

CALTRANS COLLABORATION...

A NEWSLETTER FROM THE CALTRANS PARTNERING PROGRAM

JUL-SEP 2013

TEAM SPOTLIGHT:

ROUTE 101 / WILFRED AVE. PROJECT TEAM MANAGES RISK THROUGH PARTNERING!

This \$43 million District 4 project with Ghilotti Bros. Inc as the prime, consisted of widening Highway 101 and adding HOV lanes. Additional work included modifications to frontage roads and structures work.

Before the work even started, the State's budget crisis prevented tree removal, which was under strict environmental time lines. In addition, a federally endangered species requiring regular monitoring increased risks to the schedule. At the same time, storm water regulations were changing and introducing complexities to the project that were not originally anticipated. Since this was a three year project, with multiple stages the team knew going into the project that communication and collaboration were paramount to a successful project and Partnering would be essential.

In addition to establishing Partnering initiatives at the field level, the team also engaged the stakeholders in the process and held meetings with the regulatory agencies to discuss planned construction and the agencies expectations. The agencies were very receptive to the approach that allowed the best possible opportunity to address potential issues before they arose. "Our Partnering formally introduced all the stakeholders to each other and created an atmosphere where 'business as usual' could be replaced with a 'whatever is best for the team' attitude," said resident engineer Hal Streater. "With Partnering, we were all able to talk and freely bounce ideas and issues off other stakeholders in an open and safe forum."

The team created a partnering charter including goals which were evaluated monthly using a performance survey. The results of the survey were discussed and any necessary corrective actions were taken at each of the 14 facilitated Partnering sessions held during the project. Due to the high function team environment and the use of a Dispute Resolution Ladder, all issues and NOPC's were addressed at the lowest possible level, rarely going past level 3. As a result of the Partnering environment, the team worked with the local agency and re-phased one of the stages, saving over \$750,000 and providing the city with unobstructed emergency access.

By following the Partnering best practices and creating a culture where open communication was embraced, the team completed the project 142 working days early, with no claims and an excellent safety record. At the 2013 Caltrans Excellence in Partnering award ceremony, the team received the Caltrans "Best in Class" Partnering award for projects between \$10m and \$50m.

ROUTE 101 - WILFRED AVE PROJECT BEST PARTNERING PRACTICES USED

- Professional Facilitator
- Partnering Charter
- Kick-off and Follow-up Sessions
- Engage stakeholders in the Partnering effort
- Dispute Resolution Ladder
- Monthly Scorecards
- Team Building Activities

PARTNERING TIP

THE SURVEY SAYS?

The reason that professional athletes achieve the level of success and recognition that they do, can be attributed to one thing, stats. If teams, bookies and reporters did not keep stats, no one would know, including the players themselves, how well they were doing or where they need to make improvements. The same is true on construction projects. If certain issues prevent a construction team from achieving success and there is no attempt to identify what is causing the problem, the problem will persist. The solution to this is creating a project charter and co-creating project goals. Once goals are established, a team can use monthly project surveys to track how well they are achieving their goals. If the survey shows high scores, the team can feel good about their efforts; if scores are low, they can discuss possible solutions. One of the great things about monthly surveys is you can identify trends from month to month. So once a problem is identified and a solution is put in to action the team can, over time, see if that solution is working. Successful project team leaders know if you want to get something done write it down and measure it. One of the Partnering Best Practices is to use project charters and monthly surveys. If you would like more information on this or any Partnering topic, ask the district partnering coordinator in your area or email the HQ Partnering Coordinator. See back page for coordinator's email addresses.



The Route 101 / Wilfred Ave project

Partnering Program Announcements

There is less than 5 months until the 2014 Success in Motion and Excellence in Partnering award application are due. The due date is January 17, 2014. By reviewing the award application now and applying many of the processes and procedures highlighted in the application, teams will be able to plan their project Partnering activities and improve their chance of getting a Gold level award. You can find a copy of the application on the Partnering website at www.CaltransPartnering.com. You can also find help in preparing the application on the website where we provide an application preparation video, application checklist and an example of a past application so you can see how an award winning team prepared their application. Planning now will make for a better application and will also allow you to prepare as you progress through your project so you are not rushed at the end to get the application completed.



Partnering Program at a glance

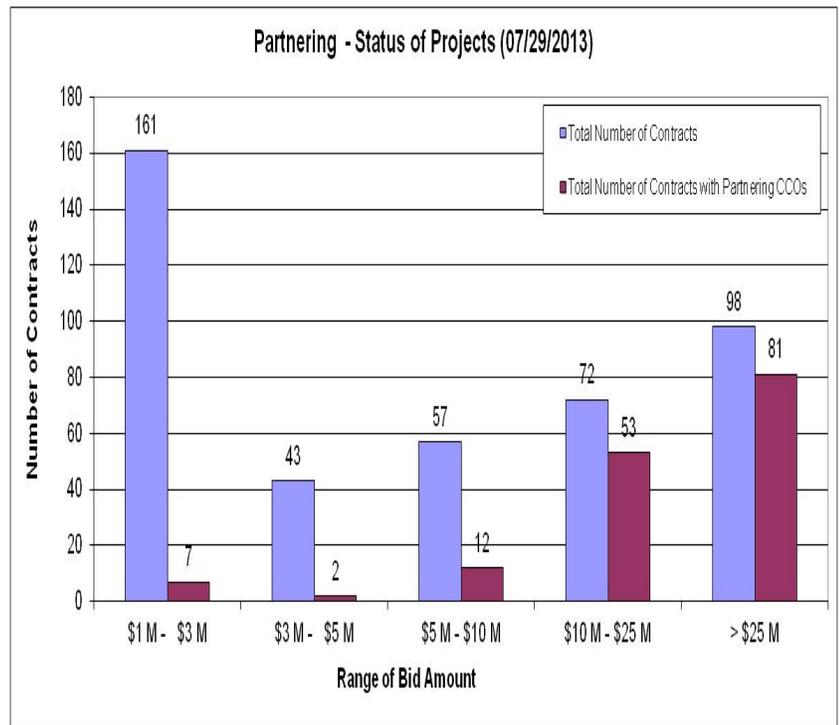
With the revision of the Partnering specification, Partnering is now required on projects over \$10m and greater than 100 working days. With this revision, we have seen a change in the number of projects utilizing Partnering. The table below shows the total number of contracts and the total number of contracts utilizing Partnering by region. The Graph to the right shows the total number of contracts vs. the number of partnered contracts by dollar value. In order to effectively complete contracts to the benefit of both parties, supplemental funds are added to every contract over \$1,000,000. The amount of funds added to a project is on a sliding scale based on the contract amount and allows the team to engage in all of the Partnering Best Practices.

Partnering - Status of Projects

July 29, 2013

	NR	4+Toll	CR	7	8	11	12	Total
Total Number of Contracts								
TOTAL	89	82	100	66	31	40	23	431
\$1 M - \$3 M	32	19	42	29	8	23	8	161
\$3 M - \$5 M	11	6	8	5	5	5	3	43
\$5 M - \$10 M	19	10	13	7	5	1	2	57
\$10 M - \$25 M	12	19	17	6	9	5	4	72
> \$25 M	15	28	20	19	4	6	6	98
Value of contracts, millions	\$1,581	\$4,996	\$1,774	\$2,056	\$871	\$548	\$482	\$12,308

	NR	4+Toll	CR	7	8	11	12	Total
Total Number of Contracts with Partnering CCOs								
TOTAL	37	48	35	26	14	13	10	183
\$1 M - \$3 M	4	1	1	0	1	0	0	7
\$3 M - \$5 M	1	1	0	0	0	0	0	2
\$5 M - \$10 M	3	3	1	2	1	1	1	12
\$10 M - \$25 M	5	15	12	5	8	5	3	53
> \$25 M	6	28	12	19	4	6	6	81
Value of contracts with Partnering CCOs, millions	\$1,337	\$4,810	\$1,467	\$1,906	\$790	\$502	\$414	\$11,226



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