



# **EXCELLENCE IN CONSTRUCTION PARTNERING**

## **Second Annual Awards**



# **State Highway Projects**

**Greater than 10 Million**

**Garwood Road**

**I-84, Franklin IC to Karcher IC**

**Payette River Bridge**

**Prairie Avenue to Boekel Road**



# EXCELLENCE IN CONSTRUCTION PARTNERING

## Second Annual Awards



### ITD/AGC Annual Excellence in Construction Partnering Awards - 2021 Nomination Form -

Contract Number/Route/Milepost: 8563 / US-95 / MP 439.4 - 440.2	Construction Engineer: Joey Sprague
Project Name: Garwood Rd Grade Separator & Frontage Rds	Date Project Started: 5/4/20
Contractor Name: Apollo, Inc.	Date Project Completed if applicable: Projected to finish in May 2022
Email: joseph.sprague@itd.idaho.gov	Phone #: 208-772-8016

1. Did the Contractor/ITD team participate in a Partnership Workshop or informal partnering?

Y ☒ N ☐

2. Category of Award (select one):

**State Highway Projects (select size):**

- ☐ Projects less than \$1 million
- ☐ Projects \$1 million - \$5 million
- ☐ Projects \$5 million - \$10 million
- ☒ Projects greater than \$10 million

**Local Road Projects (select size):**

- ☐ Projects less than \$3 million
- ☐ Projects greater than \$3 million

3. Application:

Please provide an overview of the project explaining scope of work, cost, and schedule. Please also provide examples of how the project achieved each of the following six criteria:

- (1) Safety First
- (2) Customer-Focused Results
- (3) Innovative Problem Solving
- (4) Overcoming Extraordinary Challenge
- (5) Effective Contract Administration
- (6) Timely Completion of Project

## Project Overview (5,000 characters or less)

The Garwood Overpass project is the second of two adjacent GARVEE-funded projects which bring much-needed safety and mobility upgrades to US-95 just north of Hayden, ID, finalizing the south end of the Garwood to Sagle Corridor. It removes the existing signalized intersection at US-95 and Garwood Road, constructs a new overpass of Garwood Rd over the highway and the adjacent railroad and frontage road, connects multiple frontage roads to complete the local system, and fills in a gap in the US-95 Shared Use Path.

The project's benefits to road users are numerous. The existing signalized intersection at US-95 and Garwood Rd was on a severe skew, causing issues with driver visibility. There was another intersection with Garwood at the frontage road, very close to the highway, which often backed traffic up into the highway. There was also an at-grade railroad crossing between the two intersections, which further exacerbated the traffic issues. Removing the intersection and building an overpass over all three facilities allows for free flow on the highway and the frontage road, and removes the at-grade railroad crossing. While access between Garwood and US-95 has been removed with the project, the overpass provides connectivity between the community east of the highway and Garwood Elementary School to the west.

The construction team consists of highly effective staff from the following entities:

- Prime Contractor: Apollo, Inc.
- ITD Team
  - o District 1
  - o CE&I and Testing: HMM Engineering
  - o Bridge EOR: David Evans & Associates
  - o Roadway EOR: Parametrix
  - o Geotechnical EOR: American Geotechnics
  - o Utilities EOR & Coordination: J-U-B Engineers, Inc.
  - o Public Involvement: ITD Office of Communication and The Langdon Group, Inc.

A project of this complexity has taken an extraordinary coordination effort from all parties, not just during construction, but during all phases of the project. From the time the design kicked off, there was a high emphasis on constructability and serving the needs of all stakeholders. Once construction began, the team set the tone early that we were all going to work together for the common purpose of building a quality project for the taxpayers of North Idaho.

Construction of the project began in May, 2020. As of the end of October, 2021, the bridge deck will have been completed. All roadways are paved and open to the public other than the stretch of Garwood Rd passing over the highway. Apollo anticipates a winter shutdown from November – February, followed by construction of the bridge parapet, pedestrian fence, guardrail, and miscellaneous cleanup work to be complete in May, 2022.

## **Safety First (1,000 characters or less)**

Apollo has done an outstanding job at keeping their employees, ITD team members, and drivers safe at all times. They require PPE at all times on the project, including class 2 retroreflective outerwear, hard hats, and other gear as applicable to each task. During bridge construction, they have carefully adhered to their own safety policies and OSHA standards for fall protection. They hold safety meetings on a weekly basis and prior to new tasks to continually keep their employees focused on safety. There have been no reported injuries on the project and no work zone crashes.

The COVID-19 pandemic, which started shortly before construction began, forced an even higher emphasis on health and safety. Apollo immediately implemented a COVID-19 health and safety policy, requiring social distancing, mandating cleaning and sanitizing protocols, increasing focus on personal hygiene, and quarantining individuals with symptoms or potential exposures. As a result of the team's adherence to safety procedures, there have been no major internal outbreaks resulting in delays to construction.

## **Customer Focused Results (1,000 characters or less)**

While public opinion of this project has been overwhelmingly supportive, there have been a small minority of locals who have voiced disapproval of the impacts both during and after construction. This has required a great deal of individual attention and outward transparency to ensure satisfaction for as many as possible.

Prior to every major change in traffic flow and periodically throughout the project, the public involvement team has sent out email updates to an email distribution list of interested parties and posted to ITD's social media pages. This has resulted in good engagement and positive feedback. ITD has also maintained a project website from design through construction, which gives users the ability to sign up for project updates and use a comment form to directly contact the District 1 project manager with questions or feedback.

The construction team has also communicated individually with specific parties such as the nearby elementary school, fire and EMS, and adjacent property owners and businesses to keep them informed of impacts to their access.

## **Innovative Problem Solving (1,000 characters or less)**

On multiple occasions, Apollo was able to reorganize their operation in order to accommodate adjacent projects. The timeframe for this project overlapped the nearby US-95/SH-53 Interchange project, and at several points coordination was required in order to keep both projects on track while keeping the system of roads reasonably accessible to users. At one point the team came up with a plan for Apollo to work on a different stretch of road than originally planned while staggering road closures with Scarsella Bros on the other project, saving Scarsella several weeks while causing minimal schedule impacts for Apollo.

Another coordination effort came when a developer began working on a new road intersecting with Garwood Rd while Garwood Rd was still underway. Keeping reasonable access open for the developer's trucks through the project site was challenging and required some extra traffic control measures, but Apollo was able to accommodate through good communication with the developer, all while keeping project delays minimized.

Due to the team's commitment to cooperation, we have had no claims and no disputes that couldn't be solved through internal discussion.

## **Overcoming Extraordinary Challenge (1,000 characters or less)**

This project has had numerous obstacles working against a timely completion.

- Some of the right of way had not been purchased at the time construction started, and some of those purchases lingered well past planned dates.
- The nearby 95/53 interchange opening was delayed, which in turn delayed the date Apollo was allowed to implement the detour plan.
- The railroad company requires numerous submittals in order to build over the railroad, and the review times for these submittals were far greater than anticipated due to pandemic-related staffing issues. This not only impacted Apollo's work over the railroad, but the relocation efforts of several utility companies which impacted even more of Apollo's work elsewhere.
- Some of the utility companies were difficult to work with in general, which also impacted the project.
- The pandemic had a hand in most of the delays, and was an unprecedented challenge.

The team worked together to mitigate delays as much as possible, discussing the risks and reviewing the schedule at each weekly meeting, holding multi-project coordination meetings, holding biweekly utility coordination meetings, and above all staying on the same page.

## **Effective Contract Administration (1,000 characters or less)**

Apollo has adhered to the contract and stayed on top of submittals, materials documentation, and labor compliance. They have been proactive at identifying problems or potential change orders and communicating those issues. HMM Engineering has administered the contract highly effectively, and has represented District 1's commitment to serve the taxpayers while also cooperating with contractors within the limits of the contract. This relationship has been mutually beneficial, allowing Apollo to be successful at achieving their goals as a business, while ensuring that the taxpayers are receiving a superior product for their money and seeing savings wherever possible. Weekly meetings on site have kept team-wide communication consistent, and have helped keep documentation up to speed. The Engineer of Record team has also provided invaluable service by reviewing submittals, answering RFI's, coordinating utility relocations, and composing public outreach materials among many other construction support tasks.

## **Timely Completion of Project (1,000 characters or less)**

Due to many circumstances out of the team's hands which were previously discussed, this project will not be complete within the original time restraints of the contract. The specified completion date was originally 11/30/21, and now with the delays plus a winter shutdown, the project is anticipated to be complete sometime in May of 2022. This is not due to the failure of the contractor or the ITD team; in fact, it is only through dedication to work together to keep the project on track that it has slipped less than 2 months of actual work time. The consistent schedule updates, the team's brainstorming of ideas to resequence the work, and Apollo's willingness to be flexible have all been key to the project's success. The team has much to be proud of.

Damon Allen

**APPROVED**  
By dallen at 8:01 am, Oct 22, 2021

ITD Applicant or Local Agency Contact Name

**Joey Sprague**

Digitally signed by Joey Sprague  
DN: C=US, E=joseph.sprague@itd.idaho.gov, O=ITD District 1, OU=Design/Construct B, CN=Joey Sprague  
Date: 2021.10.22 08:06:30 -07'00'

ITD or Local Agency Applicant Signature

**John Wilfong**

Digitally signed by John Wilfong  
DN: cn=John Wilfong, o=Apollo, Inc., ou=Project Manager, email=john.wilfong@apollo-gc.com, c=US  
Date: 2021.10.22 11:03:46 -07'00'

Contractor Applicant Signature

A valid application package should include a completed and submitted nomination form, 3-5 photos emailed to [ITDCommunication@itd.idaho.gov](mailto:ITDCommunication@itd.idaho.gov) with contract number and project name in the subject line, all received by **October 22, 2021**.

**Please contact [ITDCommunication@itd.idaho.gov](mailto:ITDCommunication@itd.idaho.gov) with application questions**

**Clear Form**

**Submit Form**













# EXCELLENCE IN CONSTRUCTION PARTNERING

## Second Annual Awards



### ITD/AGC Annual Excellence in Construction Partnering Awards - 2021 Nomination Form -

<b>Contract Number/Route/Milepost:</b> 8669, 8665 / I-84 / 28.23 - 33.40	<b>Construction Engineer:</b> Andrew Linder, Styles Salek
<b>Project Name:</b> I-84, Franklin Rd IC to Karcher IC (West & East)	<b>Date Project Started:</b> June 21, 2021 (6/21/2021)
<b>Contractor Name:</b> Western Construction, Concrete Placing Company	<b>Date Project Completed if applicable:</b> Ongoing
<b>Email:</b> Andrew.Linder@itd.idaho.gov, Styles.Salek@itd.idaho.gov	<b>Phone #:</b> (208) 454-7715, (208) 459-7429

1. Did the Contractor/ITD team participate in a Partnership Workshop or informal partnering?

Y ☒ N ☐

2. Category of Award (select one):

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## **Project Overview (5,000 characters or less)**

The Treasure Valley is experiencing explosive population growth. Canyon County is the second fastest growing county in the State. Backups and congestion are a regular occurrence on the I-84 corridor through Canyon County, which was originally constructed in the 1960s and only provides for two lanes in each direction. This growth means more infrastructure improvements projects are necessary to handle the additional traffic loads and are imperative to successfully attaining ITD's collective goals of safety, mobility, and economic opportunity. These projects will not only further our effectiveness of meeting the Department's goals, but will also better serve the surrounding community and cities of Nampa and Caldwell, which are the proverbial bookends of the projects.

Western Construction, Concrete Placing Company, District 3 Design/Construction Group 3 project staff, and numerous consulting companies throughout the state are partnering to complete two projects totaling \$97 Million. These projects consists of reconstructing and widening approximately 5 miles of I-84 from its current 4 lane section (2 lanes in each direction) to a 6 lane section (3 in each direction). These projects include the replacement of 2 Notus Canal Culvert structures under I-84 with concrete stiffleg culverts (1 – 18'x12'x217' just west of Linden Overpass, 1 – 18'x8.5'x286' just west of Ustick); replacement of the Highline Canal Culvert with a 9.5'x6.5'x325' precast stiffleg culvert; and replacement of the Linden Overpass Bridge Structure with an 80' Span prestressed concrete girder bridge; 3 Soundwalls; 2 Median Barrier Walls; 5 Drainage Ponds.

## **Safety First (1,000 characters or less)**

Through these projects, the Department has had the unique opportunity to partner with the contractors to pilot a new approach to traffic control management within the projects construction zone. This management plan utilized and implements Variable Speed Limit (VSL) signs. The objective of the VSL is to maximize the work zone speed limit for the traveling public for the current safety conditions and work activities. The VSL signs are equipped with led light panel and beacons that will flash when speeds are lowered from the standard 65mph. With these signs, the speed is able to be remotely adjusted allowing greater flexibility for the contractor and the public. Additionally, the work zone has also been equipped with driver speed feedback signs via PCMS that are fitted with a radar system.

In order to set this new system up for success the group met pre-projects to discuss how to control speeds in the work zone while balancing traffic needs. Additionally ITD collaborated with the Idaho State Police to acquire their buy in of the changing speeds as well as work with them to address any concerns, in order to provide simplicity in their enforcement through the work zone. The team then collectively defined the different work zones to maximize the speed limit with the many accesses in and out along the projects. This effort was met with significant coordination and timeliness that was shared by all associated parties.

The implementation of the VSL Work Zone has had a direct impact on driver compliance to the posted speed and has been noticeably felt by the contractor. With better and consistent driver compliance, this has dramatically increased the safety and comfort for the contractor's employees while in the field while promoting safety and mobility for the interstate users.

## **Customer Focused Results (1,000 characters or less)**

The Department has invested in a dedicated team of public involvement staff to build and maintain relationships with I-84 stakeholders. The team is scoped to perform the following strategic tasks in order to build partnerships with the surrounding community: pop up meetings and community presentations to communicate key information at major project milestones, direct contacts with employers along the I-84 corridor, business and neighborhood visits, phone calls and one-on-one meetings with key stakeholders, emergency responder meetings, meetings with major trucking companies, coordination with underserved populations (Hispanic, elderly, and low-income, etc.), media events, and responses to media and public inquiries by mail, email, social media, or phone. The team is also taking a multimedia approach to engage the public through the use of following activities and media platforms: podcasts, a project website, videos published to YouTube, constant contact email bulletins, Facebook, Twitter, Radio, and texting.

## **Innovative Problem Solving (1,000 characters or less)**

The projects, even in their infancy, are encountering, actively progressing and overcoming major challenges. Due to the accelerated schedule to complete the work, meeting the milestones established, and providing a quality product to do so the contractor and ITD have teamed together in order to overcome the extraordinary obstacles faced thus far. Western Construction has been active in working to address schedule mitigation benefit the projects timely completion.

One of the innovative problem solving solutions that have been implemented was an adjusted construction staging. With the three defined stages (1. Temporary Paving around Franklin IC, 2. Median Construction, 3. Outside Lanes and Shoulder Construction) the bridge construction over Linden Street would not be available to begin until after the switch to Stage 2, once the temporary paving work is completed. Western creatively brought the proposition to shift traffic early outside of the temporary pavement limits. This traffic shift allowed for the early start of the bridge construction in order to gain an upper hand on the work and minimize the schedule risks and impacts to the mainline roadwork. This shift has already paid in dividends to address unanticipated rock excavation, migratory bird impacts, abutment dewatering needs, and unknown utility conflicts. This impact will in turn aid with opening Linden back up to traffic between the two stages of bridge construction. This innovative practice is a great help to providing excellent customer focus results.

The Department and Concrete Placing Company have also worked closely to gain leverage against the demanding schedules required of these projects. We worked proficiently in order satisfy the contract requirements that must be met prior to work starting in order expedite the construction start date. Upon contract award, the timely completion of the following tasks allowed the contractor to start work sooner than anticipated: SWPPP filing, subcontract approvals, baseline schedule approval, etc. An early start also required close coordination with other ongoing projects to ensure a smooth transition of the work zone from one contractor to another.



## **Overcoming Extraordinary Challenge (1,000 characters or less)**

The projects fall within an area experiencing tremendous growth; Canyon County is the second fastest growing county in the State. Backups and congestion are a regular occurrence on the I-84 corridor through Canyon County, which was originally constructed in the 1960s and only provides for two lanes in each direction. This presents an extraordinary challenge to construct the projects while accommodating the almost 70,000 vehicle users that travel this route each day. While constructing these projects we are committed to keep both lanes of traffic open during peak hours. This frequently requires the contractor to work off peak hours, nightly, in order to meet the demanding schedule to have these projects constructed timely in order to have the new facilities available to the public.

To help ease congestion and provide for a safer work zone, the Department has contracted with a company to provide emergency tow services during peak hours. The company patrols the work zone during peak hours with designated tow trucks that work to remove disabled vehicles and drop them at a safe location. This reduces the response time to clear disabled vehicles from the shoulders, which often lead to significantly more congestion and backups on the interstate.

In addition, the Department has entered into an agreement with the Idaho State Police to provide enhanced patrols through the work zone with an emphasis on work zone speed violations. The enhanced patrols are intended to increase compliance with work zone speed limits in the interest of providing a safer work zone for both the traveling public and the contractor.

Furthermore, as a department we are striving for excellent service and partnering through the construction and maintenance of our facilities. In our efforts to accomplish that goal it requires effective communication amongst all parties involved in the use of the facility being constructed as well as the adjacent facilities. With this being a major corridor and additional adjacent projects being constructed concurrently, this has brought additional and unique challenges to the table. One of which is the impact to the local road facilities. The construction of the Linden Overpass Structure has been a significant location in which challenges have arose.

Due to the needs of the interstate, it is paramount to replace the existing I-84 bridge structure spanning Linden Street in Caldwell, Idaho. The existing span of the Linden overpass is relatively narrow and does not allow for efficient construction practices while maintaining the road open to the traveling public. That and coupled with the fact that we need to maintain traffic along the I-84 corridor, a constricted schedule and further considerations on safety for all parties during construction it was established to close Linden Street during the production of the work. This closure impact is compounded by an adjacent project that is reconstructing the Ustick Rd. Overpass. With both of these local routes closed this puts a strain on the local system through necessary detours. Not only is the local traffic impacted but this possess additional impacts to Emergency Services as well. In correspondence with the City of Caldwell and the emergency service (EMS) entities in the area it they have both expressed concern with the full closure of Linden. To address these concerns ITD and Western Construction teamed up and came up with a plan. Our team was able to work out a plan to maintain access for EMS access and travel through the project as well as reduce the impacts to the traveling public by agreeing to phase the work through extended closures for the substructure work and enabling full access to the traveling public for superstructure work. The project team also understands Linden St. is a critical East/West route for the City of Caldwell we have partnered with Western and CPC to further accelerate the construction of the bridge by both reallocating available labor and extended shifts. At the end of the day, this solution has effectively helped to reduce the impact on the access of the local road for Emergency Services as well as reducing the impact of the traveling public by approximately 4 months. Through the willingness and effective partnering all entities involved have rose to help address this significant challenge.

## **Effective Contract Administration (1,000 characters or less)**

Projects of this magnitude and with demanding schedules are not a frequent endeavor for the Department, but are an essential need. Administration of projects of this scale require timely and effective contract administration in order for construction to be successful. To date, the project team has been successful in overcoming challenges through frequent, open, and frank communication to settle issues and ensure we have the necessary contract documentation. This is made possible due to the trustworthy relationships that have been built between the Department, the Contractors, and the expansive consultant team working to help deliver these projects. Both the Department and the Contractors share the common goal to get these projects built. Both parties understand it serves everyone's interest to ensure we have the necessary materials and contract compliance documentation so that progress payments can be made timely and the new facilities can be made available to the public. While there are two separate prime contractors on these projects, there are concerted partnering efforts that take place day-to-day to assist each other to meet this common goal.

## **Timely Completion of Project (1,000 characters or less)**

Even in their infancy, both projects have been faced with potential delays. The 23080 West project has encountered substantially more rock excavation than originally anticipated. The additional rock excavation is burdensome and is critical to timely completion of the project. The Department and Contractor are actively working on solutions to try and keep the project on schedule. The Contractor has been able to commit more resources to the rock excavation as well as bring out special rock milling equipment to make the work more efficient. These solutions have only been able to be realized because of close, open, and honest communication between the Department and Contractor.

The 23081 East project experienced a delay early on resulting from impacts related to an adjacent project. While the delay could have resulted in costly and timely impacts to the 23081 East project, the Department and Contractor put forth extensive coordination efforts to help mitigate and minimize the potential impacts. Not only did this require coordination and partnering between the Department and the 23081 East contractor, but also required significant contractor to contractor coordination with the adjacent project. The contractors worked together to schedule and phase their respective work to ensure it could progress concurrently with minimal impacts to each other. This is only one example of the continual coordination efforts that have taken place, and continue to take place, as we work to complete these projects. The active work corridor has encompassed a total of 5 different projects in the past year alone and all projects having their own respective project managers. To help navigate this, the Department and contractors hold weekly coordination meetings to communicate their work requirements and traffic control needs in order to avoid potential conflicts. This helps provide for a consistent work zone and traffic control setup that is safer for motorists. Successful completion on the 23080 and 23081 projects will only be possible due to the continual coordination and partnering efforts that take place daily.

Andrew Linder, Styles Salek

ITD Applicant or Local Agency Contact Name

**J. Caleb Lakey**

Digitally signed by J. Caleb Lakey  
DN: C=US, E=caleb.lakey@itd.idaho.gov, O=Idaho Transportation Department, OU=District 3, CN=J.  
Caleb Lakey  
Date: 2021.10.22 16:00:42-06'00'

ITD or Local Agency Applicant Signature



Contractor Applicant Signature

A valid application package should include a completed and submitted nomination form,  
3-5 photos emailed to [ITDCommunication@itd.idaho.gov](mailto:ITDCommunication@itd.idaho.gov) with contract number and  
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**Clear Form**

**Submit Form**









# EXCELLENCE IN CONSTRUCTION PARTNERING

## Second Annual Awards



### ITD/AGC Annual Excellence in Construction Partnering Awards - 2021 Nomination Form -

Contract Number/Route/Milepost: 8523/ SH-55 / 63.65	Construction Engineer: Alex Deduck - ITD
Project Name: A007(215) SH-55, PAYETTE RV BR, HORSESHOE BEND	Date Project Started: 11/1/2019
Contractor Name: Braun-Jensen Inc.	Date Project Completed if applicable: 7/30/2021 - substantial
Email: Alex.Deduck@itd.idaho.gov	Phone #: 208-334-8343

1. Did the Contractor/ITD team participate in a Partnership Workshop or informal partnering?

Y ☐ N ☒

2. Category of Award (select one):

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- (6) Timely Completion of Project



***Project Overview (5,000 characters or less):***

The project replaced an existing bridge over the Payette River on SH-55 at Milepost 63.65. It included an approximately 1500 feet of combined additional roadway work either side of the bridge to accommodate the new alignment and widened bridge configuration. The existing 7 span bridge built in 1934 and was 32'-3" wide, in poor condition and designed to an antiquated design load of H-15. The new 3 span, 65'-4" wide bridge consists of (2) 12 foot lanes, a 12 foot median, 8 foot wide shoulders and a 5'-6" sidewalk on either side and designed to HL-93 design loading to better accommodate freight mobility. The increase in bridge width and reduction of spans provides a safer experience for motorists and pedestrians while also reducing the disturbance to the Payette River.

The existing bridge was built with (3) cast in place tee girders and founded on piles and was replaced with a precast (10) deck bulb tee girders employing an innovative bridge technique utilizing ultimate high performance closure pours. This bridge design was chose in part to facilitate an expedited bridge erection schedule. The bridge design was completed by ITD and the roadway by Six Mile Engineering.

Reconstruction of the bridge required extensive coordination with the City of Horseshoe Bend, adjacent property owners and affected utility providers including power, telephone and sewer. To limit construction impacts to local businesses, ITD provided for traffic at least one lane of traffic on SH-55 in each direction and accommodate in water work periods the bridge was constructed in two phases. This required a close partnership between ITD and Braun-Jensen for successful completion.

Braun-Jensen was awarded the \$10.9 contract in July of 2019 and began work in November of 2019. ITD retained CE&I assistance for the project from HMM Engineering. ITD, HMM Engineering and Braun-Jensen worked together in cooperation over a two and a half year contract to complete the construction of an outstanding bridge that better serves the needs of Idahoans and will for 75 years or more. ITD and Braun Jensen worked together to overcome some unexpected delays and are expected to finish the project on budget. Substantial completion given on 7/30/21.

***Safety First (1,000 characters or less):***

Throughout the duration of the project, weekly partnership meetings were held onsite. These meetings were informal and facilitated open dialogue to highlight the importance of jobsite safety. Additionally they were used to discuss the upcoming schedule and anticipate construction activities that needed additional attention. One of the biggest safety challenges of this project was the staged construction on a busy state highway along a congested alignment in the community of Horseshoe Bend. Changing traffic patterns to allow for different phases of work through all seasons of weather required vigilance by all on the team. Braun-Jensen and CEI staff remained flexible in working together to address demands of the worksite. This included additional sweeping of the roadway when necessary, responding to business needs/concerns, the lay down of temporary traffic tape to make clear travel lanes and more. The project benefited from a great relationship between ITD and Braun-Jensen.

***Customer-Focused Results (1,000 characters or less):***

Our customers are the traveling public, whether it be a pedestrian or motorized vehicle navigating the project, was of the utmost importance through the construction of the Horseshoe Bend Bridge Replacement. As ITD and Braun Jensen progressed through construction and began utilizing stage 1 of the new bridge it became apparent that the designed shoulder grading was not adequate for children and their parents to safely walk to school. Inspectors on site, ITD Engineers, and Braun-Jensen decided that until stage 2 was built and there would be adequate room for the planned bike lane, the gravel shoulder would be graded and compacted in such a way that would allow pedestrians to safely navigate their way through the project.

***Innovative Problem Solving (1,000 characters or less):***

To accelerate bridge construction some innovative techniques were employed including decked bulb tees with ultimate high performance concrete closure pours. With any new and innovative construction practice there is often challenges to be overcome. One of the difficulties with concrete girder construction is estimating the final girder camber. During traditional girder construction the camber can be adjusted with the final deck placement. However, with deck bulb tee construction the tolerances are tighter and the ability to correct girder camber comes primarily from the PPC overlay and deck grinding. Both of these adjustments are expensive and provide limited results. With all 3 bridge spans, the girders cambered more than anticipated. Braun-Jensen and CE&I staff worked closely together to lay out grinding patterns and PPC laydown patterns from span to span. This was outside the specification but by working together with a string line a better product was obtained.

***Overcoming Extraordinary Challenge (1,000 characters or less):***

SH-55 is an important and highly visible north-south corridor through the State of Idaho, and as such, the traveling public is accustomed to a smooth driving experience. As Braun-Jensen and ITD progressed through the project, when the time came to transition from the existing alignment to the shifted, stage 1 temporary alignment, it was determined that there wouldn't be enough room with final paving limits to keep two lanes of traffic running on HMA for the duration of this stage as well as the winter months. After several onsite meetings with ITD Inspectors, ITD Engineers, and Braun-Jensen, it was determined that a plan to over pave in sections while manipulating drainage ditches and shoulder grading to ensure long term water management was the best possible solution. Not only was this best for the traveling public as well as local ITD maintenance crews working to keep the roads clear, but it provided adequate room for vehicles turning on to and out of Old Emmet Road.



***Effective Contract Administration (1,000 characters or less):***

For a project to be successful for both ITD and the contractor as well as there to be effective contract administration, there first needs to be a solid foundation of communication. The first lines of communication for this project were started in our Pre-Construction meeting. In the Pre-Con meeting material testing and documentation, civil rights requirements, contract plans and specification requirements, along with many other topics were all discussed in depth. This allowed for the solid foundation of what was to be expected from both Braun-Jensen as well as the State. Ensuring that as issues arose through the life of the project no party would be surprised on how to move forward. Not only was this behind the navigation of the issues discussed earlier in this application but it allowed for the successful placement of the high dollar UHPC item in cold weather conditions, as well the sacking of the final concrete parapet to ensure a consistent color.

***Timely Completion of Project (1,000 characters or less):***

From the traveling public's perspective one a project 's biggest measurements of success is whether or not it is fully open on time. With this project there were relatively few minor sub-contractor delays and substantial completion was issued not long after the contract completion date. The project was completed approximately over a 2 and half year time period requiring substantial planning and coordination between contractor and ITD. When necessary Braun-Jensen extended work into weekends and winter shut down to stay on time. In the two and a half years of construction, each spring the project team needed to ensure that construction activities would be at their most efficient so that in water work could be wrapped up as the spring snow melted and river flows increased.

Alex Deduck

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ITD Applicant or Local Agency Contact Name

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ITD or Local Agency Applicant Signature

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Contractor Applicant Signature

A valid application package should include a completed and submitted nomination form, 3-5 photos emailed to [ITDCommunication@itd.idaho.gov](mailto:ITDCommunication@itd.idaho.gov) with contract number and project name in the subject line, all received by **October 22, 2021**.

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# EXCELLENCE IN CONSTRUCTION PARTNERING

## Second Annual Awards



### ITD/AGC Annual Excellence in Construction Partnering Awards - 2021 Nomination Form -

Contract Number/Route/Milepost: 8587/SH-41/2.65-6.46	Construction Engineer: Ryan Hawkins
Project Name: SH-41 E Prairie Ave to Boekel Rd	Date Project Started: 6/22/2020
Contractor Name: Scarsella Brothers Inc	Date Project Completed if applicable: N/A
Email: ryan.hawkins@itd.idaho.gov	Phone #: 208-772-1223

1. Did the Contractor/ITD team participate in a Partnership Workshop or informal partnering?

Y ☒ N ☐

2. Category of Award (select one):

**State Highway Projects (select size):**

- ☐ Projects less than \$1 million
- ☐ Projects \$1 million - \$5 million
- ☐ Projects \$5 million - \$10 million
- ☒ Projects greater than \$10 million

**Local Road Projects (select size):**

- ☐ Projects less than \$3 million
- ☐ Projects greater than \$3 million

3. Application:

Please provide an overview of the project explaining scope of work, cost, and schedule. Please also provide examples of how the project achieved each of the following six criteria:

- (1) Safety First
- (2) Customer-Focused Results
- (3) Innovative Problem Solving
- (4) Overcoming Extraordinary Challenge
- (5) Effective Contract Administration
- (6) Timely Completion of Project

## **Project Overview (5,000 characters or less)**

The SH-41, E Prairie Ave. to Boekel Rd. project in Kootenai County is a \$34.5M, three-year project that upgrades a section of SH-41 between the rapidly expanding cities of Post Falls and Rathdrum in Kootenai County, Idaho to AASHTO NHS Standards. The project has been an exercise in partnership and flexibility both in design and construction, involving state, local, and private entities throughout the entire process.

The project reconstructs and expands 3.96 miles of the historic single-lane two-way highway into a four-lane divided highway, with two lanes in each direction and a separated shared use path on the east side of the highway. The preexisting at-grade railroad crossings were eliminated with the negotiated decommissioning of the UPRR spur line and the addition of a grade separation over the UPRR Mainline, removing the need for a new gate and signal across the new multi-lane median-divided highway.

Existing traffic signals at Hayden Ave. and Boekel Rd. are being upgraded and new traffic signals are being installed at Lancaster Rd. and Nagel Rd. A traffic signal is also being installed at Wyoming Ave as a partnership with Interstate Concrete & Asphalt.

A pedestrian tunnel is incorporated in the fill of the grade separation to facilitate safe pedestrian movements across the highway, and pedestrian facilities were designed into both the east and west railroad overpass bridges in partnership with the municipalities of Post Falls and Rathdrum to facilitate future expansion of the facilities.

As a partnership with GVD, a private commercial entity, ITD designed a right-in-only approach and a 3/4 movement intersection between the Prairie Ave. and Hayden Ave. intersections to facilitate economic growth and provide access to the planned adjacent businesses.

Pollinator seed mix was included in the project as a partnership with Idaho Fish and Game, and with their input designed to be placed at appropriate locations in the project to attract pollinators to the surrounding area.

This project additionally connects to the SH-41, Mullan Ave to E Prairie Ave project to the south, and has regularly coordinated project operations between the projects to improve safety and mobility for the traveling public.

## **Safety First (1,000 characters or less)**

The alignment of the highway was shifted east so that the future northbound lanes could be constructed entirely off line with minimal impacts during construction. Traffic was swapped to the new lanes after SBI and ITD coordinated the design of temporary crossovers to continue minimizing impacts. The at-grade railroad crossings were removed to eliminate the need for new ones, which would have increased the likelihood of crashes.

A separated shared use path extends the full length of the project and connects to existing paths to the north and south. Pedestrian crossings are limited to north-south movements at the intersections until east-west movements can be properly phased in, with a pedestrian tunnel provided for east-west connectivity in the meantime. Positive separation limits conflicts between vehicles and pedestrians for increased safety.

ITD opted for diagonal span traffic signals as opposed to the more commonly utilized Z-structures design as structures in the median are traffic hazards. Radar detection was selected for the signals as local weather conditions hinder the use of camera detection and provide less safe driving conditions in the winter.

## **Customer Focused Results (1,000 characters or less)**

It was necessary to close local streets during the project in order to facilitate the project staging. We included bid items for portable signal systems and for more intermediate fixed signal structures to provide the contractor the most flexibility. We then coordinated with the contractor to maximize the flow of traffic from east to west (most impacted local roads) and do as little temporary work as possible.

Decisions made at every phase of the project were done by first coordinating amongst ITD and the contractors and then we would approach all local stakeholders. This was also difficult given the amount of subcontractors working on the project as well. Scarsella was very helpful in getting them to the table and discovering what their impacts were.

Additionally the team worked around multiple utility relocates, railroad flagging and right away purchases that were happening as the project was constructed.

## **Innovative Problem Solving (1,000 characters or less)**

The laundry list of things that needed to be coordinated outside of the actual construction work was extensive on this project. We had every utility that could be imagined, TransCanada pipeline, rail line closure, railroad coordination, railroad tower relocation, railroad flagging and active right of way acquisitions. It was also included in the contract that the contractor install irrigation sleeving and waterlines for the local municipalities involved.

This project also proceeded at pace during the heart of the pandemic. This was especially difficult because the proportion of contractors, utilities and suppliers that were from states with differing COVID requirements. We never compromised safety and were able to still pay workers and suppliers.

At every step, we worked through the individual elements with the idea of keeping the project on track as much as possible and reducing the amount of temporary work in order to keep the contractor on schedule. Scarsella was an active partner in our efforts and we carefully tried to maintain a balance amongst the competing interests.

## **Overcoming Extraordinary Challenge (1,000 characters or less)**

This project closes three at grade railroad crossings. Two on the State highway system (SH-41) and one that is a local road but is a part of the NHS. We needed to remove two of the crossings after going through the public utility comment period. The work needed to meet strict requirements for removal and the final disposition of the abandoned line from the railroad. The other crossing was at the UP mainline where it crossed SH-41. While we were constructing the bridge over the crossing, we needed to move material from the source from east to west across the rail tracks. The team was able to negotiate around the railroad requirements to ensure the steady movement of equipment and materials over the live track. It has been planned so that we could minimize the use of railroad flagging.

The project also proceeded to keep working during the pandemic by coordinating with suppliers and subcontractors. We did hit a snag with 18" waterline, which due to refinery shut downs could not be found. The team simply huddled and found a way to restage the project to keep traffic moving. We advanced another intersection that was ready to go in order to keep east-west traffic moving.

## **Effective Contract Administration (1,000 characters or less)**

The weekly meetings include a rigorous outline with the additional feature of assigning tasks to each of the stakeholders involved. These are reviewed at every meeting until the group agrees the task is complete. Change orders are processed very quickly after getting a system in place for faster reviews and approvals. ITD had a backlog of change orders from changing project managers; SBI has been very good to work with to triage them so nothing significant has lagged too long.

SBI submits their monthly schedule updates along with a schedule of values so that our progress estimates closely match their expectations for payment. If we are missing certifications or testing information that would preclude our paying on an item that then becomes a weekly meeting "to do" item.

Communication between the RE office and the SBI crew has been outstanding. We have solved issues in real time and on grade in order to keep the work moving. Honest and open communication has been the main factor in our success in these endeavors.

SBI submitted a training plan that was quickly implemented on the project. They also helped ITD to conduct EEO interviews on grade with each subcontractor.

## **Timely Completion of Project (1,000 characters or less)**

Under ordinary circumstances, it would be great if this project were on schedule. The fact we are on schedule and maybe ahead is testament to the coordination achieved between Scarsella Bros Inc and ITD. We have met jointly over every issue on this project. We have changed the staging several times to facilitate both the movement of traffic and the completion of the contract.

This project was programmed due to the enormous growth we are seeing on the Rathdrum/Post Falls prairie. This project is also still on schedule with the addition of a signalized intersection and another  $\frac{3}{4}$  movement approach that were funded through outside entities.

There have been some impacts to the work due to some of the aforementioned issues. We have held two partnering meetings to chart a path forward to keep the project on path and to keep the contractor whole. This path should result in maintaining the integrity of the project while also enabling the early completion of the project.



Damon Allen PE

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ITD Applicant or Local Agency Contact Name

APPROVED  
By dallan at 9:24 am, Oct 21, 2021

ITD or Local Agency Applicant Signature

Robert Scarsella

Digitally signed by Robert Scarsella  
DN: cn=Robert Scarsella, o=Scarsella Bros., Inc., ou, email=jodie.h@scarsellabros.com, c=US  
Date: 2021.10.21 11:59:24 -07'00'

Contractor Applicant Signature

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