budget.
- MCM Construction successfully completed the substructure of the flyover connector (NW Conn) which required construction of large diameter (8') pile averaging over 100' in depth.
- Worked closely with stakeholders to prevent negative economic impacts on nearby businesses.
- Received positive comments from the traveling public for expediting the work.

Fun Facts

The Burlington Northern Santa Fe (BNSF) Railroad has been around for 160 years and is a product of nearly 400 different railroads that have been merged over those 160 years.

Gold Award

Partnering Leadership

Carl Berexa

Sr. RE, Caltrans District 3

Rich Hufford

CM, DeSilva Gates Construction/FCI JV

Sue Dyer

Facilitator, OrgMetrics

Best Practices

- Professionally Facilitated
- Partnering Charter
- Partnering Skills Development Training
- Quarterly Partnering Sessions
- Subcontractor Involvement in Partnering Meetings

Partnering Tips

Continuing communication keeps all parties informed on new issues and keeps the discussion on unresolved issues at the forefront of the conversation.

“All parties involved on this job made a commitment to open communication.”

– Carl Berexa, Caltrans Senior R.E.

Fun Facts

Highway 65 Lincoln Bypass is estimated to save 3,961 hours of vehicle delays daily and 268,103 minutes of delays during peak traffic hours.

To protect Salmon habitat, construction was only permitted from June to October in the creek channels.

Highway 65 Lincoln Bypass Project

This project is located in Placer County near Lincoln, and stretches from Twelve Bridges Overcrossing to 1 mile south of Bear River. The scope of the project includes nearly 12 miles of new alignment, with 4 miles of 4-lane separated freeway, 8 miles of 2-lane expressway, 17 bridges, 2 new interchanges, 3 new intersections, 6 sound walls, and a park and ride lot. The project helped alleviate heavy traffic on Route 65; however, creative planning solutions were required to accommodate sensitive environmental areas.



Stats

<i>EA</i>	<i>03-3338U4</i>
<i>Caltrans</i>	<i>District 3</i>
<i>Contractor</i>	<i>DeSilva Gates Construction/FCI, A Joint Venture</i>
<i>Schedule</i>	<i>850 days – finished in 841 days</i>
<i>Budget</i>	<i>\$166.7 million – actual cost \$156.8 million</i>
<i>Safety</i>	<i>Recordable rate per 1000 hours = 0.012</i>

Success Stories

Although it was designed for sequenced construction to expedite the start of field work prior to total right-of-way acquisition, some of the parcels that necessitated the sequencing were not cleared in time. Through close coordination between DeSilva Gates/FCI, JV and Caltrans, productivity was maintained and the planned 1.1 million cubic meters of soil was moved in the first season. Other accomplishments include:

- This project encountered high clay content soil in many locations that posed significant problems with both specified relative compaction as well as acceptable performance of standard best management practices used for storm water pollution prevention. Through close work and consultation with Caltrans, DeSilva Gates/FCI, JV was able to overcome these difficulties.
- Ongoing communication between Caltrans, DeSilva Gates/FCI, JV, and their subcontractors resulted in the project’s successful completion on time and under budget.
- Coordinated with Placer and Sutter counties to propose six cost reduction incentive proposals. Five incentives were approved, saving \$216,000 and 40 days for the project.

LA 10 & 110 High Occupancy Toll Lanes Project

This was a design, build, operate, and maintain contract to convert high-occupancy vehicle (HOV) lanes into high-occupancy toll (HOT) lanes. This pilot project known as the “Metro Express Lanes” was funded by a federal grant of \$210 million. The project scope covered the 14 mile stretch of I-10 between Alameda Street and I-605, and 11 miles on the I-110 from 182nd Street to Adams Boulevard, both in Los Angeles County.



Partnering Leadership

John Vassiliades

Sr. TE, Caltrans District 7

Jan Bohn

Project Executive, Atkinson Contractors, LP

Felipe Olivar

PM, Atkinson Contractors, LP

Stephanie Wiggins

LACMTA

Sam Hassoun

Facilitator, GLA

Best Practices

- Professionally Facilitated
- Partnering Skills Development Training
- Quarterly Partnering Sessions
- Lessons Learned Sessions

Partnering Tips

Create stronger relationships with consistent dialogue between all members of the team. Strong partnerships allow for more detailed reviews of the issues and a quicker response time.

“It [Partnering] empowers the team to act proactively and allows for everyone to take personal responsibility to use their skills... by brainstorming issues together and seeking to find solutions.” – John Vassiliades, Caltrans Senior Transportation Engineer

Fun Facts

The LA 10 & 110 HOT Lanes Project is one of six projects selected by USDOT to develop innovative programs to reduce congestion through implementation of a dynamically priced High Occupancy Toll (HOT) Lane project.

Stats

EA	07-274404
Caltrans	District 7
Contractor	Atkinson Contractors, LP
Schedule	1139 contract days – finished in 1139 days
Budget	\$72.4 million – actual cost \$89.3 million
Safety	Zero lost time accidents

Success Stories

This project was considered the most significant of its type by transportation planners across the nation due to the complexity of the project and the number of stakeholders and agencies involved. Partnering was key in the successful completion of the project which helped the team set high standards for their work and overcome a multitude of issues. Some of the successes included:

- Successfully executed a difficult redesign of more than 100 lane miles of state highway to convert existing HOV lanes to express lanes.
- Completed a rigorous review of all activities on overlapping contracts and developed an aggressive time recovery plan that enabled the project to stay on schedule.
- Despite design issues and geometric standards limits, the team pulled together to deliver a prompt solution.
- Worked tirelessly, 7 days a week during the second year, to ensure the project would be completed on time.

2014 Success in Motion



2014 Success in Motion Award Winners

Northern Region

<u>Gold</u>	<u>Silver</u>	<u>Bronze</u>	<u>Contract No.</u>	<u>Project Name</u>	<u>Contractor</u>
◆			01-262004	Willits Bypass	DeSilva Gates - Flatiron West JV
◆			01-296104	Mad River Bridges Replacement	Golden State Bridge
◆			01-423704	Green Point Sink	Mercer Fraser Company
	◎		02-3E7604	Anderson Grade CRCP	Road and Highway Builders of California, Inc.
◆			02-1E10U4	Middle of Buckhorn Curve Realignment	Mercer Fraser Company
◆			02-2E5104	Twin Gulches Road Realignment	Nordic Industries
◆			03-3E6204	Butte Creek Bridge Replacement	Knife River Construction

District 4

<u>Gold</u>	<u>Silver</u>	<u>Bronze</u>	<u>Contract No.</u>	<u>Project Name</u>	<u>Contractor</u>
		◆	04-0A1854	Construct New Interchange and Replace Old Redwood Hwy OC	Ghilotti Construction Co.
		◆	04-2640L4	Widen N Novato OH and Extend HOV Lane	Ghilotti Brothers, Inc.
		◆	04-2908V4	Widen SR 580 from Greenville Rd OH to Hacienda Dr OC	O.C. Jones & Sons, Inc.
		◆	04-298304	Construct HOV Lane from Rte 101 to Rte 237	Bay Cities Paving and Grading
		◆	04-3A9224	Widen I-880 to Construct HOV Lane from 112/880 to Hegenberger Rd OC	RGW Construction
	◎		04-1G9404	Widen Hwy 4 from G Street to Hillcrest OC	Bay Cities/Myers JV
	◎		04-2640K4	Hwy 101/Rte 116 Lakeville Interchange	Ghilotti Brothers, Inc.
	◎		04-2640U4	Replace Petaluma Br and Construct Kastania Road OC	Ghilotti Brothers, Inc.
	◎		04-264134	Widen Hwy 12 Jameson Canyon from Rte 29 to County Line	Ghilotti Brothers, Inc.
	◎		04-3A9214	Widen I-880 to Construct HOV Lane from Marin Blvd to Davis St	RGW Construction
	◎		04-4A3304	Widen Hwy 101 from Shoreline Blvd OC to Oregon Expressway OC	O.C. Jones & Sons, Inc.
◆			04-0A5354	Replace EB Cordelia Truck Scale Facility	O.C. Jones & Sons, Inc.
◆			04-1706U4	Replace 5th Ave OH Bridge and Widen Freeway	MCM Construction, Inc.
◆			04-1A3204	Scofield Bridge Deck Replacement	Myers and Sons Construction
◆			04-228594	Widen Hwy 4 from Loveridge Rd to Somerville Rd	O.C. Jones & Sons, Inc.
◆			04-264144	Widen Hwy 12 Jameson Canyon from County Line to Red Top Rd	Ghilotti Construction Co.
◆			04-264904	Drainage Improvements and Roadway Reconstruction	Graniterock
◆			04-3A23U4	Reconstruct Airport Blvd and Construct Windsor Sound Walls	Ghilotti Construction Co.

Central Region

<u>Gold</u>	<u>Silver</u>	<u>Bronze</u>	<u>Contract No.</u>	<u>Project Name</u>	<u>Contractor</u>
◆			10-0M8004	Stanislaus Route 99, 2R Project	Myers and Sons Construction
◆			10-415704	Arboleda Route 99 New Alignment and Bridges	Teichert/ Flatiron West JV

District 7

<u>Gold</u>	<u>Silver</u>	<u>Bronze</u>	<u>Contract No.</u>	<u>Project Name</u>	<u>Contractor</u>
	◎		07-1219U4	I-5 Widening & Rehabilitation Project	Flatiron West, Inc.
	◎		07-2159C4	Widen I-5 Freeway, Construct New HOV Lane and Bridge Overcrossing	Flatiron West, Inc.
	◎		07-2411U4	Construct Auxiliary Lanes in LA County	Flatiron West, Inc.
	◎		07-117074	Construct HOV Lanes, Retaining Walls, Bridges, and Sound Walls	Flatiron West, Inc.
	◎		07-245404	Construct Direct Connector	MCM Construction, Inc

2014 Success in Motion Award Winners

District 7 (Cont'd)

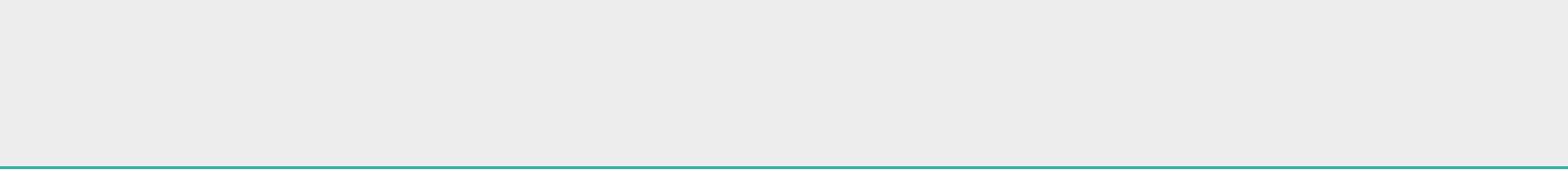
<u>Gold</u>	<u>Silver</u>	<u>Bronze</u>	<u>Contract No.</u>	<u>Project Name</u>	<u>Contractor</u>
	⊙		07-286904	Replace PCC on SR 60 in LA County	Flatiron West, Inc.
◆			07-1786A4	I-5 Modify and Realign On & Off Ramps	CA Rasmussen, Inc.
◆			07-215934	Realign and Widen I-5 Freeway North of Carmenita	Flatiron West, Inc.
◆			07-252804	I-5, Rehabilitate Roadway and Widen Median Shoulder Project	Griffith/Coffman JV
◆			07-260704	SR 101, Add HOV lane	Granite Construction, Inc.

District 8

<u>Gold</u>	<u>Silver</u>	<u>Bronze</u>	<u>Contract No.</u>	<u>Project Name</u>	<u>Contractor</u>
	⊙		08-0K2704	Combined Mill & Fill	Las Vegas Paving Corp.
	⊙		08-0K2604	Combined Mill & Fill	Las Vegas Paving Corp.
◆			08-0M94U4	I-215 Bi-County HOV Gap Closure	Ames Construction, Inc.
◆			08-0K7104	I-15 / I-215 Devore Interchange	Atkinson PLC
◆			08-0K2504	I-40 Rehabilitation with Skanska	Skanska USA

District 11

<u>Gold</u>	<u>Silver</u>	<u>Bronze</u>	<u>Contract No.</u>	<u>Project Name</u>	<u>Contractor</u>
◆			11-2T1824	Route 805 Direct Access Ramp (DAR) Project	Granite Construction, Inc.





For more information on the Caltrans Partnering Program
visit www.CaltransPartnering.com
or contact HQ Partnering Coordinator Ken Solak
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