



PARTNERING SUCCESS/OPPORTUNITY STORY

Situation (*provide a brief description/background of the situation*):

- The construction of the San Carlos River Bridge was a complex project, which required the new structure to be installed in the same footprint of the existing bridge.
- The bridge was to be constructed in very confined work zones which included both vehicular and pedestrian traffic.
- Bridge Facts:
 - Length –885'
 - Width – 44'
 - There are 28 drilled shafts of which the largest were 78" wide and were drilled to a depth of 78' feet underground.
 - There was approximately 2750 cubic yards of concrete used to construct the bridge.
 - There was approximately 679,000 pounds of rebar used to construct the bridge.
 - The bridge weighs approximately 6,179,000 pounds

Challenges (*describe the difficulties/issues/obstacles*):

- Maintaining traffic through the construction zone was very difficult as the work progressed.
- The need for quick access through the project by Emergency services required extensive planning and communication.
- Pedestrian traffic was to be maintained at all times. The pedestrian traffic was directly adjacent to vehicular traffic and construction equipment.
- Holidays and special events required special consideration for traffic control through the project.
- Environmental mitigation measures required extensive planning and coordination to address concerns for the native bird species.

Partnering Practices (*what were the behaviors, attitudes & steps taken to promote collaborative teamwork?*):

- Tribal and ADOT staff realized the complexity of the project and agreed to work closely to identify and resolve issues collaboratively.
- ADOT staff was sure to include Tribal staff in weekly meetings; Tribal Staff attended all the meetings.
- Staff members regularly communicated outside of the scheduled meetings by phone, email or in person.
- Both entities committed to maintain staff assigned to the project and staff was very engaged. TERO and the Native American workforce was prominent on the project.

Outcomes (*results: what happened as a result of the partnering efforts, which may or may not have been successful?*):

- Regular communication helped identify issues early on, which became easier to handle.
- Due to the regular communication the issues that arose were handled quickly because staff was aware as the project progressed.
- The environmental mitigation was successful because the agencies worked as partners in replanting cottonwoods and protecting the bird habitats.
- The project was completed in 16 instead of 24 months....8 months early!

Lessons Learned (*what insights or benefits that are you taking away from this situation, whether the outcome was the desired one or not?*)

- The true spirit of partnering is the commitment to work together to solve issues regardless from where, why or when they arise. The proof is in this successful project, everyone worked together to make it work.

Best Practices (*what Partnering tool was used – communication, commitment, cooperation, champion, issue resolution, problem solving to benefit the team?*)

- **Communication** was respectful, direct and purposeful.
- The entities were both **committed** to the success of the project.
- The teams **cooperated** in the solving of issues and concerns. Especially in dealing with the traffic control.
- **Issue resolution** was forefront in the construction process.

List the Partners that were part of the solution:

The Tribal representatives, Native American workforce and ADOT staff made the partnering and the project a success.

Please include any photos or newspaper articles.

SEE EMAIL EXCERPT BELOW:

From: Jennifer Toth

Sent: Sunday, January 27, 2013 6:11 PM

To: Jim Cunningham

Cc: Roderick F. Lane; Teresa Welborn; Todd A. Emery; marsha@kdacreative.com

Subject: Congratulations

I want to take this opportunity to congratulate you on a job well done. While reviewing the Partnering Evaluation Program (PEP) Flags Reports, I observed that the San Carlos River Bridge #2910 project (H661401C) is currently exceeding the expectations of the team based on the goals established at the initial partnering workshop.

It takes an overall team commitment to partner and to self-evaluate throughout the life of a project. I am happy to see this team has that kind of commitment and is performing at such a high level. Based on evaluations this team entered from September and October, 2012, I am confident this team will finish with a project that everyone can be proud.

Please let me know if you have any questions or feel free to contact Teresa Welborn in the Partnering Office for additional assistance. Again, congratulations and keep up the good work!

Jennifer Toth, P.E.
State Engineer
Arizona Department of Transportation
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