

FERGUSON SLIDE

Permanent Restoration Project



STATEMENT OF QUALIFICATIONS

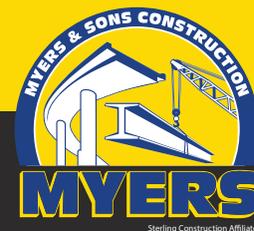
Original



RESPONSE TO THE REQUEST FOR QUALIFICATIONS | PROJECT 10-0P9201 | 01/23/2014

State Route 140 Ferguson Slide Permanent Restoration Project

Myers and Sons / RL Wadsworth, a Joint Venture
Attn: Clinton Myers
4600 Northgate Blvd., Suite 100. Sacramento, CA 95834





3.1

Form A.
Transmittal Letter

Form A
TRANSMITTAL LETTER

SOQ Date: January 23, 2014

California Department of Transportation
Division of Procurements and Contracts
1727 30th Street
Sacramento, CA 95816-7006

Attn: Denetia Floyd- Smith, Contract Analyst

The undersigned (“Proposer”) submits this proposal and statement of qualification submittal (this “SOQ”) in response to that certain Request for Qualifications dated as of November 12, 2014 (as amended, the “RFQ”), issued by California Department of Transportation (“Department”) to provide preconstruction services and construct the related facilities within the State Route 140, as described in the RFQ.

Enclosed, and by this reference incorporated herein and made a part of this SOQ, are the following:

- Transmittal Letter (this Form A)
- Form G, Proposer’s SOQ Certification
- Section 1: Legal Structure
- Section 2: Financial Capacity
- Section 3: Safety Program
- Section 4: Firm Experience and Past Performance
- Section 5: Proposer Organization and Key Personnel
- Section 6: Project Understanding and Approach
- Appendices A & B (Resumes and Legal Documents)

Proposer acknowledges receipt, understanding, and full consideration of all materials posted on the BidSync website (<http://www.BidSync.com>) as set forth in Section 1.3, and the following addenda and sets of questions and answers to the RFQ:

Addendum # 1 - made on Dec 06, 2013 2:50:34 PM MST

Proposer represents and warrants that it has read the RFQ and agrees to abide by the contents and terms of the RFQ and the SOQ. If the Proposer consists of more than one entity, all members of the Proposer entity agree to accept joint and several liability for performance under the Contract. Proposer understands that Department is not bound to award a contract and may reject each SOQ Department may receive. Proposer further understands that all costs and expenses incurred by it in preparing this SOQ and participating in the Project procurement process will be borne solely by the Proposer.

Proposer agrees that Department will not be responsible for any errors, omissions, inaccuracies, or incomplete statements in this SOQ. This SOQ shall be governed by and construed in all respects according to the laws of the State of California.

Proposer's business address:

4600 Northgate Blvd., Suite 100

 (No.) (Street) (Floor or Suite)
Sacramento, CA 95834 United States

 (City) (State or Province) (ZIP or Postal Code) (Country)

State or Country of Incorporation/Formation/Organization: California

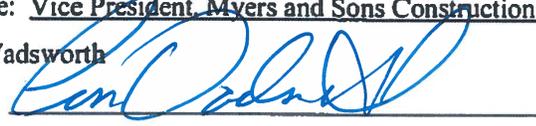
1. Sample signature block for corporation or limited liability company:

[Insert Proposer's name]

By: _____
 Print Name: _____
 Title: _____

2. Signature block for partnership or joint venture:

Myers and Sons/ RL Wadsworth Joint Venture

By: Clinton Myers
 By: 
 Print Name: Clinton Myers
 Title: Vice President, Myers and Sons Construction, LP
 By: Con Wadsworth
 By: 
 Print Name: Con Wadsworth
 Title: President, Ralph L. Wadsworth Construction Company, LLC

[Add signatures of additional general partners or equity members as appropriate]

3. Sample signature block for attorney in fact:

[Insert Proposer's name]

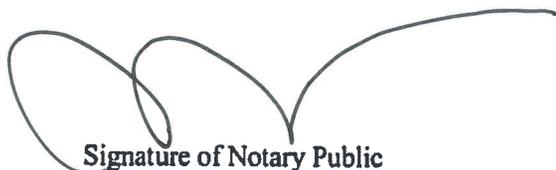
By: 
 Print Name: Clinton Myers
 Attorney in Fact

CALIFORNIA ALL PURPOSE ACKNOWLEDGMENT

State of California

County of Sacramento County On this 21th day of January in the year of 2014 before me, a notary public in and for the county and state aforesaid, personally appeared Clinton Myers who proved to me on the basis of satisfactory evidence to be the person(s) whose name(s) is/are subscribed to within the instrument and acknowledged to me that he/she executed the same in his/her authorized capacity(ies), and that by his/her signature(s) on the instrument, the person(s) or the entity upon behalf of which the person(s) acted, executed the instrument.

Witness my hand and official seal:


Signature of Notary Public

(SEAL)



ADA Notice: For individuals with sensory disabilities, this document may be available in alternate formats. For information call (916) 654-6410 or TDD (916) 654-3880 or write Records and Forms Management, 1120 N Street, MS-89, Sacramento, CA 95814.

CALIFORNIA ALL PURPOSE ACKNOWLEDGMENT

State of Utah

County of Salt Lake County On this 21st day of January in the year of 2014 before me, a notary public in and for the county and state aforesaid, personally appeared Con Wadsworth who proved to me on the basis of satisfactory evidence to be the person(s) whose name(s) is/are subscribed to within the instrument and acknowledged to me that he/she executed the same in his/her authorized capacity(ies), and that by his/her signature(s) on the instrument, the person(s) or the entity upon behalf of which the person(s) acted, executed the instrument.

Witness my hand and official seal:


Signature of Notary Public

(SEAL)



ADA Notice: For individuals with sensory disabilities, this document may be available in alternate formats. For information call (916) 654-6410 or TDD (916) 654-3880 or write Records and Forms Management, 1120 N Street, MS-89, Sacramento, CA 95814.



3.1

Form G.
Proposers SOQ Certifications

antedated or forged documents or records; and section 134, preparing false documentary evidence).

Form G

PROPOSER SOQ CERTIFICATION

A COPY OF THIS CERTIFICATION MUST BE COMPLETED AND SIGNED BY PROPOSER AND, IF A PROPOSER IS A PARTNERSHIP, LIMITED PARTNERSHIP, JOINT VENTURE OR OTHER ASSOCIATION, THEN A SEPARATE CERTIFICATION MUST BE SIGNED BY AN AUTHORIZED REPRESENTATIVE OF EACH MEMBER AND SUBMITTED WITH THE STATEMENT OF QUALIFICATIONS.

DECLARATION

STATE OF Utah)

)SS:

COUNTY OF Salt Lake)

I, (printed name) Con Wadsworth, being first duly sworn, state that I am the (title) President and Authorized Representative of the Proposer.

I certify that I have read and understood the information contained in the Request for Qualifications issued by the California Department of Transportation for the State Route 140 Realignment Construction Manager/ General Contractor Services Project and the attached Statement of Qualifications (SOQ), and that to the best of my knowledge and belief all information contained herein and submitted concurrently or in supplemental documents with this SOQ is complete, current, and true. I further acknowledge that any false, deceptive, or fraudulent statements in the SOQ will result in denial of pre-qualification status.

[Signature]
(Signature)

Con Wadsworth
(Name Printed)

ACKNOWLEDGMENT

On this 21st day of January, 2014, before me, Tera Lea Wadsworth personally appeared, Con Wadsworth who proved to me on the basis of satisfactory evidence to be the person(s) whose name(s) is/are subscribed to the within instrument and acknowledged to me that he/she/they executed the same in his/her/their authorized capacity(ies), and that by his/her/their signature(s) on the instrument, the person(s), or the entity upon behalf of which the person(s) acted, executed the instrument.

I certify under PENALTY OF PERJURY under the laws of the State of California that the foregoing paragraph is true and correct.

Witness my hand and official seal.



[Signature]
Notary Public in and for Salt Lake, Utah
said County and State

[Seal]

My commission expires: 5.26.15

NOTICE TO APPLICANTS:

A material false statement, omission, or fraudulent inducement made in connection with this Statement of Qualifications is sufficient cause for denial of the application. In addition, such false submission may subject the person or entity making the false

statement to criminal charges. (Title 18 USC 1001, false statements; California Penal Code section 132, offering altered or antedated or forged documents or records; and section 134, preparing false documentary evidence).

Form G
PROPOSER SOQ CERTIFICATION

A COPY OF THIS CERTIFICATION MUST BE COMPLETED AND SIGNED BY PROPOSER AND, IF A PROPOSER IS A PARTNERSHIP, LIMITED PARTNERSHIP, JOINT VENTURE OR OTHER ASSOCIATION, THEN A SEPARATE CERTIFICATION MUST BE SIGNED BY AN AUTHORIZED REPRESENTATIVE OF EACH MEMBER AND SUBMITTED WITH THE STATEMENT OF QUALIFICATIONS.

DECLARATION

STATE OF California)
)SS:

COUNTY OF Sacramento County)

I, (printed name) Clinton Myers, being first duly sworn, state that I am the (title) Vice President and Authorized Representative of the Proposer.

I certify that I have read and understood the information contained in the Request for Qualifications issued by the California Department of Transportation for the State Route 140 Ferguson Slide Permanent Restoration Project Construction Manager/ General Contractor Services Project and the attached Statement of Qualifications (SOQ), and that to the best of my knowledge and belief all information contained herein and submitted concurrently or in supplemental documents with this SOQ is complete, current, and true. I further acknowledge that any false, deceptive, or fraudulent statements in the SOQ will result in denial of pre-qualification status.

(Handwritten signature)
(Signature)

Clinton Myers
(Name Printed)

ACKNOWLEDGMENT

On this 21st day of January, 2014, before me, Sarah Lynn Bowles, Notary Public personally appeared, Clinton Myers who proved to me on the basis of satisfactory evidence to be the person(s) whose name(s) is/are subscribed to the within instrument and acknowledged to me that he/she/they executed the same in his/her/their authorized capacity(ies), and that by his/her/their signature(s) on the instrument, the person(s), or the entity upon behalf of which the person(s) acted, executed the instrument.

I certify under PENALTY OF PERJURY under the laws of the State of California that the foregoing paragraph is true and correct.

Witness my hand and official seal.



(Handwritten signature)
Notary Public in and for
said County and State

[Seal]

My commission expires: February 18, 2016

NOTICE TO APPLICANTS:

A material false statement, omission, or fraudulent inducement made in connection with this Statement of Qualifications is sufficient cause for denial of the application. In addition, such false submission may subject the person or entity making the false statement to criminal charges. (Title 18 USC 1001, false statements; California Penal Code section 132, offering altered or



SECTION 1. LEGAL STRUCTURE



1.A. Description of the Legal Structure

RFQ Section 3.2.A.

Structured for Success

Established Financial Strength and Stability

Myers and RL Wadsworth are part of the Sterling Construction Company with a current market value of \$650 million.

Local Qualified and Available Resources

Myers-Wadsworth Owned Batch Plant Assets

Proven Record of DBE outreach and Support

Sterling Construction Company has a Current Bonding Capacity of \$1.7 Billion

Ralph L. Wadsworth Construction Company, LLC (RLW), an award winning heavy civil CMGC and design-builder has formed a joint venture with **Myers and Sons Construction, LP (Myers)**, a California-based general engineering contractor with extensive experience in heavy civil highway infrastructure construction, a strong emphasis on value engineering and an “outside the box” approach to the construction process (herein referred to as “Myers and Sons/RL Wadsworth, a Joint Venture” or the “Myers-Wadsworth JV”) to serve as a Caltrans CMGC for the Ferguson Slide Permanent Restoration Project (10-0P9201). RLW will serve as the lead team member for this joint venture and holds 40% of the equity interest with Myers holding 60%. Both companies are affiliates of Sterling Construction Company, Inc.

The **Myers-Wadsworth JV** will be the entity with which Caltrans will hold the contract for this Project. The Myers-Wadsworth JV Agreement is included at the end of this tabbed section.

1.B. Fully, Joint and Severally Liable

RFQ Section 3.2.B

At the end of this section we have included the executed transmittal letter (appearing as Appendix C, Form A) from the joint venture members, agreeing to be held fully, jointly and severally liable for the performance under the Contract.

1.C. Major Participants

RFQ Section 3.2.C

The Myers-Wadsworth JV was formed to provide Caltrans with professional construction management and outstanding construction services from two well established firms known in the industry for delivering cost- and time -effective results on large heavy civil projects similar to the size and type of work of this Contract. Prior experience with CMGC and Caltrans projects was also a major consideration in the selection of our team members. The CMGC organization requires skill, experience and a willingness and commitment to create a viable, sustainable culture of partnership among team participants. The Myers-Wadsworth JV provides the strength and commitment as well as proven experience among team members that have delivered other successful CMGC projects. The table appearing on the following page details the major participants as defined in the Request for Qualifications.





Major Participants Defined in the RFQ

| % | Firm | Role | Contact |
|-----|--|---------------------------|--|
| 40% | Ralph L. Wadsworth Construction Company, LLC | Lead JV Team Member, CMGC | Con Wadsworth (801) 553-1661 con@wadsco.com |
| 60% | Myers and Sons Construction, LP | JV Team Member, CMGC | Clinton W. Myers (916) 283-9950 cwmyers@myers-sons.com |

Ralph L. Wadsworth Construction, LLC

CMGC Joint Venture Team Member and Principal Participant

Ralph L. Wadsworth Construction Company, LLC (RLW) is the lead joint venture partner with over 37 years of heavy civil construction experience and a recognized history of pioneering alternative delivery processes including CMGC for the past 14 years. Projects include interstate reconstruction involving accelerated bridge construction, very complex MOT and full roadway removal and replacement with major utility and ITS components.

Myers and Sons Construction, LP

CMGC Joint Venture Team Member

Myers and Sons Construction, LP (Myers) is a joint venture partner. Myers and Sons was founded by C.C. Myers, formerly of C.C. Myers, Inc., and his son, Clinton W. Myers. Mr. Myers has more than 50 years’ experience in the design, redesign and construction of heavy highway projects, including bridges, tunnels, retaining walls, and box culverts and concrete paving.

Sterling Construction Company

Both companies are subsidiaries of Sterling Construction Company (ENR’s 16th largest Domestic Contractor). With annual revenues of nearly \$745M, Sterling Construction Company, Inc (NASDAQ:STRL) is a heavy civil construction company that specializes in the construction of transportation infrastructure.

1.D. Major Participants RFQ Section 3.2.D

The Principal Participants of the Myers-Wadsworth JV have identified **no conflicts of interest** that exist through the qualification and proposal phases of this project.

1.E. Proposers Organization RFQ Section 3.2.E

At the end of this section we have included Form E: *Proposers Organizational Information*.

1.F. Proposer’s DBE Project Goal Declaration Affidavit RFQ Section 3.2.F

At the end of this section we have included Form F: *Proposer’s Disadvantaged Business Enterprise Project Goal Declaration Affidavit*.





3.2

Letter.

Fully, Joint and Severally Liable



January 23, 2014

Denetia Smith
Contract Analyst
State of California, Department of Transportation
Division of Procurement and Contracts
1727 30th St.
Sacramento, CA 95816-7006

Subject: Full and Joint and Several Liability – RT 140 Ferguson Slide Permanent Restoration Project RFQ
10-0P9201

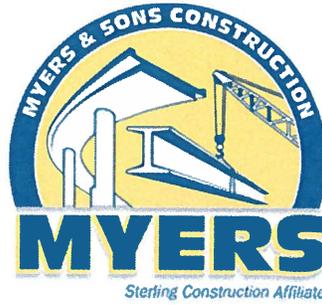
Ms. Smith

The undersigned, as President of Ralph L. Wadsworth Construction Company, LLC, co-venturer for the Myers and Sons / RL Wadsworth, a Joint Venture (the proposer), hereby agrees that Ralph L. Wadsworth Construction Company, LLC will be held fully and jointly and severally liable for any and all duties and obligations of the proposer under the Proposal, and all duties and obligations of the proposer under the Proposal and all duties of the Construction Manager/ General Contractor under any Contract or other agreement arising therefrom.

Sincerely,

Ralph L. Wadsworth Construction Company, LLC

Con Wadsworth
President



January 23, 2014

Denetia Smith
Contract Analyst
State of California, Department of Transportation
Division of Procurement and Contracts
1727 30th Street
Sacramento, CA 95816-7006

Subject: Full and Joint and Several Liability – RT 140 Ferguson Slide Permanent Restoration Project RFQ
10-0P9201

Ms. Smith

The undersigned, as the Corporate Officer of C and J Myers, Inc. the General Partner of Myers and Sons Construction, LP, co-venturer for the Myers and Sons / RL Wadsworth, a Joint Venture (the Proposer), hereby agrees that Myers and Sons Construction, LP will be held fully and jointly and severally liable for any and all duties and obligations of the proposer under the Proposal, and all duties and obligations of the Construction Manager / General Contractor under any Contract or other agreement arising therefrom.

Sincerely,

Myers and Sons Construction, LP



Clinton W. Myers
Corporate Officer, General Partner



3.2

Form E.

Proposers Organizational
Information.

Form E

PROPOSER'S ORGANIZATION INFORMATION

Name of Proposer: Myers and Sons/ RL Wadsworth Joint Venture

Instructions for Form completion: Responses to each subject area shall be addressed within the table below. Should additional space be needed, Proposers are advised to increase space following question as appropriate. Form E shall have no SOQ page limitation.

| | |
|---|--|
| Proposer (Individual Firm/ <u>Joint Venture</u> Partnership / LLC) | |
| Name of Entity: | <u>Myers and Sons/ RL Wadsworth Joint Venture</u> |
| Address: | <u>4600 Northgate Blvd., Suite 100</u> <u>Sacramento, CA 95834</u> |
| Contact Name: | <u>Clinton Myers</u> Title: <u>Vice President</u> |
| Telephone No.: | <u>(916) 283-9950</u> Fax No.: <u>(916) 614-9520</u> E-mail: <u>cwmyers@myers-sons.com</u> |
| Local / Regional Contact | |
| Name: | <u>Clinton Myers</u> |
| Address: | <u>4600 Northgate Blvd. Suite 100</u> <u>Sacramento, CA 95834</u> |
| Telephone No.: | <u>(916) 283-9950</u> Fax No.: <u>(916) 614-9520</u> E-mail: <u>cwmyers@myers-sons.com</u> |



3.2

Form F.

Proposer's Disadvantaged
Business Enterprise Project Goal
Declaration Affidavit.

Form F

**PROPOSER'S DISADVANTAGED BUSINESS ENTERPRISE PROJECT
GOAL DECLARATION AFFIDAVIT**

Name of Proposer: Myers and Sons/ RL Wadsworth A Joint Venture

It is understood and agreed by the Proposer that it has carefully examined all documents that form this Request for Qualifications (RFQ) and acknowledges that California Department of Transportation (Department) has established a proposed Small Business goal of 30 % based on the total project value for this CMGC Project. This affidavit further serves to confirm that **Myers and Sons/ RL Wadsworth Joint Venture** will aggressively exercise good faith efforts to the satisfaction of Department to meet the proposed Disadvantaged Business Enterprise goal and requirements defined in the Construction Contract documents, when issued.

STATE OF California _____)
)
COUNTY OF Sacramento County _____)

Each of the undersigned, being first duly sworn, deposes and says that Clinton Myers

(Contact Name)

is the Vice President of Myers and Sons Construction LP and Con Wadsworth is the President

(Title) (Company) (Contact Name) (Title)

of Ralph L. Wadsworth Construction Company, LLC, which entity(ies) are the Joint Venture

(Company) (Joint)

of Myers and Sons / RL Wadsworth A Joint Venture, the entity making the foregoing Statement of Qualification.

(Joint Venture Company)

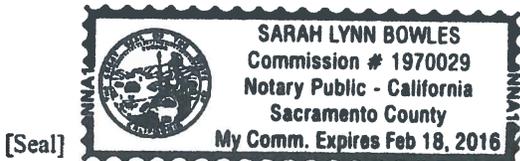
The Proposer hereby affirms that it will either meet the DBE goals described in this solicitation or exercise and provide demonstrable evidence to the satisfaction of the California Department of Transportation (Department) that it has aggressively exercised Good Faith Efforts to do so in accordance with defined program requirements, including contractual and regulatory provisions set forth under Title 49, Code of Federal Regulations (CFR), Part 26 and subsequently published DBE Federal Regulations.

(Signature) _____
(Signature)

Clinton Myers Con Wadsworth
(Name Printed) (Name Printed)

Vice President, Myers and Sons Construction, LP President, Ralph L. Wadsworth Construction Company, LLC
(Title) (Title)

Subscribed and sworn to before me this 20th day of January, 2013.

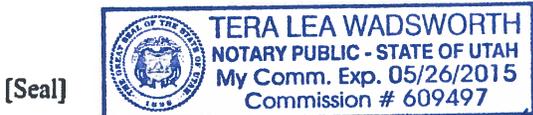


Notary Public in and for said County and State

My commission expires: February 18, 2016.

[Duplicate or modify this form as necessary so that it accurately describes the entity making the proposal and so that it is signed on behalf of all partners/members of the proposing firm.]

Subscribed and sworn to before me this 20th day of January, 2013.



Notary Public in and for said County and State

My commission expires: 5-26-15.

[Duplicate or modify this form as necessary so that it accurately describes the entity making the proposal and so that it is signed on behalf of all partners/members of the proposing firm.]



SECTION 2. FINANCIAL CAPACITY



Stable.
 Sound.
 Capable.

The bonding capacity for the Myers-Wadsworth JV is \$1.7 billion, far in excess of the estimated project value and exceeds the RFQ requirement for 100% of the contract price in bonding.

The Wadsworth-Myers JV possesses the financial capacity, staffing and materials supply resources to successfully complete final design and being project construction by January 1, 2016

A. Verification of the Proposer’s Ability to Secure Performance Bonds, Payment Bonds and Insurance

RFQ Section 3.3.A

Myers and Sons Construction, LP, and the Ralph L. Wadsworth Construction Company, LLC are each financially sound and well postured to lead this team. The Myers-Wadsworth JV far exceeds the financial capacity, insurance, bonding and guarantee requirements sets forth in the Request for Qualifications.

Bonding Capacity

The bonding capacity for the Myers-Wadsworth JV is \$1.7 billion, far in excess of the estimated project value and exceeds the RFQ requirement for 100% of the contract price in bonding. Bonding documentation from a surety company meeting the requirements of Section 3.3.1.A - 3.3.1.B is included for each of the Joint Venture member firms at the end of this tabbed section.

B. Insurance RFQ Section 3.3.B

The Myers-Wadsworth JV is capable of providing all insurance required for the project and will indemnify Caltrans, Caltran’s consultants, and others with respect to claims arising from the work, as required by the contract.

Insurance certificates for each of the Joint Venture member firms are included at the end of this tabbed section. For the purpose of this submittal, current insurance limits are shown, however, our insurance carriers will meet any insurance limits set by the project.





3.3

Performance and Payment Bonding Information



January 21, 2014

State of California
Department of Transportation

RE: Contractor: Myers and Sons / RL Wadsworth, Joint Venture
Ralph L. Wadsworth Construction Company, LLC
Project: State Route 140 Ferguson Slide Permanent Restoration Project
Construction Manager/General Contractor Services

Ladies and Gentlemen:

We are pleased to share with you our experience as surety for Ralph L. Wadsworth Construction Company, LLC. We consider Ralph L. Wadsworth Construction Company, LLC to be one of our outstanding and most valued clients in whom we have the highest confidence. Through the years this company has, in our opinion, remained properly financed, well equipped and capably managed.

Travelers Casualty and Surety Company of America is prepared to give favorable consideration to the execution of contract performance, payment and warranty bonds running to the Owner, in association with the State Route 140 Ferguson Slide Permanent Restoration Project. We understand that Ralph L. Wadsworth Construction Company, LLC contract would be in the \$55,000,000 range if awarded.

Travelers Casualty and Surety Company of America is listed on the U.S Treasury Department's Listing of Approved Sureties (2012 Department Circular 570), is rated A+ by A.M. Best and is authorized to issue bonds in the State of California. The company enjoys an excellent bonding line; their current available bonding capacity of \$785,000,000 is more than sufficient for the Project and referenced payment and performance bonds.

Our willingness to provide surety credit on this project is subject to Ralph L. Wadsworth Construction Company, LLC's acceptance of an award of the contract and Ralph L. Wadsworth Construction Company, LLC and us, as surety, determining that the contract documents, contract specifications and bond forms are acceptable.

We are pleased to share with you our experience with this fine organization, if you require any additional information, please let us know.

Best Regards,

Susan Holtam, Attorney-in-Fact

Travelers Casualty and Surety Company of America

CALIFORNIA ALL-PURPOSE ACKNOWLEDGMENT

State of California }
County of Sacramento }

On January 21, 2014 before me, Margaret H. Champion, Notary Public, personally appeared Susan Holtam,

Who proved to me on the basis of satisfactory evidence to be the person(s) whose name(s) is/are subscribed to the within instrument and acknowledged to me that he/she/they executed the same in his/her/their authorized capacity(ies), and that by his/her/their signature(s) on the instrument the person(s), or the entity upon behalf of which the person(s) acted, executed the instrument.



Place Notary Seal Above

I certify under PENALTY OF PERJURY under the laws of the State of California that the foregoing paragraph is true and correct.

WITNESS my hand and official seal.

Signature: Margaret H. Champion
Signature of Notary Public

OPTIONAL

Though the information below is not required by law, it may prove valuable to persons relying on the document and could prevent fraudulent removal and reattachment of this form to another document.

Description of Attached Document

Title or Type of Document: _____
Document Date: _____ Number of Pages: _____
Signer(s) Other Than Named Above: _____

Capacity(ies) Claimed by Signer(s)

Signer's Name: _____
 Individual
 Corporate Officer-Title(s): _____
 Partner- Limited General
 Attorney in fact
 Trustee
 Guardian or Conservator
 Other: _____
Signer is Representing: _____

Right Thumbprint of Signer

Signer's Name: _____
 Individual
 Corporate Officer-Title(s): _____
 Partner- Limited General
 Attorney in fact
 Trustee
 Guardian or Conservator
 Other: _____
Signer is Representing: _____

Right Thumbprint of Signer



POWER OF ATTORNEY

Farmington Casualty Company
Fidelity and Guaranty Insurance Company
Fidelity and Guaranty Insurance Underwriters, Inc.
St. Paul Fire and Marine Insurance Company
St. Paul Guardian Insurance Company

St. Paul Mercury Insurance Company
Travelers Casualty and Surety Company
Travelers Casualty and Surety Company of America
United States Fidelity and Guaranty Company

Attorney-In Fact No. 225090

Certificate No. 005322131

KNOW ALL MEN BY THESE PRESENTS: That Farmington Casualty Company, St. Paul Fire and Marine Insurance Company, St. Paul Guardian Insurance Company, St. Paul Mercury Insurance Company, Travelers Casualty and Surety Company, Travelers Casualty and Surety Company of America, and United States Fidelity and Guaranty Company are corporations duly organized under the laws of the State of Connecticut, that Fidelity and Guaranty Insurance Company is a corporation duly organized under the laws of the State of Iowa, and that Fidelity and Guaranty Insurance Underwriters, Inc., is a corporation duly organized under the laws of the State of Wisconsin (herein collectively called the "Companies"), and that the Companies do hereby make, constitute and appoint

Kurt J. Schmal, Margaret H. Champion, Arthur F. Oliver, James P. Vicari, U. Andrae McClain, Troy M. Lindley, and Susan Holtam

of the City of Rancho Cordova, State of California, their true and lawful Attorney(s)-in-Fact, each in their separate capacity if more than one is named above, to sign, execute, seal and acknowledge any and all bonds, recognizances, conditional undertakings and other writings obligatory in the nature thereof on behalf of the Companies in their business of guaranteeing the fidelity of persons, guaranteeing the performance of contracts and executing or guaranteeing bonds and undertakings required or permitted in any actions or proceedings allowed by law.

IN WITNESS WHEREOF, the Companies have caused this instrument to be signed and their corporate seals to be hereto affixed, this 7th day of January, 2013.

Farmington Casualty Company
Fidelity and Guaranty Insurance Company
Fidelity and Guaranty Insurance Underwriters, Inc.
St. Paul Fire and Marine Insurance Company
St. Paul Guardian Insurance Company

St. Paul Mercury Insurance Company
Travelers Casualty and Surety Company
Travelers Casualty and Surety Company of America
United States Fidelity and Guaranty Company



State of Connecticut
City of Hartford ss.

By: [Signature]
Robert L. Raney, Senior Vice President

On this the 7th day of January, 2013, before me personally appeared Robert L. Raney, who acknowledged himself to be the Senior Vice President of Farmington Casualty Company, Fidelity and Guaranty Insurance Company, Fidelity and Guaranty Insurance Underwriters, Inc., St. Paul Fire and Marine Insurance Company, St. Paul Guardian Insurance Company, St. Paul Mercury Insurance Company, Travelers Casualty and Surety Company, Travelers Casualty and Surety Company of America, and United States Fidelity and Guaranty Company, and that he, as such, being authorized so to do, executed the foregoing instrument for the purposes therein contained by signing on behalf of the corporations by himself as a duly authorized officer.

In Witness Whereof, I hereunto set my hand and official seal.
My Commission expires the 30th day of June, 2016.



[Signature]
Marie C. Tetreault, Notary Public



January 21, 2014

State of California
Department of Transportation

RE: Contractor: Myers and Sons / RL Wadsworth, Joint Venture
Myers and Sons Construction, LP
Project: State Route 140 Ferguson Slide Permanent Restoration Project
Construction Manager/General Contractor Services

Ladies and Gentlemen:

We are pleased to share with you our experience as surety for Myers and Sons Construction, LP. We consider Myers and Sons Construction, LP to be one of our outstanding and most valued clients in whom we have the highest confidence. Through the years this company has, in our opinion, remained properly financed, well equipped and capably managed.

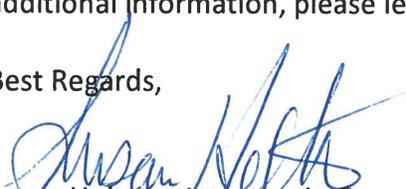
Travelers Casualty and Surety Company of America is prepared to give favorable consideration to the execution of contract performance, payment and warranty bonds running to the Owner, in association with the State Route 140 Ferguson Slide Permanent Restoration Project. We understand that Myers and Sons Construction, LP contract would be in the \$55,000,000 range if awarded.

Travelers Casualty and Surety Company of America is listed on the U.S Treasury Department's Listing of Approved Sureties (2012 Department Circular 570), is rated A+ by A.M. Best and is authorized to issue bonds in the State of California. The company enjoys an excellent bonding line; their current available bonding capacity of \$785,000,000 is more than sufficient for the Project and referenced payment and performance bonds.

Our willingness to provide surety credit on this project is subject to Myers and Sons Construction, LP's acceptance of an award of the contract and Myers and Sons Construction, LP and us, as surety, determining that the contract documents, contract specifications and bond forms are acceptable.

We are pleased to share with you our experience with this fine organization, if you require any additional information, please let us know.

Best Regards,



Susan Holtam, Attorney-in-Fact

Travelers Casualty and Surety Company of America

CALIFORNIA ALL-PURPOSE ACKNOWLEDGMENT

State of California }
County of Sacramento }

On January 21, 2014 before me, Margaret H. Champion, Notary Public, personally appeared Susan Holtam,

Who proved to me on the basis of satisfactory evidence to be the person(s) whose name(s) is/are subscribed to the within instrument and acknowledged to me that he/she/they executed the same in his/her/their authorized capacity(ies), and that by his/her/their signature(s) on the instrument the person(s), or the entity upon behalf of which the person(s) acted, executed the instrument.



Place Notary Seal Above

I certify under PENALTY OF PERJURY under the laws of the State of California that the foregoing paragraph is true and correct.

WITNESS my hand and official seal.

Signature: Margaret H. Champion
Signature of Notary Public

OPTIONAL

Though the information below is not required by law, it may prove valuable to persons relying on the document and could prevent fraudulent removal and reattachment of this form to another document.

Description of Attached Document

Title or Type of Document: _____
Document Date: _____ Number of Pages: _____
Signer(s) Other Than Named Above: _____

Capacity(ies) Claimed by Signer(s)

Signer's Name: _____
 Individual
 Corporate Officer-Title(s): _____
 Partner- Limited General
 Attorney in fact
 Trustee
 Guardian or Conservator
 Other: _____
Signer is Representing: _____

Right Thumbprint of Signer

Signer's Name: _____
 Individual
 Corporate Officer-Title(s): _____
 Partner- Limited General
 Attorney in fact
 Trustee
 Guardian or Conservator
 Other: _____
Signer is Representing: _____

Right Thumbprint of Signer



POWER OF ATTORNEY

Farmington Casualty Company
Fidelity and Guaranty Insurance Company
Fidelity and Guaranty Insurance Underwriters, Inc.
St. Paul Fire and Marine Insurance Company
St. Paul Guardian Insurance Company

St. Paul Mercury Insurance Company
Travelers Casualty and Surety Company
Travelers Casualty and Surety Company of America
United States Fidelity and Guaranty Company

Attorney-In Fact No. 225090

Certificate No. 005322130

KNOW ALL MEN BY THESE PRESENTS: That Farmington Casualty Company, St. Paul Fire and Marine Insurance Company, St. Paul Guardian Insurance Company, St. Paul Mercury Insurance Company, Travelers Casualty and Surety Company, Travelers Casualty and Surety Company of America, and United States Fidelity and Guaranty Company are corporations duly organized under the laws of the State of Connecticut, that Fidelity and Guaranty Insurance Company is a corporation duly organized under the laws of the State of Iowa, and that Fidelity and Guaranty Insurance Underwriters, Inc., is a corporation duly organized under the laws of the State of Wisconsin (herein collectively called the "Companies"), and that the Companies do hereby make, constitute and appoint

Kurt J. Schmal, Margaret H. Champion, Arthur F. Oliver, James P. Vicari, U. Andrae McClain, Troy M. Lindley, and Susan Holtam

of the City of Rancho Cordova, State of California, their true and lawful Attorney(s)-in-Fact, each in their separate capacity if more than one is named above, to sign, execute, seal and acknowledge any and all bonds, recognizances, conditional undertakings and other writings obligatory in the nature thereof on behalf of the Companies in their business of guaranteeing the fidelity of persons, guaranteeing the performance of contracts and executing or guaranteeing bonds and undertakings required or permitted in any actions or proceedings allowed by law.

IN WITNESS WHEREOF, the Companies have caused this instrument to be signed and their corporate seals to be hereto affixed, this 7th day of January, 2013.

Farmington Casualty Company
Fidelity and Guaranty Insurance Company
Fidelity and Guaranty Insurance Underwriters, Inc.
St. Paul Fire and Marine Insurance Company
St. Paul Guardian Insurance Company

St. Paul Mercury Insurance Company
Travelers Casualty and Surety Company
Travelers Casualty and Surety Company of America
United States Fidelity and Guaranty Company



State of Connecticut
City of Hartford ss.

By: [Signature]
Robert L. Raney, Senior Vice President

On this the 7th day of January, 2013, before me personally appeared Robert L. Raney, who acknowledged himself to be the Senior Vice President of Farmington Casualty Company, Fidelity and Guaranty Insurance Company, Fidelity and Guaranty Insurance Underwriters, Inc., St. Paul Fire and Marine Insurance Company, St. Paul Guardian Insurance Company, St. Paul Mercury Insurance Company, Travelers Casualty and Surety Company, Travelers Casualty and Surety Company of America, and United States Fidelity and Guaranty Company, and that he, as such, being authorized so to do, executed the foregoing instrument for the purposes therein contained by signing on behalf of the corporations by himself as a duly authorized officer.

In Witness Whereof, I hereunto set my hand and official seal.
My Commission expires the 30th day of June, 2016.



[Signature]
Marie C. Tetreault, Notary Public



January 16, 2014

State of California
Department of Transportation

RE: Contractor: Myers and Sons / RL Wadsworth, Joint Venture
Project: State Route 140 Ferguson Slide Permanent Restoration Project
Construction Manager/General Contractor Services

Ladies and Gentlemen:

We are pleased to share with you our experience as surety for Myers and Sons / RL Wadsworth, Joint Venture. We consider Myers and Sons / RL Wadsworth, Joint Venture to be one of our outstanding and most valued clients in whom we have the highest confidence. Through the years this company has, in our opinion, remained properly financed, well equipped and capably managed.

Travelers Casualty and Surety Company of America is prepared to give favorable consideration to the execution of contract performance, payment and warranty bonds running to the Owner, in association with the State Route 140 Ferguson Slide Permanent Restoration Project. We understand that Myers and Sons / RL Wadsworth, Joint Venture's contract would be in the \$55,000,000 range if awarded.

Travelers Casualty and Surety Company of America is listed on the U.S Treasury Department's Listing of Approved Sureties (2012 Department Circular 570), is rated A+ by A.M. Best and is authorized to issue bonds in the State of California. The company enjoys an excellent bonding line; their current available bonding capacity of \$785,000,000 is more than sufficient for the Project and referenced payment and performance bonds.

Our willingness to provide surety credit on this project is subject to Myers and Sons / RL Wadsworth, Joint Venture's acceptance of an award of the contract and Myers and Sons / RL Wadsworth, Joint Venture and us, as surety, determining that the contract documents, contract specifications and bond forms are acceptable.

We are pleased to share with you our experience with this fine organization, if you require any additional information, please let us know.

Best Regards,

Stephenie Whittington, Attorney-in-Fact
Travelers Casualty and Surety Company of America



POWER OF ATTORNEY

Farmington Casualty Company
Fidelity and Guaranty Insurance Company
Fidelity and Guaranty Insurance Underwriters, Inc.
St. Paul Fire and Marine Insurance Company
St. Paul Guardian Insurance Company

St. Paul Mercury Insurance Company
Travelers Casualty and Surety Company
Travelers Casualty and Surety Company of America
United States Fidelity and Guaranty Company

Attorney-In Fact No. 226556

Certificate No. 005603386

KNOW ALL MEN BY THESE PRESENTS: That Farmington Casualty Company, St. Paul Fire and Marine Insurance Company, St. Paul Guardian Insurance Company, St. Paul Mercury Insurance Company, Travelers Casualty and Surety Company, Travelers Casualty and Surety Company of America, and United States Fidelity and Guaranty Company are corporations duly organized under the laws of the State of Connecticut, that Fidelity and Guaranty Insurance Company is a corporation duly organized under the laws of the State of Iowa, and that Fidelity and Guaranty Insurance Underwriters, Inc., is a corporation duly organized under the laws of the State of Wisconsin (herein collectively called the "Companies"), and that the Companies do hereby make, constitute and appoint

Michael J. Herrod, Wendy W. Stuckey, Lupe Tyler, Margaret Buboltz, Lisa A. Ward, Nancy Thomas, Donna L. Williams, Jennifer Copeland, David Wightman, Stephanie Wiggins, and Stephenie Whittington

of the City of Houston, State of Texas, their true and lawful Attorney(s)-in-Fact, each in their separate capacity if more than one is named above, to sign, execute, seal and acknowledge any and all bonds, recognizances, conditional undertakings and other writings obligatory in the nature thereof on behalf of the Companies in their business of guaranteeing the fidelity of persons, guaranteeing the performance of contracts and executing or guaranteeing bonds and undertakings required or permitted in any actions or proceedings allowed by law.

IN WITNESS WHEREOF, the Companies have caused this instrument to be signed and their corporate seals to be hereto affixed, this 16th day of August, 2013.

Farmington Casualty Company
Fidelity and Guaranty Insurance Company
Fidelity and Guaranty Insurance Underwriters, Inc.
St. Paul Fire and Marine Insurance Company
St. Paul Guardian Insurance Company

St. Paul Mercury Insurance Company
Travelers Casualty and Surety Company
Travelers Casualty and Surety Company of America
United States Fidelity and Guaranty Company



State of Connecticut
City of Hartford ss.

By: [Signature]
Robert L. Raney, Senior Vice President

On this the 16th day of August, 2013, before me personally appeared Robert L. Raney, who acknowledged himself to be the Senior Vice President of Farmington Casualty Company, Fidelity and Guaranty Insurance Company, Fidelity and Guaranty Insurance Underwriters, Inc., St. Paul Fire and Marine Insurance Company, St. Paul Guardian Insurance Company, St. Paul Mercury Insurance Company, Travelers Casualty and Surety Company, Travelers Casualty and Surety Company of America, and United States Fidelity and Guaranty Company, and that he, as such, being authorized so to do, executed the foregoing instrument for the purposes therein contained by signing on behalf of the corporations by himself as a duly authorized officer.

In Witness Whereof, I hereunto set my hand and official seal.
My Commission expires the 30th day of June, 2016.



[Signature]
Marie C. Tetreault, Notary Public

Aon Risk Services Southwest, Inc. dba Aon Risk Insurance Services Southwest, Inc.
CA License 0559715

CERTIFICATE OF ACKNOWLEDGMENT OF CORPORATE SURETY

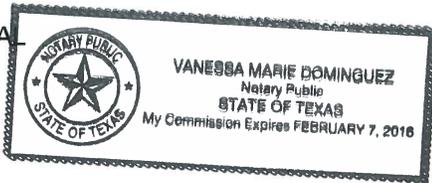
State of Texas §

County of Harris §

Before me, the undersigned authority, on this day personally appeared Stephenie Whittington, known to me to be the person whose name is subscribed to the foregoing instrument as Attorney-in-Fact of Travelers Casualty and Surety Company of America, and acknowledged to me that he/she executed the same for purposes and consideration therein expressed, and in the capacity therein stated.

Given under my hand and seal of office this 16th day of January, 2014.

SEA



Vanessa Marie Dominguez

Notary Public in and for
The State of TEXAS

My Commission expires: 2/7/16



3.3

Insurance Certificates



January 16, 2014

California Department of Transportation

**Re: State of California Department of Transportation Insurance Requirements for State Route
140 Ferguson Slide Permanent Restoration Project**

Myers and Sons Construction / RL Wadsworth, a Joint Venture, currently maintains contract compliant limits for Workers' Compensation/Employers Liability, Automobile Liability, Commercial General Liability, Pollution Liability and Umbrella Liability. Please accept this letter as proof of coverage to comply with the requirements listed in Section 3.3 (B).

All insurance companies providing policies obtained to satisfy the insurance requirements have a minimum A.M. Best Rating of A- or better . The ratings for Myers and Sons Construction / RL Wadsworth, a Joint Venture current insurance carriers are listed below:

- **Hartford Fire Insurance Company** AM Best A XV
- **Property and Casualty Ins. Co. of Hartford** AM Best A XV
- **Twin City Fire Insurance Co.** AM Best A XV
- **National Union Fire Insurance Company of Pitt. PA.** AM Best A XV
- **XL Insurance America, Inc.** AM Best A XV
- **Catlin Specialty Insurance Company** AM Best A XV

Should you have any questions, please give us a call.

Best regards,

William Hoke
Account Specialist

cc: Clinton Myers
Myers & Sons Construction LP

**Waiver of Our Right to Recover
From Others Endorsement**



Policy Number
61 WN QU2060

Named Insured and Address

This endorsement forms a part of the policy as numbered above, issued by THE HARTFORD INSURANCE GROUP company designated therein, and takes effect as of the effective date of said policy unless another effective date is stated herein.

STERLING CONSTRUCTION COMPANY, INC.
20810 FERNBUSH
HOUSTON, TX 77073

Effective Date Effective hour is the same as stated
03/01/2013 in the Declarations of the policy.

Endt. No.
13

We have the right to recover our payments from anyone liable for an injury covered by this policy. We will not enforce our right against the person or organization named in the Schedule.

This agreement shall not operate directly or indirectly to benefit anyone not named in the Schedule.

SCHEDULE

ANY PERSON OR ORGANIZATION FROM WHOM YOU ARE REQUIRED BY WRITTEN CONTRACT OR AGREEMENT TO OBTAIN THIS WAIVER OF RIGHTS FROM US.

THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.

**NOTICE OF CANCELLATION OR NON-RENEWAL
TO DESIGNATED PERSON(S) OR ORGANIZATION(S)
OTHER THAN THE NAMED INSURED**

This policy is subject to the following conditions.

SCHEDULE

Number of Days Notice 30

Name of Person(s) or Organization(s)

ALL CERTIFICATE HOLDERS WITH VALID
POSTAL MAILING ADDRESSES ON FILE WITH
AGENT OF RECORD OR THE COMPANY.

Mailing Address

If this policy is cancelled or non-renewed, we agree that the person(s) or organization(s) listed in the Schedule above will be notified at least:

- a. 10 days before the effective date of cancellation if we cancel for non-payment of premium; or
- b. The number of days shown in the Schedule above before the effective date of cancellation or non-renewal if we cancel or non-renew for any other reason.

In no event, however, will notice of cancellation or non-renewal be less than the minimum number of days required by the jurisdiction to which this endorsement applies.

If notice is mailed, proof of mailing to the address shown in the Schedule above will be sufficient proof of notice.



THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.

**NOTICE OF CANCELLATION
TO DESIGNATED PERSON(S) OR ORGANIZATION(S)
OTHER THAN THE NAMED INSURED**

This policy is subject to the following conditions.

| SCHEDULE | |
|--|------------------------|
| Number of Days Notice <u>30</u> | |
| Name of Person(s) or Organization(s) | Mailing Address |
| ALL CERTIFICATE HOLDERS WITH VALID POSTAL MAILING ADDRESSES ON FILE WITH AGENT OF RECORD OR THE COMPANY. | |

If this policy is cancelled, we agree that the person(s) or organization(s) listed in the Schedule above will be notified at least:

- a. 10 days before the effective date of cancellation if we cancel for non-payment of premium; or
- b. The number of days shown in the Schedule above before the effective date of cancellation if we cancel for any other reason.

In no event, however, will notice of cancellation be less than the minimum number of days required by the jurisdiction to which this endorsement applies.

If notice is mailed, proof of mailing to the address shown in the Schedule above will be sufficient proof of notice.



THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.

NOTICE OF CANCELLATION TO CERTIFICATE HOLDER(S)

Policy Number: 61 WN QU2060

Endorsement Number: 20

Effective Date: 03/01/2013 Effective hour is the same as stated on the Information Page of the policy.

Named Insured and Address: STERLING CONSTRUCTION COMPANY, INC.
20810 FERNBUSH
HOUSTON, TX 77073

This policy is subject to the following additional Conditions:

- A. If this policy is cancelled by the Company, other than for non-payment of premium, notice of such cancellation will be provided at least thirty (30) days in advance of the cancellation effective date to the certificate holder(s) with mailing addresses on file with the agent of record or the Company.
- B. If this policy is cancelled by the Company for non-payment of premium, or by the insured, notice of such cancellation will be provided within ten (10) days of the cancellation effective date to the certificate holder(s) with mailing addresses on file with the agent of record or the Company.

If notice is mailed, proof of mailing to the last known mailing address of the certificate holder(s) on file with the agent of record or the Company will be sufficient proof of notice.

Any notification rights provided by this endorsement apply only to active certificate holder(s) who were issued a certificate of insurance applicable to this policy's term.

Failure to provide such notice to the certificate holder(s) will not amend or extend the date the cancellation becomes effective, nor will it negate cancellation of the policy. Failure to send notice shall impose no liability of any kind upon the Company or its agents or representatives.



SECTION 3. SAFETY



The Myers-Wadsworth JV team members will bring their respective safety cultures, experienced California craft labor, and success in safety performance to the Ferguson Slide Permanent Restoration project. **The Myers-Wadsworth JV team members share an integrated Construction Safety Plan and safety methodology as part of the Sterling Construction Group. This ensures a seamless approach to safety between two Joint Venture members.** We will implement this plan as we have done successfully on other projects for other project across California.

A. Safety Record - Last 3 Years [RFQ Section 3.4.a](#)

Ralph L. Wadsworth Construction Company, LLC

Ralph L. Wadsworth Construction Company, LLC (RLW) has a long history of working safe and our safety program meets or exceeds OSHA requirements. We have developed a safety culture that has been ingrained in every employee at RLW. This can be seen in our safety statistics which are shown below. **As part of the Sterling Construction Group, we share best practices, methods and programs with Myers and Sons Construction, LP as a daily course of business.**



As part of our safety culture, every crew holds a daily “take five” meeting to discuss the day’s work and to review specific safety hazards that may arise during the work shift. Our safety managers are extensively trained in OSHA regulations, ATISA, and the MUTCD to ensure that not only our employees are working safe but our work zone is safe for the traveling public. As part of our safety culture, we hold monthly in-depth safety training for each project as well as quarterly meetings with the entire company. As a company, safety statistics are reviewed by our executive team on a monthly basis to look for any alarming trends. **RLW’s goal is to send every employee and member of the traveling public home safe while accomplishing our work.**

RLW has not been party to an alternative dispute resolution system as provided for in Labor Code §3201.5.

OSHA Citations

RLW has not had any Cal-OSHA or FOSHA citations or assessed penalties for any serious, willful or repeat violations of its safety or health regulations in the past five years.





Ralph L. Wadsworth Construction, LLC safety record (last 3 years). The work performed is for NAICS Code 237 - Heavy civil Construction.

| | 2010 | 2011 | 2012 | 3yr Average | Industry |
|------------------------------|---------|-----------|---------|-------------|----------|
| EMR | .72 | .78 | .88 | .15 | |
| Recordable Rate | 3.07 | 3.43 | 2.12 | 2.87 | 4.3 |
| Lost Work Rate | 0 | 0.39 | 0 | .15 | 1.47 |
| Employee Hours Worked | 651,723 | 1,036,944 | 943,656 | | |
| Number of Lost Workday Cases | 0 | 2 | 0 | | |
| Recordable Cases | 10 | 18 | 10 | | |

Myers and Sons Construction, LP



Myers and Sons Construction, LP (Myers) is dedicated to maintaining a safe work environment for their employees, subcontractors and owners. **Safety is not just a slogan, but a company value and moral obligation.** Myers has a corporate level safety officer to help ensure that our everyday commitment to safe practices is followed, in an effort to prevent accidents and unsafe conditions on our job sites.

As part of the Sterling Construction Group, we share best practices, methods and programs with Ralph L. Wadsworth Construction Company, LLC as a daily course of business. Our safety manual and supplemental materials meet or exceed all Federal and State regulations. **Myers currently has an OSHA loss time accident rate of 0.00, and we are working hard to ensure this continues.** Our excellent safety performance is not reflected in our EMR rating because the EMR rating is automatically 1.00 for three years as required by State Law for a new company. Our EMR table for the past 3 years is included on the following page.

In addition, Mr. C.C. Myers has created several safety devices and practices that are now used industry wide when erecting and dismantling formwork. Our new employees are required to go through mandatory safety orientation including drug testing. Each project has a project-specific safety plan that includes job hazards analysis, MSDS information, emergency response plan and safety inspections reports. **Myers, as part of the Sterling Construction Group, has additional safety procedures for working on and near unstable soil conditions, erecting and dismantling falsework and formwork, working next to public traffic in urban settings and working in environmentally sensitive areas near waterways.** At Myers and Sons we do not just talk safety, we practice safety.

Myers has not been party to an alternative dispute resolution system as provided for in Labor Code §3201.5.

OSHA Citations

Myers has not had any Cal-OSHA or FOSHA citations or assessed penalties for any serious, willful or repeat violations of its safety or health regulations in the past five years.





Myers and Sons Construction, LP safety record (last 3 years). The work performed is for NAICS Code 237 - Heavy Civil Construction.

| | 2010 | 2011 | 2012 | 3yr Average | Industry |
|------------------------------|--------|--------|---------|-------------|----------|
| EMR | 1 | 1 | 1 | | |
| Recordable Rate | 0 | 4.54 | 4.28 | 4.11 | 4.3 |
| Lost Work Rate | 0 | 0 | 0 | 0.00 | 1.47 |
| Employee Hours Worked | 10,516 | 44,042 | 139,742 | | |
| Number of Lost Workday Cases | 0 | 0 | 0 | | |
| Recordable Cases | 0 | 1 | 3 | | |

B. Worker Safety Program [RFQ Section 3.4.b](#)

All Myers-Wadsworth JV team members, including principal participants, major participants, and subconsultants will be required comply with all state and federal safety regulations, including Illness and Injury Prevention Program, Safety Program, and OSHA regulations.

B.1. Construction Safety Plan

The Myers-Wadsworth JV leadership team will instill a culture of safety at all levels of our organization, engaging all employees and subcontractors. Each project management team has their safety performance measured against established Safety Leading Indicators; which include project management participation in weekly safety meetings and monthly safety walks, all new hire safety orientations, supervisors achieving Safety Trained Supervisor (STS) certification, and active Safety Committees. The result of this effort is lower incident rates and development of safety culture.

Our safety organizational structure provides effective working relationships and communication flow between Project Manager Gaylen Stewart and Safety Manager Ed Garcia. To provide an independent reporting line to ensure safety is not compromised by schedule or cost issues, the Safety Manager reports indirectly to the Project Principal, C.C. Myers, allowing the Safety Manager to bring forward any safety issues for discussion and/or resolution without concern over impacts to the project schedule or budget.

Overall project health and safety performance will be the responsibility of the Project Manager Gaylen Stewart. He has full responsibility for ensuring that an effective safety program for employee protection, accident prevention, and loss control is implemented. He may delegate authority to facilitate any application of the program; however she cannot delegate her accountability. Ed Garcia, Safety Manager will directly assist the Project Manager and will be responsible for reviewing requirements for safety and emergency preparedness, and developing/ implementing the site-specific Safety Plan. He has “stop work” authority, as does every individual who perceives a safety or health hazard. The project safety organization will be assisted by Sterling Construction Corporate Safety Department by providing staff assistance, training, materials and any other necessary resources.

Experience:
Recognized for Safety

Myers and Sons

2011 Flood and Peterson, Construction Safety Excellence Award, Emerging Contractor.





The Myers-Wadsworth JV Team is committed to providing a working environment that is safe, healthful, productive, and compliant with federal, state and local laws and regulations. This requires:

- Planning- Preparing a hazard analysis and integrating hazard analysis and integrating hazard reduction before a work activity beings, along with holding daily “Tool Box” meetings for each crew.
- Establishing Priorities- Focusing on the control of high and moderate probability and consequence hazards in the work place and communication with all personnel.
- Accountability- Establishing meaningful performance metrics to measure progress and accountability at all project levels to ensure support of the safety program.
- Enforcement- Rewarding exemplary performance and instilling an understanding that unacceptable safety performance carries a cost.

B.2. Design and Construction Safety

Experience: Recognized for Safety

RL Wadsworth

AGC/Willis-1st Place
2013 Construction
Safety Excellence
Award for the Highway
Division 700,000-1
Million hours
AGC 2012 Platinum
Safety Award Recipient-
Highest Local AGC
Chapter Safety Award
for achieving at least
25% below national
industry statistics.
ARTBA 2008 Work
Zone Safety Awareness
Award for the 1-15
NOW Design-Build
Reconstruction Project

The Myers-Wadsworth JV Safety program implementation will begin with the preparation and dissemination of a project-specific safety and health plan to all members of the Myers-Wadsworth JV Team, Subcontractors, and members of the Department. Work packages will be divided into discrete task that are further analyzed to prioritize hazards and determine appropriate control measures. Safety has two primary components (1) permanent design feature and (2) construction and work area safety measures to protect workers in the challenging and dynamic environment found at the Ferguson Slide site..

We understand the need for safety reviews during design review and approval cycles. Our proven Construction Safety Plan will provide safe and healthful working conditions for project employees and others affected by their work.

Key areas of safety reviews will include:

- Hazards related to entering, working in and exiting the talus work areas
- Fall hazards within the Ferguson Slide site
- Night work hazards: visibility, lighting, confined environment
- Material and equipment haul to and from the project
- Potential hazards associated with working adjacent waterways
- Work zone construction adjacent to vehicular traffic
- Working in and around environmentally sensitive areas
- Mobile equipment operation/material handling
- Potential environmental hazards





B.3. Safety Management for Subcontractors

The Myers-Wadsworth JV Team will use several tools to manage subcontractors to ensure their level of safety performance meets our goals and expectations and those established by the project, including writing safety requirements into their subcontract assessment. Subcontractors will be provided with all safety documents and will be held to our same levels of accountability and must comply with the same safety procedures and requirements. Lastly, all subcontractors must attend safety training provided by the Myers-Wadsworth JV Team.

Mitigating Risk in the Field

Myers has never had a lost time accident

Ralph L. Wadsworth was the recipient of the 2011 AGC of America Safety Award presented by the AGC of Utah.

B.4. Protecting Employees and the Public

The Myers-Wadsworth JV Team will implement three primary measures to prevent damage, injury, or loss to all employees, subcontractors, and other people on site.

- All employees, subcontractors, and site advisors will receive safety orientation training to effectively prepare all participants to implement site-specific policies, programs, and site rules, ensuring all participants are aware of all hazards they may encounter and the proper precautions are implemented.
- Implementing a comprehensive and effective Hazard Analysis Program will prevent injuries by mitigating potential sources. All site personnel will have and wear the minimum required PPE: sturdy work boots, long pants, a shirt with at least a 4-inch sleeve, safety vest, safety glasses, and a hardhat. Additional PPE will be required based on the work performed. Site personnel will be held accountable and rewarded for working safely.
- The Myers-Wadsworth JV Team will protect the public from damage, injury, and loss by separation. Construction activities will be isolated from the public by appropriate barriers, traffic control devices, security, and law enforcement personnel. This separation will prevent construction activities from causing damage, injury, or loss to the public and allow construction to continue without public interference.

B.5. Protecting Work, Material, Equipment, and Property

Work materials, equipment, and all other property on the site will be protected from damage and loss by proper planning, procurement, control, layout, and use. The Myers-Wadsworth JV Team will plan and schedule the work to ensure materials and equipment are available when needed, but not secured so far in advance that it must be stored on site for an extended period. Materials and equipment layout/staging will reflect the need for material, so it is maintained where it is needed and not in the path of other material or equipment.

The Myers-Wadsworth JV Team will also ensure that all materials stored on site will be in conformance with an approved SWPPP plan. The work, materials, equipment, and all other property on site will be controlled within limited areas restricted by security personnel and protected from damage and loss by off-site personnel. Controlling the work site will also protect employees, subcontractors, and site visitors from external malice. These controls will aid in protecting site personnel, the work, materials, equipment, and all other property from internal incidents.





B.6. Emergency Measures, Crisis Management and Rescue Plan

The Myers-Wadsworth JV Team prepares for emergency situations by training the field personnel of all levels on the important task of reacting safely swiftly and efficiently to an emergency situation providing a safe, controlled, methodical well planned reaction to an emergency in the workplace.

History of Successful Project Delivery

Over two billion in Alternative Delivery Projects
30 CMGC/CMAR
1.5 Billion In Bonding Capacity

Our field personnel have been trained on the following:

- First Aid/CPR/AED
- Comprehensive training on Crisis Management
- Training on the necessary sources available to the job site to provide immediate medical response in case of:
 - Heat or Cold Illness/Heat Stress
 - First Aid response
 - Poison Control due to accidental exposure
 - Reaction to accidental contact with a chemical
 - Allergic reactions to chemicals or insect bits
 - Wild life awareness and protection measures
 - Especially applicable to the Ferguson Slide project site - landing areas to emergency helicopters
- Fire control and Fire Prevention
- Hazardous Materials
- Understanding of emergency services and an evacuation plan specific to the project complete with assembly areas for personnel to gather and be counted in case of an emergency on a natural catastrophe.
- Contact data for the protection and emergency response agency like Police, Highway Patrol, EPA, Fish and Game, etc.

Specific to remote sites similar to the Ferguson Slide area, we constantly monitor the weather conditions, manage the work in an effort to keep the public safe when the conditions are not favorable our workers, the work to be done and the safety of the general public and neighbors around our job sites.

Proposed Safety Director

Proposed Safety Director, Edward Garcia has extensive experience in the planning, development and execution of the comprehensive safety programs for projects of relevant scope and complexity. His resume appears on the following pages.





Edward Garcia, Safety Director

Education: Bachelors of Science in Mechanical Engineering , University of Guadalajara Jalisco, Mexico

Licensing and Registration: OSHA 10/30 Hour Certified Trainer, CHST in process

RELEVANT PROJECT EXPERIENCE

| | | | |
|-----------------------------------|--|---|--------------------|
| Project Name and ID: | YBITS (Yerba Buena Island Transition Structure) 04-0120S4 | | |
| Location: | For construction on state highway in the city and county of San Francisco from the Yerba Buena tunnel to 0.6KM east of Yerba Buena Tunnel | | |
| Project Construction Cost: | \$79 Million | Dates on the project: | 2011-2013 |
| Percent of Time on Job: | 80% | Project Role: | Safety Officer/QSP |
| Design-Build: | No | Stamped/Certified Approved Work: | Yes |
| Owner Reference: | Caltrans District 4 Bill Howe, Phone: 510-622-4223 Email: bill_howe@dot.ca.gov | | |

Project Description: Caltrans The Yerba Buena Island Transition Structure (YBITS) will connect the Self-Anchored Suspension Span (SAS) to Yerba Buena Island (YBI), and will transition the new East Span’s side-by-side road decks to the upper and lower decks of the YBI tunnel and West Span.

Responsibilities/Duties: As Safety Officer, duties such as: To protect Caltrans best interest at the Yerba Buena Island Transition Structure (YBITS) and the Oakland Touch Down Detour (OTDD2) Bay Bridge projects as their Owner Controlled Insurance Program (OCIP) oversight Safety Officer. Conduct safety inspections and assists in facilitating resolution to safety concerns and issues with the general contractor and subcontractor’s safety personnel over both locations. Report directly to Caltrans Bay Bridge project’s Resident Engineer.

| | | | |
|-----------------------------------|---|---|----------------|
| Project Name and ID: | Antioch Bridge Retrofit | | |
| Location: | Contra Costa and Sacramento Counties, CA | | |
| Project Construction Cost: | \$35 Million | Dates on the project: | 2010-2011 |
| Percent of Time on Job: | 30% | Project Role: | Safety Manager |
| Design-Build: | No | Stamped/Certified Approved Work: | Yes |
| Owner Reference: | Caltrans – District 4, The Antioch Bridge was designed based on criteria developed after the 1971 San Fernando Earthquake. The 9,437 ft. long bridge was open in December 1978. It connects Antioch in northeastern Contra Costa County with Sacramento County over the San Joaquin River. The bridge has one lane in each direction, with bicycle and pedestrian access. Average traffic on the bridge is about 15,000 vehicles per day. The bridge features two structural elements: the “Main Structure” and the “Slab Span Structure. | | |

Responsibilities/Duties: As Safety Manager, my duties involved but were not limited: The CEQA and the NEPA documents have already been approved for this project. Approval must be obtained from: US Army Corps of Engineers, US Coast Guard, NOAA, Regional Water Quality Control Board Certification, California Department of Fish and Game, SWPPP, East Bay Regional Parks District, Department of Water Resource, and US Fish & Wildlife Service.

| | | | |
|-----------------------------------|---|---|----------------|
| Project Name and ID: | BART Earthquake Safety Program North Oakland 807 | | |
| Location: | Alameda County, CA | | |
| Project Construction Cost: | \$ | Dates on the project: | 2009-2011 |
| Percent of Time on Job: | 40% | Project Role: | Safety Manager |
| Design-Build: | No | Stamped/Certified Approved Work: | Yes |
| Owner Reference: | Manager Antonio Mencarini, EIT, Senior Staff Technician Ron Reindl, Project Engineer Lisa Splitter, PE, and Staff Engineers Kristen Lease, EIT, LEED AP, and Rachael Severn, EIT. | | |

Project Description: Treadwell & Rollo is currently performing Quality Control services while observing micro pile installation and testing for the BART Earthquake Safety Program, North Oakland Aerial Structures. Micro piles are being installed to resist uplift loads due to seismic forces created during an earthquake.

Edward Garcia (Continued)



Responsibilities/Duties: As Safety Manager, my duties involved but were not limited: Manage the safety of all personnel and sub-contractors working on several locations simultaneously, conducted safety audits with (OCIP) Owner Controlled Insurance Program safety auditors, conduct meetings with BART management, measure noise level control for nearby residents, maintain traffic control for pedestrians and city traffic, conduct SWPPP audits with Caltrans inspectors, keep records of all personnel's activities and train personnel.

| | | | |
|-----------------------------------|---|---|----------------|
| Project Name and ID: | Bridges and Roadway projects while working for CC Myers Inc. | | |
| Location: | Sacramento, CA | | |
| Project Construction Cost: | \$ | Dates on the project: | 2006 - 2009 |
| Percent of Time on Job: | 100% | Project Role: | Safety Manager |
| Design-Build: | No | Stamped/Certified Approved Work: | Yes |
| Owner Reference: | Various Districts of Caltrans | | |

Project Description: The projects involved bridge building (Approximately 45bridges), expanding or retrofiting. The roadway projects in some cases involved upgrading, repairing or placing new freeways

Responsibilities/Duties: As Safety Manager, my duties involved but were not limited: Manage the company's safety program for Northern California and Nevada as well as assist with the Southern California safety operations and activities, prepare and conduct quarterly safety meetings, participate in the daily activities of all field operations, assist the risk manager to conduct incident and injury investigations and insurance claims, conduct new employee safety orientation and training for all personnel.

| | | | |
|-----------------------------------|---|---|----------------|
| Project Name and ID: | Pacific Gas and Electric Company Potrero- Hunters Point 115 KV Underground Transmission Line Project (A.03-12-039) | | |
| Location: | San Francisco, CA | | |
| Project Construction Cost: | \$40 Million | Dates on the project: | 2004 - 2006 |
| Percent of Time on Job: | 50% | Project Role: | Safety Officer |
| Design-Build: | No | Stamped/Certified Approved Work: | Yes |
| Owner Reference: | | | |

Project Description: The Potrero-Hunters Point Cable is 115,000-volt transmission line that improves electric reliability and increases electric capacity in San Francisco. Built at a cost of about \$40 million, the Potrero-Hunters Point Cable spans 2.5-miles and is entirely underground, connecting two large substations in southeast San Francisco. Construction on the line began in June 2005.

The Potrero-Hunters Point Cable is the second-to-last of nine transmission projects PG&E has completed in its effort to obtain California Independent System Operator approval to terminate the must-run contract for the Hunters Point Power Plant.

Responsibilities/Duties: As Safety Manager, my duties involved but were not limited: Conducted safety inspections of the several locations being worked on simultaneously throughout the 2.5 mile project radius, conducted new employee hiring, safety orientation, and training. Met weekly with the general contractor to report project's progress and worked with their safety director coordinating the safety of all operations of the project. Coordinated all traffic control operations, detours, closures, worked with the city inspectors, PG&E field personnel assisting in identifying utilities, acquired the assistance of the (SFPD) San Francisco Police Department on the daily basis to protect workers from riots, protestors and violence in the work area.

Edward Garcia (Continued)



| | | | |
|-----------------------------------|---|---|----------------|
| Project Name and ID: | San Jose Airport Underpass at Coleman Ave. | | |
| Location: | San Jose, CA | | |
| Project Construction Cost: | \$ | Dates on the project: | 2004-2005 |
| Percent of Time on Job: | 40% | Project Role: | Safety Officer |
| Design-Build: | No | Stamped/Certified Approved Work: | Yes |
| Owner Reference: | City of San Jose, CA | | |

Project Description: This project required a large number of machinery, produced tons of hazardous materials, contaminated dirt, water and sewer, it involved relocating city streets, modify the nearby freeway (880) traffic was the biggest variable. Electrical, signal and fiber optics were also present in the area so this was a concern at all times.

Responsibilities/Duties: As Safety Manager, my duties involved but were not limited: Manage the site safety, coordinate the traffic daily changes, keep control of all excavation operations to prevent damage to utilities, maintain workers safety.



SECTION 4. Firm Experience and Past Performance



“Our CMGC approach is designed to discover issues that may have an impact to the project schedule and budget, and to draw upon the experience of our team in developing real options and deriving meaningful solutions.”

CC Myers, *President & Special Project Manager*
Myers and Sons Construction, LP

Myers-Wadsworth JV

Recognized for Excellence

The Sterling Group of Companies have delivered over two billion dollars in alternative delivery projects, and with annual revenues in excess of \$600 Million, were recently ranked as a top 20 domestic contractor by ENR for 2012.

The Myers-Wadsworth JV is a joint venture between Myers and Sons Construction, LP (Myers) and Ralph L. Wadsworth Construction Company, LLC (RLW). **RLW will be the managing partner of the joint venture and both Companies are part of the Sterling Group of Companies, which comprises five heavy civil construction firms with operations throughout the western United States.** The Sterling Group of Companies have a strong history of delivering transit oriented alternative delivery projects including over 20 Design Build Projects, 10 Construction Management General Contractor (CMGC) Projects and over 20 Construction Management at Risk (CMAR) Projects. **Myers and RLW are currently partnering on a Caltrans design build project in Sacramento, using both companies’ strengths to create a dynamic team capable of delivering the most complex projects.** The Myers – Wadsworth team will collocate with major subcontractors Granite Construction and Dokken Engineering to maximize project efficiencies.

Assisting the Myers-Wadsworth JV team in this effort is Dokken Engineering, currently the designer on the Myers-Wadsworth District 3, RT50/5 Design-Build project. On this project Dokken will provide the environmental and permit manager for the project and may assist the team in the pre-construction phase of the project for the design of formwork, shoring or other temporary structural engineering needs. **In addition to Dokken, Granite Construction will be an exclusive subcontractor on the project.** Granite has extensive experience with CMGC and slide projects and has partnered with both Myers and Wadsworth on complex and challenging projects across the West.



Myers and Sons Construction, LP

Myers and Sons Construction, LP (Myers) was founded by C.C. Myers and Clinton Myers. Myers is a heavy civil construction company based in Northern California and committed to improving our State’s infrastructure. The team is led by C.C. Myers and is full of experienced, highly skilled professionals capable of delivering complex projects with limited work space, while minimizing traffic disruptions and building projects with an outside the box approach to construction and always ensuring safety of workers and the traveling public.





History of Successful Project Delivery

Myers successfully completed the \$467 million **South Detour of the Bay Bridge** in San Francisco, CA for Caltrans. The project required two separate weekend closures where an existing bridge section was removed and a new section was rolled into place. In both cases, the interstate was opened ahead of schedule without compromising safety.



Myers and Sons Construction, LP is a heavy civil construction company that delivers on the impossible. From the Santa Monica Freeway to the MacArthur Maze, no challenge is too great for C.C. Myers and his team.

Mr. Myers was born and raised in California and has over 50 years of experience in heavy civil and bridge construction industry including over 15 years of alternative delivery experience and 40 years as an owner of a construction company. Those companies included MCM Construction, C.C. Myers, Inc. and currently Myers and Sons Construction, LP.

RT 5 Florin Rd. – Myers and Sons Construction was a subcontractor to Granite Construction for the rapid strength concrete paving on Route 5 in Sacramento. The project documents called for fifty five hour closures of Interstate 5 so that concrete paving could take place under the existing bridges. Myers and Sons was able to re-sequence the work to eliminate the need for fifty five hour closures. This re-sequencing was done at no extra cost to Caltrans.

C.C. Myers founded Myers and Sons Construction, LP with the idea of bringing creativity and ingenuity to the forefront of our managers’ minds. Their employees are always looking for ways to design around problems and partner with the owner to find solutions to problems. **Mr. Myers’ commitment to partnering and excellence is recognized in over 60 awards his firms have received while he was at the helm.** Myers has a strong belief that alternative delivery projects such as the Ferguson Slide project allows for synergies between multiple parties that result in a more economical and superior designed project for District 10. Mr. Myers has seen these results in projects that he has built throughout his career.

Myers’ experience centers on heavy civil construction with an emphasis on creating value for the owner. Myers and Sons has a strong commitment to District 10 as evidenced by the \$120M of work Myers has successfully performed in District 10 since 2011 as well as the additional work Myers still has under contract. **In addition to the work in District 10, Myers currently holds nearly \$100M in alternative delivery projects in backlog, including the \$79M CMAR 2nd Level Roadway et al project at Los Angeles International Airport.** Myers has made a strong commitment to alternative delivery projects, in particular CMGC and CMAR projects, where our approach to teamwork and partnering are unmatched.

There have been no claims for any of the projects presented by the Myers-Wadsworth JV in Section 4





3.5.B

MYERS AND SONS
CONSTRUCTION, LP
PROJECT DESCRIPTIONS

Form B

PROJECT DESCRIPTION

Name of Proposer: **Myers and Sons/ RL Wadsworth Joint Venture**

Instructions for Form completion: Form B is limited to a maximum of 3 pages for each completed project.

| | |
|--|--|
| Name of Firm: Myers and Sons Construction, LP | |
| Project Role: Prime Contractor | |
| Principal Participant: Yes | Designer: _____ |
| Other (Describe): _____ | |
| Years of Experience (provide length of activity as it relates to the following three elements): Roads/Streets: 1 Bridges/Structures: 1 Utility Relocations: 1 | |
| Project Name, Location, and Nature of Work for Which Company Was Responsible: | |
| US Route 99 Rehabilitation Stanislaus County in and near Turlock, Ceres and Modesto from Merced County Line to San Joaquin County Line Heavy Civil Roadway and Bridge Rehabilitation | |
|  | <p>Highlights and Scoring Criteria</p> <ul style="list-style-type: none"> • Caltrans District 10 Project with significant scope and complexity • Delivered ahead of schedule • No claims on the project • Formal and successful partnership process with Caltrans – Granite as Major Subcontractor • Innovative approaches to phasing accelerated construction and mitigated impacts to the traveling public |
| <i>(Use additional lines within this section as necessary to response to this question)</i> | |
| <p>Provide Project Description and Describe Site Conditions:</p> <p>This project is an excellent example of the Myers and Sons Construction, LP (Myers) partnering with Granite Construction to deliver a complex project on time and on budget, while meeting all quality and safety benchmarks.</p> <p>Myers was awarded this project by Caltrans District 10. The project scope and work occurred in a close confine environment along 24.7 miles of freeway, with 76.2 lane miles of crack, seal and overlay work, 165,299 tons of hot mix asphalt pavement and 107,723 tons of rubber hot mix asphalt pavement; the replacement of 36.5 lane miles of concrete pavement replacement using approximately 96,900 cubic yards of reinforced rapid set concrete (RSC) and 32,300 cubic</p> | |

yards of lean concrete base; the upgrade of 10,000 LF of guardrail; installation of new traffic loops for traffic count stations at various locations; and the placement of 1,000,000 LF of pavement delineation.

Pre-construction Services: Myers worked directly with Caltrans to provide engineering and constructability review, phasing and analysis, project scheduling. To meet the aggressive project schedule, the team applied a "triage" system to the review of VE and constructability review to make the review process more efficient.

Construction Services: Myers was responsible for 100% of the scope of work and managed first-tier subcontractors and suppliers. Scope of work included: heavy civil excavation, restoration of roadbed, paving, and drainage. Project controls maintained a constant monitoring of performance value, including checking budget expenditures and scheduling monthly project maintenance. Myers was responsible for worker and public safety, public information distribution in concert with the Caltrans PIO, and 100% environmental compliance.

Project Alignment with Caltrans Goals:

Safety: With an industry-leading safety program that stressed knowledge, practice and accountability, the RT 99 project completed with a perfect safety record. The team created real-time systems to communicate time constraints, changes to the project schedule and to manage lane closures, sometimes managing 5-6 lane closures a night in a nine-hour period. We established efficient processes to integrate Caltrans inspectors, and to obtain needed quantities from geographically distant crews on a daily basis. We stressed accountability from field crews to upper management which resulted in a culture of teamwork throughout the project life cycle. Lastly, Myers created sustainable partnerships within management structure that localized the decision making with Caltrans personnel and facilitated the conflict resolution processes whenever possible.

Mobility: As part of our approach to working in this dynamic environment, Myers planned and implemented work schedule changes that accommodated regional event timetables, effectively coordinated these changes with over fifteen subcontractors and suppliers throughout the project lifecycle and spearheaded a field communication campaign with affected business and public stakeholders. As a result of these efforts the Myers team successfully reduced delays and negative impacts to traffic volume as the result of roadway construction work adjacent to regional events. In coordination with Caltrans, our team's public outreach effort mitigated potential access impacts to local businesses, members of the public and other project stakeholders while improving public perception and acceptance of the project scope. With an industry-leading safety program that stressed knowledge, practice and accountability, the RT 99 project completed with a perfect safety record.

Quality: The Myers's partnership approach focused on cost control - minimizing exposure and risk to Caltrans by generating innovative solutions, while maintaining strict adherence to the project specifications, and vigilant QA/QC assessment - utilizing our institutional field knowledge and technical expertise to program the work in order to achieve best value for

Caltrans and strongest possible focus on delivered quality – thus eliminating costly rework through the project lifecycle. Myers met strict quality assurance and control requirements throughout the project life cycle. Part of this approach included Just-in-Time (JIT) Quality Assurance training to employees as well as co-location of lab testing facilities adjacent to ongoing construction.

Environmental Compliance: Air and sound pollution adjacent to residential areas and the safe handling of HAZMAT materials in order to protect workers and members of the public was hallenging priority. Silica dust, health and safety plans were drafted and approved and incorporated into a larger project environmental compliance document that in broken down by work type and includes all MSDS sheets, spill response, potential environmental hazards and the prevention and action plans associated with each risk.

Project Delivery: Caltrans identified three primary goals for the project: improving the safety infrastructure for the traveling public, reducing maintenance costs and improving overall ride quality for the corridor. In successfully meeting these goals, Myers partnered with Caltrans to create multiple opportunities for success. Myers created real-time systems to communicate time constraints, changes to the project schedule and to manage lane closures, sometimes managing 5-6 lane closures a night in a nine-hour period. We established efficient processes to integrate Caltrans inspectors, and to obtain needed quantities from geographically distant crews on a daily basis. The result is that Myers delivered this infrastructure rehabilitation project per the projected schedule and on budget for the nearly 22.4 million drivers who use this corridor.

(Use additional lines within this section as necessary to describe project and site conditions)

List Any Awards, Citations, and/or Commendations Received for the Project:

Caltrans Partnering Success in Motion Gold Award in 2012.

Name of Client (Owner/Agency, Contractor, etc.): **Caltrans – District 10**

Address: 925 Goodwin Drive, Ripon, CA 95366

Contact Name: Renee' M. Sutti, Resident Engineer

Telephone: (209) 607-8741

Owner's Project or Contract No.: 10-0M8004

Fax No:

Contract Value (US\$): \$75,961,116.00

Final Value (US\$): \$78,738,156

Cost differential is due to an increase in project scope for the section between MP7 and MP10. Spalling and deterioration of the #3 lane was determined to be greater than expected, requiring over 2 miles of additional lane replacement. Even with the inclusion of this additional scope, the Caltrans personnel and Myers & Sons Team partnered to deliver this project in the 140 days specified under the A+B contract.

% of Total Work Performed by Company: 43%

Commencement Date: 04/16/12

Planned Completion Date: 1 October, 2013

Actual Completion Date: 1 October, 2013

Amount of Claims: None.

Any Litigation? Yes ____ No X

Form B

PROJECT DESCRIPTION

Name of Proposer: **Myers and Sons/ RL Wadsworth Joint Venture**

Instructions for Form completion: Form B is limited to a maximum of 3 pages for each completed project.

| | |
|---|--|
| Name of Firm: Myers and Sons Construction, LP | |
| Project Role: Prime Contractor | |
| Principal Participant: Yes | Designer: _____ |
| Other (Describe): _____ | |
| Years of Experience (provide length of activity as it relates to the following three elements): Roads/Streets: 1 Bridges/Structures: 1 Utility Relocations: 1 | |
| Project Name, Location, and Nature of Work for Which Company Was Responsible: | |
| US Route 580 Bridge and Roadway Rehabilitation In Contra Costa County In Richmond From 0.3 Mile East Of Scofield Avenue Undercrossing To 0.2 Mile West Of Western Drive Undercrossing Heavy Civil Bridge and Roadway Rehabilitation | |
|  | <p>Highlights and Scoring Criteria</p> <ul style="list-style-type: none"> • Demonstrated experience on Caltrans project with comparable complexity • Delivered on-time and on-budget • Over \$2M in additional costs mitigated • Formal partnering with Caltrans • Value engineering approach mitigated impacts to mission critical stakeholders |
| <i>(Use additional lines within this section as necessary to response to this question)</i> | |
| Provide Project Description and Describe Site Conditions: | |
| <p>Myers and Sons Construction, LP (Myers) was awarded this project by Caltrans District 4. The project is located in both in heavy traffic and a sensitive environmental area. Quality control in both storm water pollution control and traffic control were vital to the successful construction of this project. The project scope consisted of the replacement of bridge deck, bridge demolition, construction of retention walls and concrete barriers and placement of polyester overlay. The close confine RT580 corridor location provided limited staging and storage areas during construction.</p> <p>Pre-construction Services: Under a formal partnering framework, Myers worked directly with Caltrans to provide valuable input for engineering and constructability phasing and analysis,</p> | |

assistance in cost estimating of construction alternatives and scheduling.

Construction Services: Project controls maintained a constant monitoring of performance value, including checking budget expenditures and scheduling monthly project maintenance. Myers was responsible for worker and public safety, public information distribution in concert with the Caltrans PIO, and 100% environmental compliance.

Project Alignment with Caltrans Goals:

Safety: High levels of consistent traffic and night work generated a work environment where safety was top priority. This project is also located over a Chevron refinery which created an additional layer of complexity in addressing relative issues of safety. In a specific instance, the project team identified an additional project risk related to the performance of bridge demolition directly over refinery oil pipelines owned by Chevron. Myers, Caltrans and the affected stakeholder, Chevron, arrived at a value engineered solution to this challenge by creating a specialized engineered protective cover which could be installed under the existing bridges. This solution prevented debris from falling onto the pipelines, mitigating overall project liability, eliminating losses due to delay or property damage and increasing the safety environment for workers and members of the public.

Mobility: A unique challenge was presented when Caltrans chose to accelerate major portions of the project in order to have traffic back in its original configuration prior to the Bay Bridge opening. Two milestones were identified as critical to project success. The first involved performing road and structure work to allow a traffic crossover to be built and traffic in the west bound 3 lanes be detoured onto the east bound side of 580 to allow two lanes of traffic in both direction. The second covered the demolition and replacement of 60,000 SF of existing bridge deck on three separate bridges while coordinating the complex staging of traffic and construction. Myers partnered with Caltrans to effectively re-sequence significant portions of planned rehabilitation work to accommodate the changing timetables resulting from the modified project goals. As a result of these efforts, Myers successfully reduced negative impacts to traffic volume as the result of changes to work phasing. In coordination with Caltrans, our team's public outreach effort mitigated potential access impacts to critical refinery access, while improving perception and acceptance of the accelerated project scope.

Quality: In order to meet the project schedule, build a safe bridge deck, and minimize the cost of a bridge deck redesign, the Western Drive bridge deck was poured with less than the specified 2" concrete cover. Myers worked directly with the District to evaluate and gain approval of the use of polyester overlay on the bridge deck to increase longevity and the quality and traction of the riding surface. Additional benefits include a quieter ride for members of the travelling public and decreased maintenance costs over the lifespan of the roadway. This value added solution mitigated a potential 6 weeks of delays and approximately a million dollars in additional costs, while allowing our team to maintain an aggressive schedule without

impact to the project schedule or quality of the delivered project.

Environmental: Demolition, concrete placement and polyester concrete overlay caused the team to consider the potential for fugitive debris to enter the existing storm drain system. Our approach to achieve zero occlusion of the drainage system incorporated extensive use of vacuums and containment devices during demolition and concrete placement. Also, a comprehensive plan was implemented for all liquids used with special attention paid to concrete “wash out”, along with disposal of liquid waste material.

Delivery: From the initial start of the project, normal contract document submittals and review periods were compressed due to delays in the initial contract award. This resulted in an 82 calendar day completion window with a mission critical deadline to have the bridges replaced and opened to traffic prior to the Bay Bridge closure over Labor Day weekend. To meet this challenging window of opportunity, critical submittals were fast tracked for approval with Myers prioritizing submittals by need. Through this partnering framework, work was started immediately on critical items with the project completing on time.

(Use additional lines within this section as necessary to describe project and site conditions)

List Any Awards, Citations, and/or Commendations Received for the Project:

As recognition of the Myers’ consistent and successful approach to partnership with public agencies, the RT 580 project will be submitted AGC Alliant Marvin H. Black Award for 2014.

Name of Client (Owner/Agency, Contractor, etc.): **Caltrans District 4**

Address: 111 Grand Ave, Oakland, CA 94612

Contact Name: Taslima Khanum

Telephone: (510) 224-6667

Owner’s Project or Contract No.: 04-1A3204

Fax No: n/a

Contract Value (US\$): \$18,459,000

Final Value (US\$): 18,851,000

Due to the nature of the work, many unforeseen conditions were discovered during construction. Effective use of the partnering framework allowed solutions to be developed rapidly and efficiently communicated between Caltrans and Myers. Under the partnership framework, discussions regarding additional costs associated with these changes took place after the work was completed with an understanding that both parties would work together in “Good Faith Partnering”. The result of this commitment from all parties was a project delivered on time, within budget, with excellent quality, and with no claims, despite many design errors and changes.

% of Total Work Performed by Company: 81.5%

Commencement Date: 02/22/2013

Planned Completion Date: 11/2013

Actual Completion Date: 04/2014

Project has (3) days required for Pavement completion and is currently in winter suspension

Amount of Claims: None.

Any Litigation? Yes ___ No X

Form B

PROJECT DESCRIPTION

Name of Proposer: **Myers and Sons/ RL Wadsworth Joint Venture**

Instructions for Form completion: Form B is limited to a maximum of 3 pages for each completed project.

| | |
|---|--|
| Name of Firm: Myers and Sons Construction, LP | |
| Project Role: Prime Contractor – Joint Venture with George Reed, Inc. Principal Participant: Yes Designer: _____ Other (Describe): _____ | |
| Years of Experience (provide length of activity as it relates to the following three elements): Roads/Streets: 2 Bridges/Structures: 2 Utility Relocations: 2 | |
| Project Name, Location, and Nature of Work for Which Company Was Responsible: | |
| Route 88 Bridge and Roadway Rehabilitation: In Amador County about 7 miles East of Clements from San Joaquin County Line to Route 124. Heavy Civil Bridge and Roadway Rehabilitation | |
|  | <p>Highlights and Scoring Criteria</p> <ul style="list-style-type: none"> • Demonstrated experience on Caltrans project with comparable complexity • Delivered on-time and on-budget • Significant environmental permitting and mitigation related to the California Tiger Salamander • Value engineering approach mitigated impacts to critical project elements |
| <i>(Use additional lines within this section as necessary to response to this question)</i> | |
| <p>Provide Project Description and Describe Site Conditions:</p> <p>This project was located along a stretch of highway mostly surrounded by open fields and crossing two creeks named Jackson Creek and Jackson Creek Overflow. Receiving a steady flow of traffic through the five mile section of Route 88, the project included the removal and replacement of one bridge, the widening of an existing bridge, the construction of a 660 foot long retaining wall, and the rehabilitation and widening of paved roadway. A polyester overlay was also applied to the widened bridge structure as well as the removal of unsound concrete to create optimum driving environments. The goal of this project was to construct better driving conditions for travelers while having a low impact on the surrounding environmentally sensitive areas. This included working within the limits of environmental permits to protect endangered species, paying close attention to storm water pollution</p> | |

prevention as well as fire prevention during the warmer months.

Pre-construction Services: Myers and Sons Construction, LP (Myers) provided constructability phasing and analysis, assistance in cost estimating of construction alternatives and scheduling.

Construction Services: Myers worked together with George Reed Inc. and Caltrans to create a flowing schedule for contractor and subcontractors to operate simultaneously while not creating conflicting environments. This included optimum communication between contractors and the owners while scheduling traffic control for roadway and bridge work at the same time.

Project Alignment with Caltrans Goals:

Safety: During portions of the project there were major safety concerns for traffic control that covered both bridge and highway operations simultaneously. Local and out of town travelers were forced to drive through portions of the project that included heavy dirt hauling and grading operation on one end of the project and concrete bridge demolition on the other end. This created a setting where scheduling and communication were vital to the safety of both travelers and on site employees. Tailgate safety meetings were held in the mornings to make sure both contractors and the owners knew all operation to take place during the shift. Myers even went as far as to sit down with the State and re-design an array of K-rail to help create safer conditions for drivers during bridge demolition activities. The use of cranes in constricted areas was also a major concern that took ideal planning to make sure materials were landed correctly while protecting passing pedestrians and co-workers. Working together to identify all possible hazards reduced the amount of both vehicle accidents and onsite injuries for all parties involved.

Mobility: The goal of this project was to construct better driving conditions for travelers while having a low impact on the surrounding environmentally sensitive areas. This included working within the limits of environmental permits to protect endangers species, paying close attention to storm water pollution prevention as well as fire prevention during the warmer months. Myers successfully achieved these goals through a phased Traffic Construction Plan that mitigated impacts to low volume overnight traffic and shifted some work to late evenings to avoid impacting commuter traffic flows.

Quality: The goal of both the owners and contractors was to increase the quality of a highly traveled section of Route 88. Myers successfully completed the replacing of the 30 foot wide Jackson Creek Overflow Bridge with a new 50 foot wide bridge traveling over the Jackson Creek Overflow equipped with updated concrete and metal barriers. The neighboring Jackson Creek Bridge was also successfully widened 8 feet on each side to create wider and safer driving lanes. Both bridges required drilled and cast in place concrete piles to hold up the new sections of bridge and were inspected and tested for quality assurance during construction. To makes sure the Jackson Creek widened bridge rode smoothly, Myers and Caltrans both agreed on performing a Polyester Overlay to create a smooth finish for passing drivers while also providing longevity for the bridge deck itself. George Reed Inc. also successfully laid 30,900 tons of Hot Mix Asphalt (HMA) and 18,600 ton of Rubberized Hot Mix Asphalt, aiding the overall

quality of the project. With great communication, weekly scheduling and teamwork Myers along with George Reed Inc. were able to complete the project within the allotted time of the contract with a high quality product.

Environmental: Protecting the neighboring environment and its protected species was of highest importance during the construction of the project. Both the California Tiger Salamander and the Fairy Shrimp were local to the project and at times required a Biologist on site to make sure no eggs, young or matured creatures were located in the project vicinity. Working over water on both bridges required Water Quality Control to be a main concern for all parties, making sure no concrete, chemicals (mainly polyester or methacrylate from bridge overlays), oil, or any other debris pose a threat to water quality in the creeks. It was the responsibility of both contractors to make sure all surrounding environmental areas were clean and protected by the end of the project. During the conclusion of the project new fence was placed to protect neighboring herds of cow and a fabricated Bat Habitat was installed underneath the Jackson Creek Overflow Bridge to promote bat population growth. The project was successfully completed with no negative effects on the neighboring environment or species.

Project Delivery: To meet a challenging project schedule, critical submittals were fast tracked for approval with Myers prioritizing submittals by need. Through this partnering framework, work was started immediately on critical items with the project completing on time.

(Use additional lines within this section as necessary to describe project and site conditions)

List Any Awards, Citations, and/or Commendations Received for the Project:

Name of Client (Owner/Agency, Contractor, etc.): **Caltrans**

Address: 1110 West Kettleman Lane, Lodi, CA 95240

Contact Name: Stan Oshita

Telephone: (209) 333-6928

Owner's Project or Contract No.: 10-264444

Fax No: (209) 333-6923

Contract Value (US\$): \$10,500,000

Final Value (US\$): \$10,500,000

% of Total Work Performed by Company: 47%

Commencement Date: 06/2012

Planned Completion Date: 11/2013

Actual Completion Date: 04/2014

Amount of Claims: None.

Any Litigation? Yes ____ No X

Form B

PROJECT DESCRIPTION

Name of Proposer: **Myers and Sons/ RL Wadsworth Joint Venture**

| | |
|--|---|
| Name of Firm: Myers and Sons Construction, LP | |
| Project Role: Prime Contractor Principal Participant: Yes Designer: _____ Other (Describe): _____ | |
| Years of Experience (provide length of activity as it relates to the following three elements): Roads/Streets: 1.5 Bridges/Structures: 1.5 Utility Relocations: 1.5 | |
| Project Name, Location, and Nature of Work for Which Company Was Responsible: | |
| US Route 80 Bridges Rehabilitation Rt 80 within the Roseville City limits Heavy Civil Bridge Rehabilitation | |
|  | <p>Highlights and Scoring Criteria</p> <ul style="list-style-type: none"> • Delivery of complex scope represents strong management approach • Delivered ahead of schedule • No claims on the project • Partnered with Caltrans for innovative approach to roadway closures • Effective subcontractor management led to on-time delivery |
| <i>(Use additional lines within this section as necessary to response to this question)</i> | |
| <p>Provide Project Description and Describe Site Conditions:</p> <p>Myers and Sons Construction, LP (Myers) was awarded this project by Caltrans District 3. The project scope is relevant to the SR140 consisted of the removal and replacement of joint seals, repair and replacement of roadway section approach slabs, asphalt, related electrical work and deck drainage improvements as well as polyester concrete overlay to various bridge decks. The nine bridge locations included crossings over high-volume roadways and freeways in addition to railroad crossings and environmentally sensitive areas and contained limited staging and storage areas. These dynamic, close confine environments required extensive planning for traffic control and signage, in addition to integrated construction phase planning that ensured a continuous and safe environment for the travelling public as well as workers completing the construction.</p> <p>Pre-construction Services: Myers worked directly with Caltrans to provide valuable input for engineering and constructability analysis, MOT phasing and assistance in cost estimating of</p> | |

construction alternatives and scheduling.

Construction Services: Project controls maintained a constant monitoring of performance value, including checking budget expenditures and scheduling monthly project maintenance. Myers was responsible for worker and public safety, public information distribution in concert with the Caltrans PIO, and 100% environmental compliance.

Project Alignment with Caltrans Goals:

Safety: The Myers actively managed and mitigated risk on behalf of Caltrans by ensuring a daily work environment in which safety was a top priority. As one of the busiest corridors in the region, the Myers worked with Caltrans to develop an approach that would minimize potential safety hazards resulting from overhead bridge work and the related impacts from construction. The Myers team worked diligently to develop, maintain and execute a vigilant “road below” plan that resulted in “zero” incidents of debris migrating from the overhead bridge locations. With an industry-leading safety program that stressed knowledge, practice and accountability, the RT 80 project completed with a perfect safety record.

Mobility: As part of the pre-construction partnering effort, the Myers submitted a Value Engineering Cost Proposal (VECP) that *provided solutions to reduce full roadway closures from a projected several month period to four (4) weekends*. The result of this effort was the documented reduction of traffic congestion during the peak summer driving period, a reduction in negative public perception and pushback during the construction period itself and a reduction in the total cost of the project. In the field, Myers stressed efficient planning and coordination of traffic closures still required for project completion, scheduling of major portions of the project scope to occur at night, and the maintenance of a *vigilant sensitivity to the needs of adjacent project stakeholders*.

Quality: Myers created sustainable partnerships within the supervisory and management structure that localized the decision making with Caltrans personnel, and facilitated the conflict resolution processes whenever possible. *Fast resolutions translated to effective communication* over potential quality issues in the field. An example of our team’s strict focus on construction quality began in the pre-construction phase with the planning and submittal of the polyester concrete placement plan and was integrated into the field environment through stringent construction quality control monitoring, testing and oversight.

During the bidding phase of the project, Myers included key subcontractors and materials suppliers in the supply management chain coordination and schedule planning process. Utilizing their knowledge and expertise early in the process helped the Myers and Sons Team secure early scheduling and supply commitments. This approach fostered a “no surprises” partnership that also acted to mitigate cost “creep” in major materials and equipment procurements. Importantly, the team worked closely with local DBE businesses to facilitate their inclusion in the bidding process.

Environmental Compliance: Bridge reconstruction required extensive work involving drilling and breaking of concrete along with potentially generating silica dust. For construction operations on this project, all drills were wetted down and where needed equipped with HEPA style filtration and vacuum systems. All breaking and demolition operations that utilized pneumatic or hydraulic breakers were also required to wet down the concrete prior to and during demolition and if needed, be supported by tradesmen and hand-held vacuums that worked in concert with the operation.

Project Delivery: In the project kickoff meeting that occurred for this project all team members – whether from Caltrans or Myers – agreed on one simple fact: on a project with 9 separate bridges and related concrete rehabilitation in geographically diverse sites, the speed at which issues were resolved would “make or break” the project. The partnership team created an issues resolution structure that *stressed the localization of decision making based on a sequencing of "time to elevate (TTE)"*. By creating a structure based on time, the committee ensured that the emphasis was placed on "resolution" rather than individual perceptions or motivations. On the first of four weekend closures, our team experience unexpectedly heavy precipitation which threatened the ability to open the freeway by the deadline of Monday a.m. In order to avoid a late opening, Myers increased their crews, rescheduled concrete pours and brought in additional AB to replace wet soils. Myers did this additional work at our own expense to keep the project on track and avoid late openings.

(Use additional lines within this section as necessary to describe project and site conditions)

List Any Awards, Citations, and/or Commendations Received for the Project:

Name of Client (Owner/Agency, Contractor, etc.): **Caltrans District 3**

Address: 2520 Warren Drive, Suite B, Rocklin, CA 95677

Contact Name: Sam Vandell, Resident Engineer

Telephone: (916) 624-2852

Owner’s Project or Contract No.: 03-3E0904

Fax No: n/a

Contract Value (US\$): \$5,897,950

Final Value (US\$): \$6,381,393

Cost differential is due to an increase in project scope as indicated by Caltrans. Myers worked with Caltrans staff to provide value engineered alternatives and active cost estimating to mitigate the costs associated with additional portions of project scope. Once additional scope was identified, Myers worked diligently to schedule additions to the WBS (including additional overnight work) to make the project deadline. Even with the inclusion of this additional scope, the Caltrans personnel and Myers partnered to deliver this project on-time

% of Total Work Performed by Company: 86.7%

Commencement Date: 08/2011

Planned Completion Date: 02/2013

Actual Completion Date: 02/2013

Amount of Claims: None.

Any Litigation? Yes ___ No X



“The CMGC process gives us the flexibility to deal with risk in real time. We’re able to adjust our construction approach while partnering to achieve best value for Caltrans.”

Con Wadsworth, *President*

Ralph L. Wadsworth Construction Company, LLC

Recognized for Excellence

The Sterling Group of Companies have delivered over two billion dollars in alternative delivery projects, and with annual revenues in excess of \$600 Million, were recently ranked as a top 20 domestic contractor by ENR for 2012.

Ralph L. Wadsworth Construction Company, LLC

Ralph L. Wadsworth Construction Company, LLC (RLW) has over 35 year of heavy civil transportation infrastructure construction experience and specializes in pioneering alternative delivery processes, including CMGC, for the past 13 years.

RLW projects range in bridge and roadway repairs to complete interstate reconstruction involving Accelerated Bridge Construction (ABC), very complex MOT and full roadway removal and replacement with major utility and ITS components. **RLW has led the Alternative Delivery Project Methodology (ADPM) construction industry for the past 13 years with innovative and time saving solutions providing long-lasting assets to the communities and traveling public.** They have been the principal on ten projects delivered using the Construction Manager / General Contractor (CMGC) project delivery method and have 3 CMGC projects currently under construction. **RLW recently completed the US189 Deer Creek Slide Restoration for UDOT, as well as the SH7 Emergency Repairs for CDOT. Both projects have significant elements of project scope that mirror the Ferguson project.**

Innovation sets RLW apart from the competition. The company is known for taking on the toughest and most complicated jobs, and through aggressive and creative project management, thinking of smarter and faster ways to accomplish difficult tasks. As a leader in the industry, RLW was the first in the Intermountain West to tackle new approaches in construction including:

1. Accelerated Bridge Construction (ABC)

- Self Propelled Modular Transports (SPMTs)- using SPMT to move an entire bridge from a staging area into final position
- Bridge slides- using hydraulic rams and a skid track to slide a bridge (constructed adjacent to an existing bridge) into final position in a matter of hours
- Bridge launch- using hydraulic push/pull units to cantilever a bridge out across the roadway into its final position
- Precast Elements - precasting structural elements such as deck panels, columns, and bent caps allows for quick installation.





2. Lightweight Concrete

- Reduces foundation size
- Improves seismic performance due to the decreased mass

Straddle Abutments

- Used to span existing utilities and minimize impacts
- Can be used to construct a new abutment while existing bridge is still in place

Recognized for Excellence

- 2011 Large Project of the Year
- 2009 & 2011 UDOT Large Contractor of the Year
- 2009 Best PCCP Urban Divided Highway
- 2009 Marvin M. Black Excellence in Partnering
- 2009 Grand Conceptor Award
- 2008 AGC Safety Award
- 2007 Roads and Bridges Top 10 Projects
- 2007 AGC Best Alternative Delivery

RLW'S efforts to provide a value added approach to projects while adhering to sound construction principles earned the firm the **UDOT Large Contractor of Year** award as well as many other annual awards for quality, partnering and safety. RLW uses partnering to complete projects ahead of schedule and on budget while maintaining the highest level of quality and integrity, making every effort to anticipate and exceed customers' expectations.

RLW is known for finding ways to complete projects ahead of schedule. On projects with complex scope and critical elements of schedule and cost, RLW is able to deliver projects months ahead of schedule by leveraging core strengths in ABC bridge construction and expertise in design-build delivery. RLW known for high quality construction and has been nationally recognized for our aesthetic enhancement on many of our projects.

RLW has the resources to tackle any type of project. The company has a wide range of equipment and materials for structures, piling and shoring, steel erection, concrete paving and MOT maintenance. The company's most valuable assets are the skilled and experienced workforce found on every project. **RLW's project managers have an average length of employment with the firm of over 10 years; superintendents have 15 average years of employment. This longevity gives project owners confidence in our ability to successfully deliver a high quality project.** Our competent and loyal labor force is why RLW completes project on time and within budget, why the company is able to take on more and more challenging projects and why our customers prefer to work with us.

In 2009, Sterling Construction Company of Houston, Texas purchased 80% of RLW. This strategic purchase allows for increased market share for all Sterling subsidiaries that includes Arizona, California, Hawaii, Colorado, Idaho, Montana, Nevada, Texas, Utah, Washington and Wyoming. Sterling is ranked 91 by the ENR Top 400 Contractors, 16 of the Top 20 Transportation Contractors and 16 of the Top 50 Domestic Contractor for 2012. Sterling Construction Company has a current market values of \$650 million. Under the Sterling umbrella, RLW has an aggregate bonding capacity of \$1.7 billion.

RLW has a workforce of over 500 with over 1,800 employees within the Sterling Construction organization. This workforce is comprised of experienced, heavy highway construction personnel, many of whom have over 25 years of experience. **RLW has the capacity to transport specialty equipment, mobilize quickly, and hire skilled local personnel as needed.**





3.5.B

FORM B.

RALPH L. WADSWORTH
CONSTRUCTION, LLC

PROJECT DESCRIPTIONS

Form B

PROJECT DESCRIPTION

Name of Proposer: **Myers and Sons/ RL Wadsworth Joint Venture**

Instructions for Form completion: Form B is limited to a maximum of 3 pages for each completed project.

| | |
|---|--|
| Name of Firm: RL Wadsworth Construction Company, LLC | |
| Project Role: Prime Contractor | |
| Principal Participant: Yes Designer: _____ | |
| Other (Describe): _____ | |
| Years of Experience (provide length of activity as it relates to the following three elements): Roads/Streets: 2 Bridges/Structures: 2 Utility Relocations: 2 | |
| Project Name, Location, and Nature of Work for Which Company Was Responsible: | |
| Logan 10th West Corridor Reconstruction CMGC US 89/91to 2500 North and 2500 North from 1000 West to US-91 at Main Street in Logan City, UT Heavy Civil Roadway Construction | |
|  | <p>Highlights and Scoring Criteria</p> <ul style="list-style-type: none"> • CMGC project with similar scope and complexity • Delivered ahead of schedule • No claims on the project • Formal and successful partnership process with Caltrans – Granite as Major Subcontractor • Innovative approaches to phasing accelerated construction and mitigated impacts to the traveling public |
| <i>(Use additional lines within this section as necessary to response to this question)</i> | |
| Provide Project Description and Describe Site Conditions: | |
| <p>Ralph L. Wadsworth Construction (RLW) - including Granite as a subcontractor - was selected for this project that followed the A+B scenario that allowed for 320 total days of construction concluding in November 2013. The new route is named SR-252 and includes 1000 West from US 89/91to 2500 North and 2500 North from 1000 West to US-91 at Main Street.</p> <p>Safety: The project is located in both in heavy traffic and a sensitive environmental area and presented a number of difficult site conditions including rigorous MOT requirements, confined work zones, utility relocation issues, busy interstate traffic, night work and wetlands permitting, relocation and coordination with both UDOT and the US Army Corps of Engineers (USACE) for environmental compliance.</p> | |

Mobility: This project presented unique public perception and stakeholder challenges that mirror those found in the Ferguson Slide Permanent Restoration project. To address these concerns, RLW *coordinated with numerous businesses, city and state jurisdictions, and participated in over 16 public meetings.* Most importantly, RLW created a “contact team” consisting of project management, field representative and a Public Information Office (PIP). This team made contact with commercial and industrial business within the project corridor to access individual needs and concerns. During this outreach it was discovered that significant planning and sequencing would need to occur to keep 24-hour commercial production facilities in operation.

An excellent example of this approach can be seen in the team’s approach to the Gossner Foods manufacturing plant located directly in the project corridor. The facility is a 24 hour production plant providing perishable and non-perishable products to commercial and military clients across the nation. With over 180 semi-trailers accessing the plant each day and mission critical utilities services (water, power, sewage) requirements, the team *set up detours, point of access replacements to ensure delivery access, and maintained temporary access throughout construction* for shift employees. RLW performed MOT for local streets access and customized work plans that allowed construction to occur at night and on weekends. The team coordinated utilities relocations with Logan City to avoid plant shutdowns and minimize services disruption.

As part of our approach to working in a project corridor that included a heavily used public transit route, RLW planned and implemented work schedule changes that accommodated the timetables of local educational institutions, effectively coordinated these changes with the City, public transit agency and UDOT throughout the project lifecycle and *spearheaded a field communication campaign with affected business and public stakeholders.* As a result of these efforts RLW *successfully relocated stops to minimize rider disruption and delays, and mitigated potential access impacts* to local businesses, members of the public and other project stakeholders while improving public perception and acceptance of the project scope.

Additionally, the team was instrumental in keeping the general traveling public and impacted community members *informed of construction activities through the use of social media and text message, website creation, press releases, and text messages.*

Quality: Significant elements included 31.4 lane miles of new concrete, utilities betterments including *over 8 miles of new water line, 2 miles of force main sewer line* and the undergrounding of overhead crossing lines, new signalization, enhanced pedestrian features adjacent to residential areas, and significant *relocations of transmission lines* throughout the project corridor.

Environmental Compliance: The Logan Project presented unique environmental challenges in that the entire corridor is located adjacent to protected wetlands areas. To meet these tough and potentially detrimental challenges to the project schedule, RLW *established an early, working communication framework with all environmental stakeholders* to facilitate the success of the project and to foster an atmosphere of cooperation among team members. RLW worked diligently with both UDOT and the US Army Corps of Engineers (USACE) to address wetlands permitting, relocation and coordination issues. To meet A+B project completion targets, RLW developed a contingency plan based on environmental permitting and approvals. As part of this plan, MOT planning and staging changes were implemented in order to allow work to proceed as wetlands mitigation options were reviewed and permitted. RLW developed an innovative approach that *utilized concrete barrier placement adjacent to new construction that allowed for the separation of new construction and sensitive environmental areas*. Based on permitting approvals, the team would complete planned shoulder, sidewalk and landscape at a later stage in construction than originally planned. This approach *allowed construction to move forward while avoiding environmental impacts* and allowing for the time needed for permitting resolution.

Project Delivery: As a result of these efforts, RLW was able to deliver this complex and challenging project *17 days early and earned a 98% post-construction review rating from UDOT*.

(Use additional lines within this section as necessary to describe project and site conditions)

List Any Awards, Citations, and/or Commendations Received for the Project:

As recognition of RLW's consistent and successful approach to partnership with UDOT and the City of Logan, this project will be submitted for the AGC Alliant Marvin H. Black Award for 2014.

Name of Client (Owner/Agency, Contractor, etc.): **UDOT**

Address: 166 West Southwell Street, Ogden, Utah 84404

Contact Name: Rodney Terry UDOT Project Manager Telephone: (801) 620-1686

Owner's Project or Contract No.: S-0252(8)3 / S-0252(9)2 / S-0252 (7)0

Fax No: n/a

Contract Value (US\$): \$24M

Final Value (US\$): \$24M

% of Total Work Performed by Company: 70%

Commencement Date: 01/2010

Planned Completion Date: 11/20/2013

Actual Completion Date: 11/6/2013

Amount of Claims: None.

Any Litigation? Yes ___ No **X**

Form B

PROJECT DESCRIPTION

Name of Proposer: **Myers and Sons/ RL Wadsworth Joint Venture**

Instructions for Form completion: Form B is limited to a maximum of 3 pages for each completed project.

| | |
|---|---|
| Name of Firm: RL Wadsworth Construction, LLC | |
| Project Role: Prime Contractor Principal Participant: Yes Designer: _____ Other (Describe): _____ | |
| Years of Experience (provide length of activity as it relates to the following three elements): Roads/Streets: 1 Bridges/Structures: 0 Utility Relocations: 1 | |
| Project Name, Location, and Nature of Work for Which Company Was Responsible: | |
| CDOT SH7 Emergency Repairs – Design Build Lyons, CO Heavy Civil Roadway Reconstruction | |
|  | <p>Highlights and Scoring Criteria</p> <ul style="list-style-type: none"> • Similar project scope and complexity • Delivered ahead of schedule • No claims on the project • Partnered with CDOT for Emergency Scope • Innovative use of site materials for construction • Proposed Construction Manager Brian Tolley served a similar role on this project |
| <i>(Use additional lines within this section as necessary to response to this question)</i> | |
| <p>Provide Project Description and Describe Site Conditions:</p> <p>The SH7 Emergency Repair project was completed by RL Wadsworth Construction, LLC (RLW). The project encompassed 10.4 miles of slide and flooding reconstruction of SH7 between the cities of Lyons and Raymond, CO. During the spring of 2013, Colorado and the mid-Rockies region experienced 100 year flooding that resulted in a State Declaration of Emergency being issued for 17 counties. Damage from this event encompassed over 200 miles of roads, 50 bridges and was estimated to cost over \$500M for immediate, emergency repairs. It was in this mission critical, fast-track, high public-visibility environment that RLW successfully delivered the SH7 project ahead of schedule, partnering with CDOT to deliver innovative solutions to difficult project challenges.</p> <p>Reconstruction Services: To quickly deliver this declared disaster zone emergency project, RLW worked directly with CDOT to assist in the creation and definition of project scope,</p> | |

providing valuable input for engineering and constructability phasing and analysis, assistance in cost estimating of construction alternatives and scheduling. To meet the aggressive design schedule, RLW applied a "triage" system to the review of VE and constructability review to make the review process more efficient.

Construction Services: As a joint venture partner, RLW performed 50% of the scope of work and managed first-tier subcontractors and suppliers. Scope of work included: heavy civil excavation, restoration of roadbed, paving, drainage, rechanneling of the adjacent river, MOT, retaining walls and structures. Project controls maintained a constant monitoring of performance value, including checking budget expenditures and scheduling monthly project maintenance. RLW was responsible for worker and public safety, public information distribution in concert with the CDOT PIO, and 100% environmental compliance.

Project Alignment with Caltrans Goals:

Safety: SH7 serves as a vital artery linking the cities of Lyons and Raymond, CO. The corridor also has significant importance as a popular commercial and commuter route that links this mountainous region with the State highway system. This project had a number of difficult site conditions that are similar to those found in this SR140 project. These challenging conditions included steep canyon environments with loose rock, debris and vegetation, the location of the project adjacent to a riparian environment, confined work zones, night work, difficult soil conditions, limited communication coverage and remote access for people and materials.

The emergency environment created by the flooding event and the steep, canyon terrain of the project site added an additional layer of complexity in addressing primary issues of worker safety. RLW actively managed and mitigate risk on behalf of CDOT by ensuring a daily work environment in which safety was a top priority. Using this proactive approach, RLW created safety plans targeted at critical activities that posed extra hazards such as excavation of slide and flooding debris covering the roadway, rechannelization of the adjacent waterway, and construction of boulder rock and retaining walls. The partnering commitment to safety began with early meetings with CDOT staff, extended through all levels of supervision and was clearly communicated to all craft personnel through meetings, briefs, and field activities and even before individual craft workers were integrated into field teams. This vigilance resulted in the identification and elimination of potential hazards related to rockfall, HAZMAT and debris conditions and assured full regulatory compliance and enabled RLW to achieve a stellar safety record for this complex and challenging site.

Mobility: In concert with similar reconstruction projects occurring within the region, RLW created an effective field communication structure which facilitated the dissemination of project information, project status and expectations to regional stakeholders affected by the closure of SH7. The RLW team managed MOT at the egress points of the highway. Within the confined limits of the project itself, the RLW team created circulation and haulage plans that streamlined access for construction vehicles, facilitated access for emergency service providers so they knew clear routes through the construction and le minimizing the impact of construction traffic on adjacent detours and highways.

Quality: In meeting the challenges posed by a difficult and confined site environment coupled with fast-track scheduling RLW provided consistent specification-grade quality that often exceeded the CDOT standards. This project is an excellent example of using innovative design and construction methods to increase the quality and longevity of the roadway. In one example, RLW worked with CDOT to value engineer and execute a strategy to use displaced boulders and large rock within retaining walls and the roadway base itself. This approach created a permeable roadbed that provided increased drainage and longevity, while minimizing the haulage of these materials and the resulting impacts to adjacent traffic ways.

Environmental Compliance: In addressing environmental challenges, RLW worked closely with CDOT to coordinate the identification, isolation and removal of HAZMAT materials from the project location. These materials included vehicles, propane tanks, and materials uncovered along the 10.4 miles of the corridor. RLW created SWPPP plans for all areas in proximity to the adjacent river and trained field crews to identify potential areas of native habitat not affected by flooding that could be preserved to minimize disruption.

Project Delivery: From the very start of the project, RLW partnered with CDOT to streamline constructability and VE review, uncover opportunities where work could be started early and create a phased construction plan that allowed for multiple crews to work simultaneously on geographically distant portions of the project. Utilizing this approach, RLW was able to deliver this project approximately 30 days sooner than expected, with no claims or recordable incidents.

(Use additional lines within this section as necessary to describe project and site conditions)

List Any Awards, Citations, and/or Commendations Received for the Project:

Name of Client (Owner/Agency, Contractor, etc.): **Colorado Department of Transportation (CDOT)**

Address: 4201 E Arkansas Ave, Denver, CO

Contact Name: Monte Malik

Telephone: (303) 916-1563

Owner's Project or Contract No.: 19800 SH7 ER Lyons to Raymond

Fax No: n/a

Contract Value (US\$): \$12.2M

Final Value (US\$): \$12.2M

% of Total Work Performed by Company: 50%

Commencement Date: 09/2013

Planned Completion Date: 12/2013

Actual Completion Date: 11/2013

Amount of Claims: None.

Any Litigation? Yes ____ No X

Form B

PROJECT DESCRIPTION

Name of Proposer: **Myers and Sons/ RL Wadsworth Joint Venture**

Instructions for Form completion: Form B is limited to a maximum of 3 pages for each completed project.

| | |
|--|---|
| Name of Firm: RL Wadsworth Construction, LLC | |
| Project Role: Prime Contractor | |
| Principal Participant: Yes | Designer: _____ |
| Other (Describe): _____ | |
| Years of Experience (provide length of activity as it relates to the following three elements): Roads/Streets: 1 Bridges/Structures: 1 Utility Relocations: 1 | |
| Project Name, Location, and Nature of Work for Which Company Was Responsible: | |
| I-80, State Street to 1300E. - CMGC Salt Lake City, Utah Heavy Civil Roadway and Bridge Rehabilitation | |
|  | <p>Highlights and Scoring Criteria</p> <ul style="list-style-type: none"> • UDOT CMGC utilizing Accelerated Bridge Construction techniques • Delivered on-time • No claims on the project • UDOT in-house design of a CMGC and ABC project • Value engineering solutions for CMGC deliver kept complex project on track |
| <i>(Use additional lines within this section as necessary to response to this question)</i> | |
| Provide Project Description and Describe Site Conditions: | |
| Ralph L. Wadsworth Construction, LLC (RLW) completed the reconstruction on and widening of 2.2 miles of I-80, including 12 bridge replacements and 3 new bridges. | |
| Pre-construction Services: RLW collaborated with the CMGC design team for constructability reviews, cost modeling, scheduling, value engineering, risk analysis, and risk mitigation. RLW assisted in development of plans for the construction of seven bridges in a centralized location, transported them, then launched and lowered each into final position using SPMTs and sophisticated launching and tracking system. | |
| Construction Services: Wadsworth was responsible for 100% of the scope of work and managed first-tier subcontractors and suppliers. Scope of work included: Project controls | |

maintained a constant monitoring of performance value, continued tracking of value engineering and constructability review items throughout the construction process, checking budget expenditures and scheduling monthly project maintenance. RLW was responsible for worker and public safety, public information distribution in concert with the UDOT PIO, and 100% environmental compliance.

Project Alignment with Caltrans Goals:

Safety: RLW recognized the potential hazards to construction crews and the traveling public associated with entering and exiting the project median areas. As part of our planning efforts, we developed a Median Ingress/Egress Plan to construct a series of acceleration/ deceleration zones where construction vehicles could enter and exit the construction work areas safely. RLW worked closely with UDOT and subcontractors to develop a site-specific safety plan which addressed the setting of girders in close proximity to the existing bridge structure. Accelerated Bridge Construction (ABC) techniques were used to minimize impacts to the existing structure and related traffic and insure the safety of workers above and below the project limits. Early partnership and planning ensured that a consistent commitment to safety originated at the very core of the team and was effectively communicated across all project levels, from senior project management to field supervisory personnel to individual craft workers and subcontractors in the field.

Mobility: This project required close coordination with the project team, UDOT and local stakeholders to develop staged construction as well as coordination with local stakeholders so there were no traffic restrictions or detours on the same days or nights of major events in the area. RLW utilized ABC techniques to minimize construction duration and impacts to I-80 traffic. RLW used crossovers and a movable barrier system to switch traffic lanes for AM and PM peaks to minimize impacts to the travelling public and local businesses.

Quality: In meeting the challenges of providing consistent specification-grade quality, the Wadsworth a both recognized the need to create a rapid-response, sustainable and transparent QA/QC assessment process. This was especially important in a project that would combined the delivery advantages of the CMGC process with the innovative benefits of ABC construction. RLW instituted field-level Quality Assurance training for field employees and subcontractors as well as working at the field level to coordinate for effective oversight by UDOT personnel. RLW established efficient processes to integrate UDOT inspectors. This equated to rapid resolution of quality and quality assurance issues without costly rework.

Environmental Compliance: This project had a number of difficult site conditions including rigorous MOT requirements, confined work zones, environmental issues, busy interstate traffic, night work, and difficult soil condition requiring lightweight fill. To meet project completion targets, RLW developed an innovative approach that utilized a concrete barrier placement adjacent to new construction that allowed for the separation of new construction and adjacent native areas. This approach minimized the need for revegetation

resulting from “site creep”. Embankment stabilization was performed at night to avoid impacts to high-volume traffic. In addition, safe handling of HAZMAT materials in order to protect workers and members of the public was a challenging priority. Silica dust, health and safety plans were drafted and approved and incorporated into a larger project environmental compliance document that is broken down by work type and includes all MSDS sheets, spill response, potential environmental hazards and the prevention and action plans associated with each risk.

Project Delivery: Completed on schedule (21 months) and to exacting standards, we believe this project represents Wadsworth’s commitment to quality, innovation, risk mitigation and partnership.

(Use additional lines within this section as necessary to describe project and site conditions)

List Any Awards, Citations, and/or Commendations Received for the Project:

Name of Client (Owner/Agency, Contractor, etc.): **UDOT – Region 2**

Address: 2010 S. 2760 West, Salt Lake City, UT 84104

Contact Name: John Montoya, PE

Telephone: (801) 957-4871

Owner’s Project or Contract No.: S-80-3(151)121

Fax No: (801) 975-4854

Contract Value (US\$): \$120M

Final Value (US\$): \$126M

Cost differential is due to an increase in project scope as indicated by UDOT. RLW worked with UDOT staff to provide value engineered alternatives and active cost estimating to mitigate the costs associated with additional portions of project scope. Effective use of the partnering framework allowed solutions and mitigations to increased cost to be developed rapidly and efficiently communicated between UDOT and RLW. The result of this commitment from all parties was a project delivered on time, with excellent quality, and with no claims, despite many design errors and changes. Wadsworth

% of Total Work Performed by Company: 53%

Commencement Date: 03/2008

Planned Completion Date: 09/2009

Actual Completion Date: 09/2009

Amount of Claims: None.

Any Litigation? Yes ____ No **X**

Form B

PROJECT DESCRIPTION

Name of Proposer: **Myers and Sons/ RL Wadsworth Joint Venture**

Instructions for Form completion: Form B is limited to a maximum of 3 pages for each completed project.

| | |
|--|--|
| Name of Firm: RL Wadsworth Construction, LLC | |
| Project Role: Prime Contractor | |
| Principal Participant: Yes Designer: _____ | |
| Other (Describe): _____ | |
| Years of Experience (provide length of activity as it relates to the following three elements): Roads/Streets: 1 Bridges/Structures: 0 Utility Relocations: 1 | |
| Project Name, Location, and Nature of Work for Which Company Was Responsible: | |
| US189 Deer Creek Reservoir Wall CMGC Wasatch County, UT Heavy Civil Roadway Reconstruction and Slope Reconstruction | |
|  | <p>Highlights and Scoring Criteria</p> <ul style="list-style-type: none"> • CMGC with similar project scope and complexity • Delivered ahead of schedule • No claims on the project • Partnered with UDOT for Emergency Scope • Innovative use of site materials for construction • |
| <i>(Use additional lines within this section as necessary to response to this question)</i> | |
| <p>Provide Project Description and Describe Site Conditions:</p> <p>Ralph L. Wadsworth Construction, LLC (RLW) was responsible for excavation, construction of MSE walls, shoring, construction of permanent shotcrete/soil nail walls, slope stabilization, and installing permanent drainage features. This project is a high-traffic access point to the Deer Creek Reservoir. Aside from the many motorists who use the area, RLW took into consideration the needs of marina and boat launch users, recreational groups, Utah State Parks, Provo River Water Users Association, and environmental groups.</p> <p>Preconstruction Services: Because this project used the CM/GC delivery method, RLW worked hand-in-hand with the design team during preconstruction to develop constructible solutions for this project’s challenging earth retention and stabilization elements. RLW helped identify shoring solutions that were best suited for the job and oversaw all elements of construction.</p> | |

Construction Services: As a joint venture partner, RLW performed 50% of the scope of work and managed first-tier subcontractors and suppliers. Scope of work included: heavy civil excavation, restoration of roadbed, paving, drainage, MOT, retaining walls and structures. Project controls maintained a constant monitoring of performance value, including checking budget expenditures and scheduling monthly project maintenance. RLW was responsible for worker and public safety, public information distribution in concert with the UDOT PIO, and 100% environmental compliance.

Project Alignment with Caltrans Goals:

Safety: This project had a number of difficult site conditions that are similar to those found in the Ferguson Slide project. These challenging conditions included steep canyon environments with loose rock, debris and vegetation, the location of the project adjacent to a riparian environment, confined work zones, night work, difficult soil conditions, limited communication coverage and remote access for people and materials. RLW actively managed and mitigate risk on behalf of UDOT by ensuring a daily work environment in which safety was a top priority. Using this proactive approach, RLW created safety plans targeted at critical activities that posed extra hazards such as excavation of slide covering the roadway. The partnering commitment to safety began with early meetings with UDOT staff, extended through all levels of supervision and was clearly communicated to all craft personnel through meetings, briefs, and field activities and even before individual craft workers were integrated into field teams. This approach assuring full regulatory compliance that enabled RLW to achieve a stellar safety record for this complex and challenging site.

Mobility: RLW maintained one lane of traffic in each direction throughout wall construction. The firm conducted work at night and phased construction to maximize work periods that were off-peak for the recreational motorists at the Reservoir.

Quality: RLW worked with UDOT through the CMGC process to develop project specific quality control standards and procedures. We developed testing methodologies, which aligned with the project's goals, for key construction elements such as strand-anchor tiebacks, dilled caissons, and shotcrete. RLW worked closely with field inspectors and field results verified by third-party engineering firms. The project was completed with no quality deficiencies and a minimal punchlist.

Environmental Compliance: As part of the CMGC process, RLW identified several key environmental risk factors, such as the protection of the nearby Reservoir from construction debris and/or water run-off. With RLW's leadership and input, these risk factors were then mitigated or eliminated through the project's design, work methods, and quality control procedures.

Project Delivery: From the very start of the project, RLW partnered with UDOT to streamline constructability and VE review, uncover opportunities where work could be started early and create a phased construction plan that allowed for multiple crews to work simultaneously on geographically distant portions of the project. Utilizing this approach, RLW was able to deliver this on time, with no claims or recordable incidents.

(Use additional lines within this section as necessary to describe project and site conditions)

List Any Awards, Citations, and/or Commendations Received for the Project:

As recognition of RLW’s consistent and successful approach to partnership with public agencies, the Deer Creek project will be submitted AGC Alliant Marvin H. Black Award for 2014.

Name of Client (Owner/Agency, Contractor, etc.): **UDOT, Region 3**

Address: 4501 South 2700 West, Taylorsville, UT 84129

Contact Name: John Higgins

Telephone: (801) 404-3852

Owner’s Project or Contract No.: F-0189(51)23

Fax No: (801) 222-3420

Contract Value (US\$): \$3.43 M

Final Value (US\$): \$3.43M

Cost differential is due to an increase in project scope as indicated by UDOT as well as undiscovered conditions. RLW worked with UDOT staff to provide value engineered alternatives and active cost estimating to mitigate the costs associated with additional portions of project scope.

% of Total Work Performed by Company: 80%

Commencement Date: 01/2013

Planned Completion Date: 12/2013

Actual Completion Date: 12/2013

Amount of Claims: None

Any Litigation? Yes ___ No **X**

Form B

PROJECT DESCRIPTION

Name of Proposer: **Myers and Sons/ RL Wadsworth Joint Venture**

Instructions for Form completion: Form B is limited to a maximum of 3 pages for each completed project.

| | |
|---|---|
| Name of Firm: RL Wadsworth Construction, LLC | |
| Project Role: Prime Contractor | |
| Principal Participant: Yes | Designer: _____ |
| Other (Describe): _____ | |
| Years of Experience (provide length of activity as it relates to the following three elements): Roads/Streets: 3 Bridges/Structures: 3 Utility Relocations: 3 | |
| Project Name, Location, and Nature of Work for Which Company Was Responsible: | |
| 1-15 Corridor Expansion (CORE) Design Build 25 miles of Urban Corridor in Provo, UT Heavy Civil Roadway Construction | |
|  | <p>Highlights and Scoring Criteria</p> <ul style="list-style-type: none"> • \$1B project with relevant scope and complexity • Delivered on-time • No claims on the project • This project involved extensive shoring and piling similar to this Ferguson Slide project |
| <i>(Use additional lines within this section as necessary to response to this question)</i> | |
| <p>Provide Project Description and Describe Site Conditions:</p> <p>Ralph L. Wadsworth Construction, LLC (RLW) joined forces with Fluor, Ames and Wadsworth Brothers in a Joint Venture called Provo River Constructors (PRC) on the 3-year \$1.1 Billion Dollar I-15 CORE Project in Provo, UT. Construction for this design-build project began in early March 2010 and wrapped up in December 2012. RLW’s portion of the project involved the reconstruction of 25 miles of roadway widening up to 7 lanes in each direction and 65 Bridges, 5 of which utilized Accelerated Bridge Construction. As part of the Wadsworth scope of work under this \$1B project, the team constructed Utah’s first Rotary Interchange at Provo Center Street. Significant SOW components included the construction of 1.1 Million sq. ft. of MSE Walls, 2.9 Million sq. yards of Concrete Paving, importing 2.25 Million cubic yards of Granular Borrow and UTBC, 240,000 sq. ft. of shoring and 160,000 sq. ft. of foundation piling; as well as relocating gas, phone, fiber, power, water, sewer, and public utility relocations and betterments.</p> | |

Pre-construction Services: RLW worked directly with UDOT to assist in the creation and definition of project scope, providing valuable input for engineering and constructability phasing and analysis, assistance in cost estimating of construction alternatives and scheduling. To meet the aggressive design schedule, RLW applied a "triage" system to the review of VE and constructability review to make the review process more efficient.

Construction Services: As a joint venture partner, RLW managed first-tier subcontractors and suppliers. Project controls maintained a constant monitoring of performance value, including checking budget expenditures and scheduling monthly project maintenance. RLW was responsible for worker and public safety, public information distribution in concert with the UDOT PIO, and 100% environmental compliance.

Project Alignment with Caltrans Goals:

Safety: RLW constructed a 190-foot pedestrian tunnel underneath the University access road to provide safe and easy access to the campus of the Utah Valley University. This construction required extensive coordination with the University's Parks and Recreation Department to minimize impacts to nearby baseball, softball, and soccer fields, and student recreational facilities during construction. This underpass provided a safer route for pedestrians and also improved traffic flow by eliminating the added stop time needed to allow pedestrian traffic to cross the roadway.

This project presented unique public perception and stakeholder challenges that mirror those found in the RT 140 Realignment project. To address these concerns, RLW coordinated with numerous businesses, eight municipalities, held six public meetings, and participated in 50 public meetings. Additionally, the team has been instrumental in keeping the traveling public and impacted community members informed of construction activities through the use of social media and text message, website creation, press releases, and text messages.

Mobility: To accommodate local businesses access concerns, RLW set up detours, access replacements and maintained temporary access throughout construction. RLW performed MOT for 3.5 miles of local streets, including three cross-streets with numerous businesses, and provided construction phasing design for 3.9 miles of freeway. The 25 mile project corridor spans high-volume traffic. To address the unique needs of this, constricted corridor, RLW phased Accelerated Bridge Construction (ABC) methods for construction. As part of the ABC approach, RLW constructed bridges adjacent to the freeway and sliding them into place using Self Propelled Modular Transports (SPMT's). Structurally composite partial depth precast concrete deck panels were utilized as stay in place forms and full depth precast deck panels were used and made composite with the deck.

Quality: The project team designed and constructed two bridges using ABC methods that allowed construction to occur at night and on weekends. The Sam White Bridge received the

2012 NSBA ABC Commendation as the longest two-span bridge in the western hemisphere to be moved by SPMTs.

Environmental Compliance: As part of a comprehensive environmental approach, RLW spearheaded extensive environmental agency coordination to maintain compliance with 404 permitting, Section 4(f), noise ballasting, and wetland delineation. Additionally, the Team designed a new large diameter box culvert to divert a creek under 1-15 that preserved an endangered species spawning habitat, followed the existing channel as much as possible, limited wetland impacts to a smaller area, utilized native rock for the new channel relocation, and prevented erosion and sedimentation within the wetland mitigation site downstream .

Project Delivery: The client initially requested this project to be completed within four years. Through the use of a knowledgeable team of leadership, innovative design, and construction technologies, the Provo Utah Constructors Team delivered this project in a duration of only 35 months- over 12 months year ahead of schedule .

(Use additional lines within this section as necessary to describe project and site conditions)

List Any Awards, Citations, and/or Commendations Received for the Project:

2012 NSBA ABC Commendation for the Sam White Bridge.

Name of Client (Owner/Agency, Contractor, etc.): **UDOT**

Address: 166 West Southwell Street, Ogden, Utah 84404

Contact Name: Todd Jensen

Telephone: (801) 341-4796

Owner's Project or Contract No.: MPI15-6(178)245

Fax No: n/a

Contract Value (US\$): \$1.0B

Final Value (US\$): \$1.0B

% of Total Work Performed by Company: 15%

Commencement Date: 01/2010

Planned Completion Date: 11/2013

Actual Completion Date: 10/2012

Amount of Claims: None.

Any Litigation? Yes ____ No X



“Granite is a company with a strong set of core values and exceptional employees who have the knowledge, experience, integrity and commitment to build the infrastructure of the future.”

Granite Construction Company, LLC

Granite Construction Company (Granite) was founded in 1922 and is one of the nation’s largest, heavy civil contractors and construction materials producers. **Headquartered in Watsonville, California, and having executed over \$2.6B in transportation infrastructure contracts with the California Department of Transportation (Caltrans) within the past decade, Granite considers Caltrans to be their highest priority client.** From its inception, Granite has been entrusted to build infrastructure and systems to support many of our nation’s landmarks, including the original road to Yosemite National Park and the Wawona Road Reconstruction in Yosemite National Park in 2011.

Recognized for Excellence

Engineering News Record Sourcebook Rankings:

Number 30 in Top 400 Contractors

One hundred and twenty four among the Top Global Contractors

Fourth among the Top 20 Contractors in Transportation

Fourth among the Top 50 Domestic Contractors

Over the last 15 years, Granite has delivered more than \$3.7B in CMGC and similar type contracts; among them the environmentally sensitive I-70 Eagle Canyon Bridge CMGC in Utah, the challenging Madera 99 Rehabilitation (#06-0E0404) Design-Build in California, and the innovative I-15/Dixie Drive Interchange CMGC (in partnership with RL Wadsworth) in Utah.

This experience combined with their successful 90+ year history working in and for the State of California demonstrates their commitment and ability to support the Myers-Wadsworth Team in the execution of the State Route 140 Ferguson Slide Permanent Restoration CMGC Project.

Granite offers the following key areas of expertise:

- Slide Reconstruction
- Environmental Compliance
- Complex Staging and Construction Access Planning
- Grading and Paving
- Design Optimization Development
- Stakeholder/Community Outreach and Coordination





CMGC Delivery

As specialists in creating collaborative cultures that integrate design and construction, **Granite has effectively partnered with Owners across the nation, including Caltrans, to reduce or eliminate project risk and implement innovative solutions that accelerate construction, reduce cost, and minimize impacts to the public.** They bring proven systems, processes and tools that enhance the CMGC contracting approach and have a record of effectively managing contracts to minimize delays and claims.

Caltrans Partnership Experience

Granite has extensive experience participating in the Caltrans Partnering Process, most recently on the Madera 99 Design-Build.

Partnering is a critical component of the CMGC contracting approach. It is the backbone of our successful CMGC management platform and has led to winning the AGC Marvin M. Black Excellence in Partnering Award on 16 projects over the past fifteen years. Contractors honored with this award stand out for their ability to sign a formal partnering charter, achieve a common goal, honor all stakeholders, resolve conflict, and improve communication on the project.

Safety

At Granite, safety is not something done in addition to the work – IT IS HOW THEY DO THE WORK. Prevention of accidents is both a moral obligation and good business. Granite’s established Accident Prevention Program includes formal safety training, inspections, audits, and a formalized system of reporting. All personnel are trained to identify and correct unsafe conditions and unsafe work practices. Their commitment to the health and the safety of their work force is demonstrated by their better than industry standard safety statistics. Their experience modification rate is less than 1.0, and their average total recordable injury/illness rate and average lost work rate do not exceed applicable statistical standards. This is a result of Granite’s focus on safety as an ethical and moral responsibility.





“Dokken Engineering has vast experience with design and environmental compliance and documentation in the Mariposa County Region and will utilize this expertise in support of environmental stewardship and the Myers-Wadsworth JV.”

Dokken Engineering

Dokken Engineering, a California Corporation, specializes in providing professional engineering services for highway, roadway, interchange, bridge, rail transit, sewer, water and other public works infrastructure facilities. Dokken brings a wealth of relevant experience to this project, including experience with complex environmental construction management, site restoration, implementing multifaceted environmental project commitments, and multiple regulatory agencies permits.

Unmatched Regional Expertise

Since its formation in 1986, Dokken Engineering has worked exclusively on transportation projects in California and has worked with Caltrans Design on previous slide projects.

Environmental Experience & Capacity

Headquartered in Folsom, with offices in San Diego and Temecula, California, Dokken Engineering employs a diverse group of Structural, Drainage, Roadway, Traffic Handling, Utility, Hydraulic Engineers and Environmental Specialists who together provide seamless and cost-effective project delivery. With direct local agency, resource agency, and Caltrans experience, Dokken has a unique insight into the needs of clients and the best approach to achieve project delivery goals.

Dokken Engineering’s team of environmental experts have established professional working relationships with federal and state regulatory agencies, based on technical excellence and a thorough understanding of regulatory processes. Their hands-on approach and technical experience has accelerated schedules for all regulatory requirements of the Federal Clean Water Act (CWA), Sections 401, 402, and 404; the National Environmental Policy Act (NEPA); the National Historic Preservation Act (NHPA), Sections 106 and 110; the Federal Endangered Species Act (ESA), Sections 7 and 10; the California Environmental Quality Act (CEQA); the California Endangered Species Act (CESA); and 1600-16116 California Fish and Game Codes.

Experience with Caltrans

Dokken Engineering has worked extensively with Caltrans throughout California and is very familiar with Caltrans design procedures and Caltrans Standard Plans and Specifications. Their familiarity with Caltrans staff affords us the ability to work directly and effectively with the department to successfully achieve the benchmark environmental goals of the Ferguson Slide Restoration project.





“Transportation projects gain value through public art – cultural, social, and economic value. Public art is a distinguishing part of our public history and our evolving culture.”

Stephanie Taylor (Stephanie Taylor Studio)

The Myers-Wadsworth Team’s aesthetic approach for the RT 140 Realignment project includes an exploration of creating a mural on the inside wall of the proposed rock shed. This mural project would provide opportunity to slow traffic through the shed, to enliven the space, and to create opportunities for public discussion. To facilitate this discussion, the Myers-Wadsworth team would work with Stephanie Taylor Studios to provide creative and technical direction.

Stephanie Taylor has created murals and paintings for major corporate and cultural institutions, all over the US and internationally. Taylor is inspired by the architecture, history and location of each specific site. Her largest square foot project was over 9,000 s.f. Scale is a challenge, not a problem. She uses a variety of materials, from paint, clay and steel to reinforced concrete and specialty cement.

In 1997, Taylor created a cutting edge digital mural for the Crocker Art Museum, and another, in 1999, for the California State Railroad Museum. In 1999, she approached Caltrans with this concept- of reproducing art digitally, on freeway sound walls. She won approval and underwriting, but the project did not proceed because of 9/11. She has maintained contact with CalTrans, and is familiar with several projects, including the SF Oakland Bay Bridge.

In 2009, Taylor found a specialty cement that made it possible to sculpt with concrete, in detail. She created two massive sculptures for John C. Fremont Park, City of Sacramento, each weighing over 2,000 pounds. She made a life-size crocodile for the Sacramento Zoo. Creating molds, she used the product for a series of cast “tiles” for the new ER entrance at UC Med Center, Sacramento.

Taylor has worked on an extensive variety of projects, under various high stress conditions and deadlines. She gathers teams of talent for each project, and has hired many sub-contractors, with skills from steel to cement to installation. She works well with clients, contractors, other subs, and architects, and understands that on large, costly projects, she is not an “artist,” but a sub with obligations to perform on time and on budget.



Expertise in Delivering Public Art Projects

Stephanie Taylor Studio has produced over twenty urban murals and sculpture installations in the Sacramento region.





| Team Project Experience Matrix Industry Leading Experience Ensures Alignment of the Myers-Wadsworth JV Team with Caltrans Goals | | | | | | | | | | | | | | | | | | |
|---|-----------|---------------|---------------------------|-------------------------------------|----------------------|--------------------|--|--|--|--|--|--|---|---|---|---|-----------------------|-------------------------|
| Project Information | | | Team Integration Matrix | | | | Safety and Mobility | | | Quality | | Enviro. | Project Scope and Delivery | | | | | |
| Project Name | CLIENT | PROJECT VALUE | Myers & Sons Construction | R.L. Wadsworth Construction Company | Granite Construction | Dokken Engineering | Mitigation of Impacts and Coordination with Local Stakeholders | Integrated Traffic Planning that Minimizes Impacts to the Public | Integrated Planning to Ensure Safety of Workers and the Public | Experience Working as a Team During Pre-construction | Value Engineering and Constructability Solutions | Environmental Compliance and Stewardship | Complex Construction in Difficult Site Conditions | Drilling, Piling and Shoring, Soil Nail Walls and Embankments | Cast-in-Place (CIP) and Precast Structural Elements | Procurement of Materials from off site Batch Plants | No Liquidated Damages | Aggressive Schedule Met |
| Turlock RSC | Caltrans | \$80M | ● | | ● | | ● | ● | ● | ● | ● | ● | ● | | | ● | ● | ● |
| South Stockton Widening | Caltrans | \$86M | ● | | ● | | ● | ● | ● | ● | ● | ● | ● | ● | | ● | ● | ● |
| Florin Road RSC | Caltrans | \$52M | ● | | ● | | ● | ● | ● | ● | ● | ● | ● | | | ● | ● | ● |
| Rt. 80 Pedrick Rd. | Caltrans | \$15M | ● | | ● | | ● | ● | ● | ● | ● | ● | ● | ● | | ● | ● | ● |
| Atwater Expressway | Caltrans | \$30M | ● | | ● | | ● | ● | ● | ● | ● | ● | ● | | | ● | ● | ● |
| Camellia Viaduct | Caltrans | \$18M | ● | | ● | | ● | ● | ● | ● | ● | ● | ● | ● | | ● | ● | ● |
| I-15 / Dixie Drive | UDOT | \$51M | | ● | ● | | ● | ● | ● | ● | ● | ● | ● | ● | | ● | ● | ● |
| SH82 Grand Avenue | UDOT | \$68M | | ● | ● | | ● | ● | ● | ● | ● | ● | ● | ● | | ● | ● | ● |
| I-15 (NOW) | UDOT | \$233M | | ● | ● | | ● | ● | ● | ● | ● | ● | ● | ● | | ● | ● | ● |
| Maning Ave. | Reedley | \$15M | ● | | ● | | ● | ● | ● | ● | ● | ● | ● | ● | | ● | ● | ● |
| RT50 Silva Valley | El Dorado | \$29M | ● | | ● | | ● | ● | ● | ● | ● | ● | ● | ● | | ● | ● | ● |
| RT5/50 Design -Build | Caltrans | \$17M | ● | ● | | ● | ● | ● | ● | ● | ● | ● | ● | | | ● | ● | ● |
| Stockdale Highway/Kern River Bridge | Caltrans | \$10M | | | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | | ● | ● | ● |
| Stockdale Highway/ Cross Valley Canal Bridge | Caltrans | \$2M | | | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | | ● | ● | ● |
| Allen Road/Kern River Bridge | Caltrans | \$15M | | | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | | ● | ● | ● |
| I-5/Arena Boulevard Interchange | Caltrans | \$15M | | | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | | ● | ● | ● |
| I-10/Indian Canyon Ave. Interchange | Caltrans | \$20M | | | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | | ● | ● | ● |
| SR-73/Glennwood Drive Pacific Park Interchange | Caltrans | \$10M | | | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | | ● | ● | ● |





SECTION 5. PROPOSER KEY PERSONNEL



A. Key Personnel [RFQ Section 3.6.A.](#)

Form D (Proposed Key Personnel Information) is included at the end of this Section.

B. Required Resumes [RFQ Section 3.6.B.](#)

Resumes of Key Personnel are included in Appendix A, Resumes

Personnel and Organization [RFQ Section 3.6.1.](#)

The Myers-Wadsworth JV is comprised of a highly experienced, dedicated team of construction professionals with real-world experience in successful CMGC delivery and Caltrans construction standards. They are qualified and prepared to effectively manage all aspects of the Contract and integrate with Caltrans in a cohesive and seamless manner. The Myers-Wadsworth JV is committing a project team and resources that exceed the expectations of Caltrans. The team utilizes a CMGC approach that maximizes value and mitigates impacts to cost and schedule while mitigating overall risk to Caltrans. Our team includes the following key members:

Key Positions:

C.C. Myers - Project Principal

Mr. Myers has over 50 years of experience in heavy civil and bridge construction industry including over 15 years of alternative delivery experience and 40 years as a company owner. Those companies included MCM Construction, C.C. Myers, Inc. and currently Myers and Sons Construction, LP. He is known across the state and nation for delivering fast track, complex projects throughout California. Mr Myers is an innovative problem solver who will provide industry-leading experience and expertise throughout the project life cycle - from pre-construction services through the construction phase and project close-out.

Gaylen Stewart, Project Manager

Gaylen Stewart brings over 30 years continuous experience in successful delivery of roadway and heavy highway civil engineering projects. This longevity has brought exposure to both the field operations side as well as the costing and business relations component of the industry. Gaylen is recognized for his effective communication, leadership and management skills and experience managing dispersed teams in complex, deadline-driven project environments.





Gaylen is well versed in the federal, state and local permitting process, and understands their impact on design, schedule, and costs. He will serve as the Point of Contact on the Project and will bring his unique blend of design and construction expertise to the team. Gaylen's CMGC management experience, coupled with his unmatched real-world knowledge and depth of technical expertise in successfully completing heavy civil reconstruction projects similar to this Ferguson Slide Permanent Restoration project, simply make him the best project manager to lead this talented and skilled Myers-Wadsworth JV team.

Brian Tolley - Project Construction Manager

Brian Tolley is an exceptional CMGC Construction Manager with over 20 years experience. His unique experience includes the recent completion of a slide and flooding restoration project with a scope similar to the Ferguson Slide Permanent Restoration Project. He is highly skilled at communicating goals, schedule requirements and safety procedures to his team as well as coordinating all project participants. He is well versed in all construction disciplines and the sequencing of events on projects in accordance with design, budget and schedule. Brian is recognized for his effective communication, leadership and field management skills, attention to detail, logical decision-making ability, and experience at working in deadline-driven project environments. His skill and experience enables him to consistently achieve quality and schedule benchmarks and successful project completions.

Kevin Howlett - Lead Estimator

Kevin has worked in heavy highway construction for the majority of his career and has successfully developed and achieved GMP's on a wide range of highway projects with scope elements identical to this Ferguson Slide Permanent Restoration project. He is skilled at developing the quantities and cost estimates critical to the analyses of design and staging alternatives and to discovering ways to meet project objectives while reducing overall costs.

Jim Gallego, P.E. - Scheduler

For 27 years, Mr. Gallego has been a construction engineer on transportation projects throughout California, Oregon, Washington, Utah and Nevada. He has led the scheduling efforts on Caltrans projects in all delivery methodologies. Mr. Gallego has reviewed and developed schedules for construction of projects with scope elements identical to this Ferguson Slide Permanent Restoration project. Mr. Gallego has worked for both Caltrans and contractors and understands the needs of all project stakeholders.

Namat Hosseinion - Environmental/Permit Manager

Mr. Namat Hosseinion, the Environmental Compliance Manager with Dokken Engineering, is responsible for various stages of environmental compliance during construction, pre-construction activities including management and preparation of scoping documents, completion of NEPA/CEQA environmental documents, technical studies, and environmental permits. In addition to this planning and regulatory work,





Mr. Hosseinion is qualified to perform Section 106 compliance of archaeological studies for screened undertakings, surveys, and HPSR/ASR preparation. As a former Caltrans employee, he has a unique insight into methods to achieve environmental compliance and champion stewardship throughout the project life cycle.

Additional Value Added Key Positions

Larger alternative procurement projects, such as CMGC, typically have several value-added positions that support and enhance overall project management, define and promote delivery solutions and increase design and construction quality.

The Myers-Wadsworth JV has defined two additional key positions for Pre-construction Manager and Site Superintendent. The individuals designated for these key positions were selected based on their significant and relevant experience in complex transportation development design and construction.

Brandon Squire, P.E. - Pre-construction Manager

Mr. Squire delivers innovative design and quality construction expertise for complex and challenging transportation infrastructure projects across the nation, finding innovative solutions to accelerate schedule, reduce cost and minimize risk.. Brandon's areas of expertise include managing design-build and CMGC projects, design and construction teams, addressing public stakeholder concerns, developing and implementing maintenance of traffic (MOT) plans, particularly in urban areas, scheduling, and the management of subcontractors. Mr. Squire is a former UDOT employee and brings a unique understanding of DOT priorities and methodologies to this position.

Scott Gubler, Site Superintendent

Scott brings 24 years of construction experience, including complex MOT phasing to avoid ROW and environmental impacts, and working with designers to develop feasible and cost-effective innovations. Scott has 10 years of direct experience managing alternative delivery projects, with 12 years managing similar highway and structures projects, constructing in highly visible and challenging corridors and environmentally sensitive areas. Scott is responsible for the day-to-day execution for projects of similar size, value, complexity, and scope as the Caltrans Ferguson Slide Permanent Restoration project.





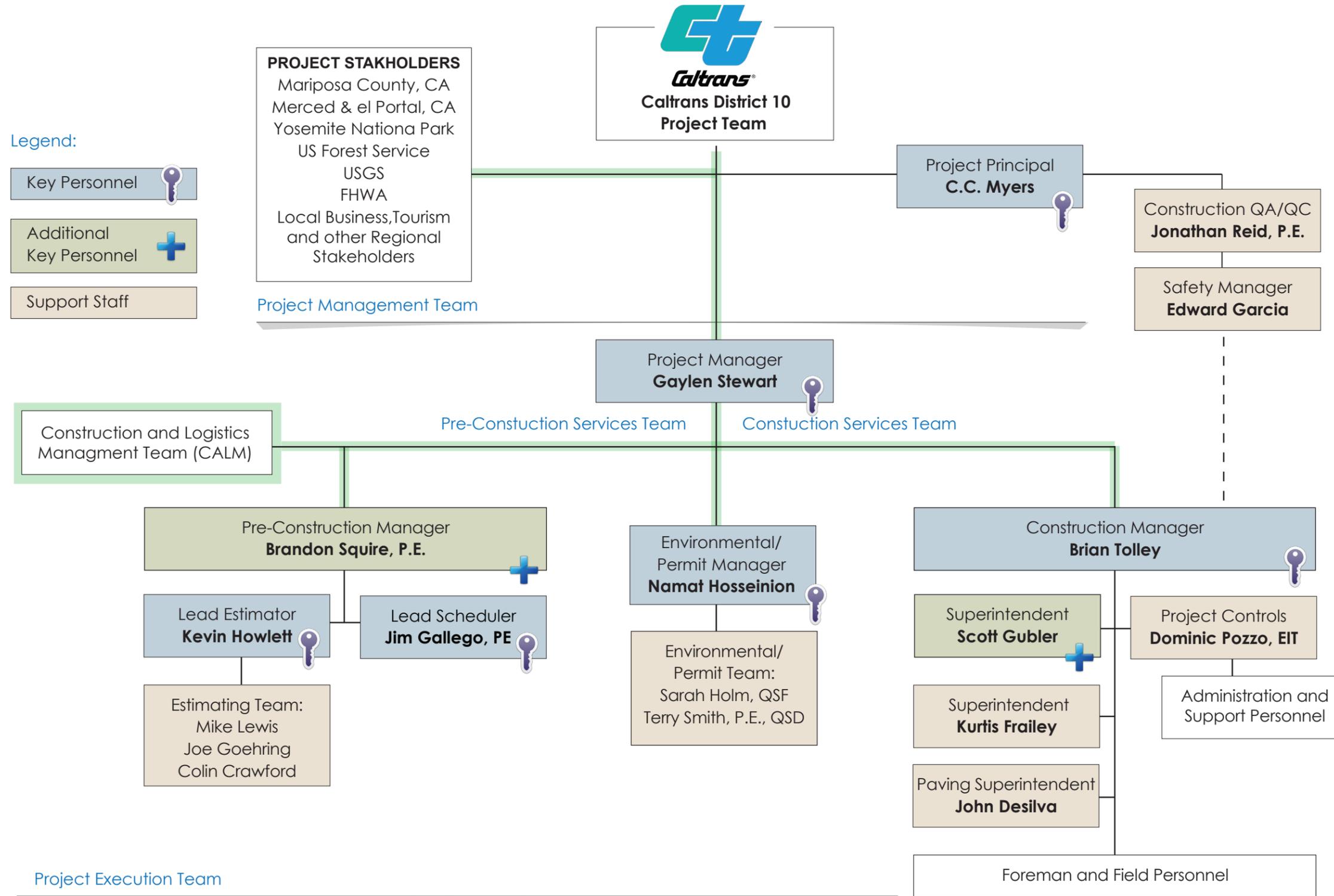
Ferguson Slide Permanent Restoration Project

STATEMENT OF QUALIFICATIONS | CONSTRUCTION MANAGER/GENERAL CONTRACTOR SERVICES (CMGC)

The Ferguson Slide Permanent Restoration project will be the primary responsibility for the Key Personnel. The Myers-Wadsworth JV will defer to Caltrans over the actual hours of each the key personnel on the project. 100% commitment means that this person is 100% available to meet Caltrans' schedule for meetings and providing deliverables.

| Key Personnel Commitments - Design and Construction Phase | | | |
|---|-----------------------------|-------------------------|---|
| Key Staff | Pre-construction (CM Phase) | Construction (CG Phase) | Commitment and other Projects |
| C.C. Myers Project Principal | 50% | 50% | Mr. Myers will devote 50% of his time to ensure full availability of resources and materials for this project and will oversee other projects as needed |
| Gaylen Stewart Project Manager | 100% | 100% | Gaylen is 100% committed to the Ferguson Project. He will only work on other projects if time allows. |
| Brian Tolley Project Construction Manager | 100% | 100% | Brian is 100% committed to the Ferguson Project. He will only work on other projects if time allows. |
| Kevin Howlett Lead Estimator | 100% | 50% | Kevin is 100% committed to the Ferguson Project during the pre-construction phase. He will only work on other projects if time allows and will continue into the construction phase as needed. |
| Jim Gallego, P.E. Scheduler | 100% | 100% | Jim is 100% committed to the Ferguson Project. He will only work on other projects if time allows. |
| Namat Hosseinion Environmental / Permit Manager | 100% | 100% | Namat is 100% committed to the Ferguson Project. He will only work on other projects if time allows. |
| Brandon Squire, P.E. Pre-construction Manager | 100% | 50% | Brandon is 100% committed to the Ferguson Project during the pre-construction phase. He will only work on other projects if time allows and will continue to work as a vital member of the construction team as needed. |
| Scott Gubler Site Superintendent | 50% | 100% | Scott will work with the pre-construction team for value engineering and constructability review as needed. Scott is 100% committed during the construction portion of the Ferguson Project |





Key Benefits of the Myers-Wadsworth Team:

The Myers-Wadsworth Team Personnel shown here are dedicated to the RT 140 Project from pre-construction through construction and closeout. Project Manager Gaylen Stewart will be the Primary Point of Contact for the District 10 Project Team. Project Principal C.C. Myers brings over 50 years of experience and has successfully delivered some Caltrans largest and most challenging projects. Seamless integration between the pre-construction and construction teams ensures project continuity. Brandon Squire, P.E., will manage the pre-construction services and then provide start-up support at the beginning of the construction phase. The Construction and Logistics Management Team (CALM) will include Brandon Squire, P.E., Brian Tolley, Gaylen Stewart for effective communication with Caltrans and Project Stakeholders. The Myers-Wadsworth Team has experience in all of the major elements of construction detailed by Caltrans and brings industry-leading experience to this contract.

Myers & Sons:

- Significant Caltrans experience
- Proven reputation with District 10
- Specialists in complex roadway construction

RL Wadsworth:

- Successful CMGC experience
- Experience on similar slide projects
- Specialists in accelerated construction techniques

Granite Construction:

Substantial Caltrans CMGC experience
Legacy of project work in Yosemite National Park
Specialists in slide work, grading & paving for Caltrans





Team Organizational Narrative

As shown on overall Organizational Chart on the preceding page, the Myers-Wadsworth JV is an integrated CMGC team formed to successfully deliver this Caltrans Ferguson Slide Permanent Restoration project.

50 years of Success

With over 50 years of experience in California heavy civil transportation construction, C.C.

Myers founded Myers and Sons Construction with the idea of bringing creativity and ingenuity to the forefront of our managers' minds.

The Myers team, under the leadership of Mr. Myers, is always looking for ways to design around problems and partner with owners to find solutions to problems. Mr. Myers commitment to partnering and excellence is recognized in the over 60 awards his firms have received while he was at the helm.

The **Project Principal C.C. Myers** will ensure that the CMGC will have all of the necessary personnel, equipment and material resources to construct the project on time, in a safe manner and meeting all quality requirements. Mr. Myers will provide guidance to the CMGC on best practices as well as spearheading our partnership approach with Caltrans Management.

The Myers-Wadsworth JV **Project Manager, Gaylen Stewart** will act as the single point of contact and primary link of communication to Caltrans. He has full authority to execute the project and make decisions for the Joint Venture.

Because the success of this project hinges on a robust and vibrant CMGC pre-construction services approach, we have added one Added Value Position for **Pre-construction Manager, Brandon Squire, P.E.** who will report directly to the Project Manager. In addition, the **Construction Manager, Brian Tolley** will report directly to the Project Manager as well. These key managers will provide the Project Manager all of the necessary information to make accurate and timely decisions throughout the pre-construction and construction phases of the project. The Pre-construction Manager will oversee the **Lead Estimator, Kevin Howlett** and the **Lead Scheduler, Jim Gallego, P.E.** The Lead Estimator will be supported by the estimating team and will work with the CMGC team at large to provide value engineering estimates for methodologies and materials as well as providing conceptual cost estimates throughout the pre-construction phase. He is directly responsible for GMP Modeling and total project estimating. The Project Scheduler is responsible for preparing the resource loaded base line schedule and accurately maintaining the baseline schedule. The **Document Control Manager, Dominic Pozzo, EIT,** will be responsible for managing all incoming and outgoing correspondence through an electronic paperless system.

The Construction Organization is formed to manage all elements of construction in the field. The Ferguson Slide Permanent Restoration is a complex project that will have several value engineering components in order to complete the project ahead of schedule. The ability to execute the work effectively is of prime importance. To achieve this goal, our team has added an additional Key Position to the Construction Organization: Site Superintendent **Scott Gubler,** will report to the Construction Manager and – with specialist experience in slide repair project – will lead the site construction team at large. The Construction Manager is responsible for all work that occurs in the field.

The **Safety Manager, Edward Garcia,** in addition to reporting to the Project Principal, report to the Project Principal in order to keep independent reporting of safety. The Safety Manager will provide monthly reports to the Project Principal on key indicators such as recordable incidents, lost time accidents; close calls; non-compliance reports, and resolution and time to resolve any non-compliance issues. The **Construction**





Quality Assurance/Quality Control (QA/QC) Manager, Johnathan Reid, P.E.

in addition to reporting to the Project Manager, reports to the Project Principal in order to keep independent reporting of QA/QC compliance. The Construction QA/QC Manager will direct execution of the QA/QC plan and will oversee both the Quality Inspectors and the Independent Labs.

Personnel Resources to Tackle any Type of Project

While RLW has a wide range of equipment and materials for structures, piling and shoring, steel erection, concrete paving and MOT maintenance, the company's most valuable assets are the skilled and experienced workforce found on every project.

The **Environmental Manager, Namat Hosseinion**, reports to the CMGC construction team at large, in addition to reporting to the Construction Manager in order to keep independent reporting of environmental compliance. The Environmental Manager will monitor construction to ensure that all field activities are in conformance with the mitigation measures determined in the final Environmental Issues Report (EIR). He will create a Natural Resources Protection Plan, SWPPP, conduct investigations, write reports and train all design and construction personnel on the environmental requirements, and implement the plan during construction.

The **Coordination and Logistics Management (CALM) Team** communicates directly with the Pre-construction Manager, Construction Manager as well as the Project Manager to facilitate communication on changes and variance to project scheduling, construction stages, traffic control and closures and detours that may affect the stakeholder group, contractors performing work adjacent to or within the project corridor or other members of the public at large.

The CALM team also acts as an Ombudsman on behalf of Caltrans and project stakeholders to mitigate impacts of construction to the community. The CALM team manages all community outreach during the pre-construction and construction phases and also provides support to Caltrans' Public Outreach efforts.

C. Required Licenses

RFQ Section 3.6.C.

The Myers-Wadsworth Team includes professionals with the requisite licenses and experience to perform the services required of the project. Myers and Sons has their Class A and B, General Engineering Contractor License in the State of California. RLW's license is currently pending. Additionally, our team includes California registered Professional Engineers. Our licensing information is included in this section.





3.5

FORM D.

Proposed Key Personnel
Information

Form D

PROPOSED KEY PERSONNEL INFORMATION

Name of Proposer Myers and Son/RL Wadsworth Joint Venture

Instructions for Form completion: Responses shall be addressed within the table below. Should additional space be needed to adequately respond, Proposer is advised to increase the number of lines within the table as appropriate. Form D has no SOQ page limitation

| Position | Name | Years of Experience | Education and Registrations | Parent Firm Name |
|---|----------------------|----------------------------|---|--|
| Project Principal | C.C. Myers | +50 Years | Carpenters Apprentice Program | Myers and Sons Construction, LP |
| Project Manager | Gaylen Stewart | + 30 Years | World of Concrete – Productivity and Subcontractor Management Seminars Certified Welder OSHA Competent Person AGC Partnering Training Crane Certified Training Safety and First Aid Training | Ralph L. Wadsworth Construction Company, LLC |
| Project Construction Manager | Brian Tolley | 20 Years | BS, Construction Management | Ralph L. Wadsworth Construction Company, LLC |
| Lead Estimator | Kevin Howlett | 16 Years | UDOT Partnering Training, Phase I and Phase II AGC Traffic Control Workshop LDS Business College | Ralph L. Wadsworth Construction Company, LLC |
| Scheduler | Jim Gallego, P.E. | 27 Years | BS, Civil Engineering Registered Professional Engineer | Myers and Sons Construction, LP |
| Additional Position: Pre-Construction Manager | Brandon Squire, P.E. | 16 Years | BS, Civil Engineering Registered Professional Engineer | Ralph L. Wadsworth Construction Company, LLC |

| Position | Name | Years of Experience | Education and Registrations | Parent Firm Name |
|---------------------|--------------|----------------------------|------------------------------------|--|
| Site Superintendent | Scott Gubler | 24 Years | AS, Hydraulic Systems | Ralph L. Wadsworth Construction Company, LLC |



Section 6: Project Understanding and Approach



“The Myers-Wadsworth Team will draw on our extensive experience across all facets of the project scope to develop a proactive collaboration between the Caltrans, the Myers-Wadsworth Team and project stakeholders.”

CC Myers, *President & Special Project Manager*
Myers and Sons Construction, LP

6.A. Project Understanding [RFQ Section 3.7.A.](#)

Benefits

Myers and Sons Construction and RL Wadsworth have delivered 30 CMAR and alternative delivery method projects, including 10 CMGC delivery projects.

Granite Construction has delivered \$2.6B in transportation infrastructure contracts to Caltrans within the past decade.

Dokken Engineering has provided environmental compliance services on more than 1000 projects in the last 25 years.

The process of successfully delivering the Ferguson Slide Permanent Restoration Project will be the culmination of the comprehensive and integrated pre-construction and construction services approach provided by the Myers-Wadsworth Team. **We have the experience and expertise to partner with Caltrans in achieving the goals of safety, mobility, quality, environmental compliance to effectively deliver the Ferguson Slide Permanent Restoration project.**

Understanding of the Project Scope

We understand the scope of this project includes working with Caltrans as the CMGC to deliver a permanent restoration to the affected area by restoring two-lane access on RT 140 by constructing a two-lane rock shed on the existing alignment currently buried under slide material. Major elements of work include: removal of slide material and stabilization of the talus, maintenance of traffic, construction of the two lane rock shed on the existing alignment, environmental compliance and substantial slide monitoring during and after construction to ensure the safety of workers and the traveling public alike. Figure x on the following page illustrates our understanding of these major scope elements, and our potential approaches to address them.

Understanding of Local and Regional Significance

State Route 140 (RT 140) begins in the San Joaquin Valley at Interstate 5 near Gustine and runs east into the Sierra Nevada, terminating in Yosemite National Park. RT 140 is one of the most common routes for visitors traveling from Northern and Central California and leads to the western or central entrance to Yosemite at Arch Rock. This route is also known as the “all-weather highway”, as it enters directly into Yosemite Valley without reaching elevations above 4000 ft. The Myers-Wadsworth Team is uniquely familiar with this type of terrain and field environment and understands the methods required to manage risk and ensure worker safety throughout the project life cycle.

Since 2006, the Ferguson slide has had a detrimental effects to communities on either side of the affected area including Mariposa, Midpines, and Briceburg on the west side of the rockslide and El Portal and Yosemite Village on the east side of the rockslide.





Experience: SR 140 Chico

Caltrans 03-3E6204,

Myers and Sons proposed constructing a temporary bridge between the existing two bridges and re-staging the project. This approach reduced closures, accelerated the project schedule and mitigated effects to adjacent riparian environments. Caltrans is now using this job as a pilot to incorporate the temporary bridge into plans of similar jobs.

Access to businesses, schools, supply and emergency services traffic utilize a secondary detour solution over two longer temporary bridges across the Merced River, with a one-lane bypass. Restoration of the SR140 corridor to a two-lane highway at the posted speed will eliminate delays for the movement of goods and materials, restore through access for the millions of visitors to Yosemite National Park and will reconnect the Mariposa County communities on either side of the slide.

Public Agency and Caltrans Experience

Myers and Sons Construction (Myers) has successfully delivered numerous Caltrans jobs and routinely builds work per Caltrans plans and specifications with dozens of other agencies around the State. Project Principal C.C. Myers brings over 50 years of local experience in delivering difficult projects with an effective management style and the tenacity to get the work done safely and on time. Ralph L. Wadsworth Construction Company, LLC (RLW) has over 37 years of heavy civil construction experience, is a recognize leader in complex structures and bridging projects, and has extensive experience pioneering alternative delivery processes in partnership with the Utah Department of Transportation (UDOT) for the past 14 years.

The Caltrans major construction elements on the Ferguson Slide Permanent Restoration project include removal of a significant section of the Ferguson Slide talus, construction of the two-lane rock shed including related piling and shoring, restoration of the existing alignment, traffic management, significant additional earthwork and drainage, roadway restoration and demolition of the existing detour alignment and bridges . These elements are successfully constructed by our companies on a regular basis.

| Relationship of the Project Elements and Constraints and their Affect on the Project Schedule | |
|---|---|
| Removal and Stabilization of Slide | Slide removal and rock shed construction will be the key drivers of the project schedule during construction. Our team has experts in Brandon Tolley and Scott Gruber, who have recently completed other slide repair projects. Their expertise, will greatly reduce the amount of off haul on the project and shorten the project schedule for this portion of work. |
| Maintenance of Existing Detour | Effectively maintaining the existing detour will allow our team to work without pushback from third party stakeholders and the traveling public. Our goal is to exceed the expectations of community stakeholders |
| Construction of Rock shed and ROW Considerations | Our team has identified several methods to design and construct the rock shed. Early resolution of ROW considerations coupled with these methods will greatly reduce the current project schedule. |
| Environmental and SWPPP Compliance | During pre-construction, ensuring that our construction methods stay within our environmental permits and do not place the Merced River's water quality at risk will be key to ensure that the project starts on time or ahead of schedule. This will be accomplished through our environmental team meeting lead by Namat Hosseninion. |
| Slide Monitoring and Project Safety | Pre, during and post construction monitoring of the slope will allow the team to understand how the slops stability will need to be addressed to keep the project safe and on schedule. Our team has several design and construction methods discussed in later sections that improve project safety and minimize or enhance the project schedule while ensuring safety both during and after construction. |





Experience Working with District 10

Turlock RSC
(10-0M8004)

Myers and Sons and Granite have a successful ongoing relationship with the Caltrans District 10 Team and have a proven record of understanding Caltrans' technical and project management needs.

The Myers and Sons Team partnered with Caltrans to perform an average of \$500K of work nightly to hold to an aggressive, 140 day schedule. This equated to 1300-1600 linear feet of work each night, performing twice the amount of work each night as envisioned in the design process.

We have a proven history of delivering projects that meet District 10's cost and schedule benchmarks.

CMGC Leadership Experience

Project Manager, Gaylen Stewart, is expert at integrating the CMGC approach into the project life cycle, having just successfully delivered the \$80M Frontrunner South CMGC project to the Utah Transit Authority.



6.B. Approach to CMGC Project Contracting RFQ Section 3.7.B.

6.B.1. Our CMGC Methodology Builds Value

Myers-Wadsworth's approach to the CMGC methodology is based on consensus building, shared problem solving, proactive risk management and value engineering. Through our 20 Design Build projects and 30 CMGC/CMAR projects totaling over \$1.5B in project value, the Myers-Wadsworth Team understands that the CMGC approach brings inherent benefits:

- Early involvement of the Myers-Wadsworth Team in design review minimizes risks to schedule, cost and safety outcomes and improves constructability.
- The Myers-Wadsworth Team works directly with the designer to mitigate potential options that effect constructability.
- Overall project risk is minimized as construction sequencing, schedule and safety approaches are developed early in the discovery process.
- Project time is shortened by the overlapping of construction and design and the seamless movement from "CM" to "GC"
- Early coordination and planning between design and construction teams results in a dramatic reduction in public impacts.
- The CMGC methodology offers Caltrans and, the design and construction teams the option to flexibly partner to evaluate and respond to the priorities of safety, mobility, quality, environmental compliance and project delivery.

The Myers-Wadsworth overall approach to CMGC Contracting is to provide "CM Consulting" services during Pre-construction and "GC Delivery" services during Construction. This approach is best executed by assigning a team of experienced construction professionals for the pre-construction phase and then transition that same team to lead the construction contract. This continuity will provide for:

- Effective and consistent integration of the different areas of expertise within the Myers-Wadsworth' CMGC team with the current Caltrans Project Team and project Stakeholders..
- Final design development and construction implementation of innovative, efficient solutions that reduce risk and ensure delivery of the Project within the budget and schedule constraints.

Partnering Approach

Our partnering approach is centered on establishing a sustainable win-win relationship for all project participants based on mutual trust and teamwork, and on the mitigation of risk and maximization of project efficiencies. Central to this approach is the drive to foster open communication. Gaylen Stewart, Project Manager will promote the Project's partnering principles on a daily basis and create an atmosphere of collaboration, innovation and creativity during pre-construction services.

Success Begins with an Effective Pre-construction Services Approach

Our CMGC approach is designed to mitigate risk by identifying issues that may have an impact to the project schedule and budget, and to draw upon the experience of our team in developing options and deriving meaningful solutions. Myers-Wadsworth will partner with Caltrans during the pre-construction phase to complete the final design and determine the construction methods that will achieve the Department's primary project goals of safety, mobility, quality, environmental compliance and effective project



delivery. Project Manager, Gaylen Stewart and Pre-construction Services Manager, Brandon Squire will guide our team through the process. As design-construction liaisons they will conduct design and constructability reviews, feasibility studies/analyses, estimate development and schedule/risk analyses, environmental compliance and safety.

Key Team Members:

Brandon Squire (Pre-construction Manager)

Gaylen Stewart (Project Manager)

Brian Tolley (Construction Manager)

Jim Gallego (Scheduler)

Namat Hosseinon (Environmental Manager)

Ed Garcia (Safety)

Key Team Members:

C.C. Myers (Project Principal)

Gaylen Stewart (Project Manager)

Brian Tolley (Construction Manager)

Brandon Squire (Pre-construction Manager)

Kevin Howlett (Lead Estimator)

Key Team Members:

Brandon Squire (Pre-construction Manager)

Kevin Howlett (Lead Estimator)

Major elements of our Pre-construction Services Approach include:

1. Design Review Task Force:

Immediately following the Project kick-off meeting and partnering meeting, the Myers-Wadsworth Team would recommend creating a Design Task Force (DTF) to review validate the basis of design and ensure both Myers-Wadsworth and Caltrans have a comprehensive understanding of the project requirements. DTF meetings will be held to establish relationships, develop clear lines of communication and review current status of the design and schedule. We suggest the task force disciplines be identified as Structures (with geotechnical), Roadway, Maintenance of Traffic, Right-of-Way (ROW), Environmental and Safety.

- **Benefit:** All project members develop clear lines of communication and review current status of the design and schedule.
- **Outcomes/Deliverables:** Assessment, Communications Plan, Action Plans for Resolving Conflicts with Third Parties, Additional Field Investigation/Testing, and Summary of Environmental Mitigation Measures.

2. Value Engineering and Constructability Analysis:

Leveraging innovation with a solid approach to constructability is core to Myers-Wadsworth's pre-construction approach. The Myers-Wadsworth Team believes there are opportunities to realize significant schedule savings and reduce risk through innovative approaches to design and construction. We will start with Caltrans preliminary design and Myers-Wadsworth' proposed value options reviewed at our initial value engineering team meeting. Myers-Wadsworth will provide ongoing constructability analysis during all phases of design. Formal constructability reviews will be performed by Myers-Wadsworth during design milestone reviews.

- **Benefit:** During this stage of pre-construction risk items are identified and tracked. Our team will work with Caltrans in progressing the Project's Risk Register, to track progress and decisions regarding risk.
- **Outcomes/Deliverables:** Preliminary Construction Approach Plans, Material/Equipment Market Survey, Preliminary Construction Phasing Plans, Schedule/Estimate Updates.

3. Innovation & Cost Savings Tracking:

Myers-Wadsworth Team understands the value to Caltrans to document the benefits created by the CMGC process to help with future delivery method decisions and to maintain the public trust and confidence in the project management process. It has been our experience that decisions need to be recorded as they happen and there needs to be a team commitment to the process or this information is easily forgotten. Myers-Wadsworth will work with the project team to update a decision tracking matrix.

- **Benefit:** Decision Resolution Tracking Matrix (DRTM) which provides for quick cost and benefit analysis.
- **Outcomes/Deliverables:** DRTM, Schedule/Estimate Updates.





Key Team Members:

Gaylen Stewart
(Project Manager)

Brandon Squire (Pre-
construction Manager)

Jim Gallego
(Scheduler)

4. Schedule and Forecasting Analysis.

One of the greatest advantages of the CMGC process is the capacity to draw upon the Myers-Wadsworth’ ability to compare the costs and schedule impacts of alternate designs, innovations and ideas. When a decision may impact user, design or maintenance costs, the Myers-Wadsworth Team, with Caltrans, will provide cost analysis. As the design is being refined, our P6 Scheduling Specialist Jim Gallego will develop and maintain a resource loaded project schedules. It will be updated, at a minimum, at major design milestones designated by Caltrans. We will plan the project with Caltrans using a Work Breakdown Structure that incorporates design and construction activities into distinct and severable work categories. A fully functional baseline schedule is a powerful tool for evaluating “what-if” scenarios, identifying potential critical paths, prioritizing submittal and fabrication activities, and communicating significant dates and milestones to stakeholders.

- **Benefit:** Provides a quick, accurate and meaningful Cost and Schedule Comparison Analysis during all phases of design.
- **Outcomes/Deliverables:** Primavera P6 Project Schedules, Sequencing Recommendations, Construction Phasing Plan, Updated Risk Register

Key Team Members:

C.C. Myers
(Project Principal)

Gaylen Stewart
(Project Manager)

Brandon Squire (Pre-
construction Manager)

Kevin Howlett
(Lead Estimator)

5. Scope Resolution and GMP Creation.

The Myers-Wadsworth Team will participate in estimating reviews with Caltrans, to discuss assumptions, risk amounts, allocation of risk, and negotiate GMP. Kevin, Gaylen and Brandon will create a cost model that will be compatible with Caltrans’ Engineer’s estimate format. Kevin will lead the Myers-Wadsworth estimating team in developing and submitting the contract construction price including direct costs, risk contingency, and CMGC fee. Through an open book negotiation process, Myers-Wadsworth will share our detailed cost breakdown of our production rates, quantities, crew sizes, work shifts, labor rates, equipment rates, material prices, and subcontractor prices. At each phase of the estimate development, Gaylen and Kevin will review all estimate components with Caltrans to ensure an understanding of the cost of each bid item and any risk. Our team, led by Gaylen and with support from C.C. Myers will start negotiating the final GMP at final design after all alternative methods of performing the work under the Subcontracting Plan have been discussed, the DBE is reviewed and approved, and all alternative value engineering methods based upon the 90% design have been incorporated.

- **Benefit:** Fair and transparent methodology results in a competitive total contract price for the project.
- **Outcomes/Deliverables:** Summary of quantities, narrative of estimate assumptions, narrative of estimate mark-ups and escalations, Subcontracting Plan, Small Business Plan, GMP with all backup

6.B.2. Project Delivery

The Ferguson Slide Permanent Restoration project is a high profile infrastructure project utilizing the CMGC delivery method in order to obtain best value, budget accuracy and environmental compliance for Caltrans and - by extension - each taxpayer in the State of California. Myers-Wadsworth’s construction management process begins with transitioning its staff from pre-construction to construction, maintaining the continuity of personnel who understand the project and will hit the ground running.





From a partnering perspective, Myers-Wadsworth is uniquely versed in the major components that impact the project life cycle. These include:

- Weekly coordination meetings with all stakeholders, subcontractors, and major suppliers.
- Daily, weekly, and monthly job cost tracking
- Leverage the team’s CALM approach with a robust public information program including website, project hotline, weekly email updates, and public outreach meetings.
- CPM schedule reviews and updates

**Experience:
I-15 S. Layton
Interchange**

UDOT S-15-8(211)332

The I-15 South Layton Interchange project was completed nine months ahead of UDOT’s schedule and was delivered on-budget. To achieve this success, the RLW team developed several innovative solutions to address challenges for on-time or early completion. The team quickly adapted to a change in ABC method at the 40% plan stage and was able to re-sequence portions of the work without extra cost to UDOT.

From a technical perspective, Myers-Wadsworth understands that our construction role will culminate in the delivery of a finished, high quality project, well-built structures, and a sustainable construction solution that mitigates future risk to the traveling public. But equally as important, from a public perspective, our performance (and the project at large) will be judged on our ability to deliver a total project solution that minimizes disruption to local business and tourism, mitigates impacts to the commuting public and the environment and delivers on the public’s trust and expectations for achieving budget and schedule goals.

6.C. Ensuring Project Success and Our Approach to the Project Goals Listed in Section 1.4. RFQ Section 3.7.C.

Myers and Sons / RL Wadsworth will achieve the five project goals listed in section 1.4 through our job tested CMGC approach to projects and our project team’s extensive CMGC experience as described in the previous sections. Our team’s CMGC experience is comprehensive and covers both pre-construction and construction. While we have matched each person’s strengths to their role on the project, their broad understanding of the CMGC process makes them as asset to Caltrans in all phases of the project.

The CMGC process is an opportunity for contractors and designers to tackle tough project issues though collaboration and innovation. As part of the CMGC process our team will implement our risk management and GMP development plans to improve project safety, achieve environmental compliance and reduce change orders, resulting in a lower total project cost for the owner. The CMGC process is a co-partnership with the goals being to educate each other on the opportunities and risk throughout the design phase of the project and into construction. This coeducation will result in innovations that will improve the overall quality of the project and produce a project that finishes ahead of schedule with minimal impacts to the traveling public, local businesses and the environment.

6.C.1 Maintaining Public and Worker Safety During Construction

The Myers-Wadsworth Team considers safety to be of the utmost importance. To achieve this safety goal for this project, the Myers-Wadsworth Team will start with a risk management workshop during the early stages of pre-construction. Ed Garcia, the project safety manager, will coordinate with Brandon Squire, the pre-construction manager a series of meeting where all parties will identify potential safety risks on the project both during and after construction. These risks will be prioritized based on the severity and probability. Our team will then assign an initial cost and time impact to each risk. This list will be updated as the design, schedule and GMP develop. This





Mitigating Risk in the Field

Myers and sons has never had a lost time accident

process will allow our team to understand what risks exist, what we can do to mitigate those risks and then how that affects the project. Our team will require that all key personal attend these meetings, so that our team has complete by in and can mitigate these risks as efficiently as possible when designing the project and making the final determination of the means and methods of construction. During construction we will use this same risk matrix to determine what plans needs to be created and what education and specialized training people need to reduce the exposure to the project risks identified. Our Safety Manager, Ed Garcia will have involvement throughout the project during pre-construction with design and operational reviews as well as during construction.

Experience

RT 50 Camellia City Viaduct

Caltrans 03-0F2304

The Myers team proposed a VECP (Value Engineering Change Proposal) for revised staging and traffic handling. Without the implementation of the VECP, approximately 15,000,000 vehicles would have been forced to travel in a constricted alignment with both directions of travel sharing one Viaduct and utilizing median crossovers.

The VECP will recognize a savings of over \$500,000 in construction costs and it will maximize the incentives for early completion.

6.C.2. Mobility: Minimizing Impacts to the Traveling Public, Businesses and Emergency Services During Construction

Our team believes that no matter how good ones reputation is, it only takes one incident to damage that reputation. The commitment to reduce the project impacts to Mariposa County and Yosemite National Park and other third party stakeholders is vital for the success of this project. We understand the impacts this slide has had to the local economy and restoring Route 140 to full working order will greatly improve the economic outlook for the area. However while we are repairing the road it is important that we do not further impact the existing traveling conditions.

Through the CMGC process we will introduce a community outreach plan in conjunction with Caltrans Public Information Officer. This plan will be implemented by Gaylen Stewart, project manager and will include members of our team attending and presenting at public meetings with Caltrans. This plan will also introduce CALM, which allows for coordination between several stakeholders and emergency service providers. In addition to community outreach our team will use the CMGC process to set up a series of brainstorming sessions led by Brandon Squire, during pre-construction, to evaluate the project phasing and schedule to determine if work hours can be adjusted to reduce construction impacts to the existing traffic and if the overall project schedule can be reduced.

6.C.3. Quality: Constructing a High Quality Functional Project that Meets Current Design Standards

Our Pre-construction Manager Brandon Squire is a professional engineer and thoroughly understanding the CMGC process from both the owners prospective, while he was with UDOT and now from the contractors prospective. Brandon has been through the CMGC process several times before and will serve as a guide for the team to ensure that we adhere to the principals of the CMGC process, especially during design and constructability reviews. Our team has also enlisted the services of Dokken Engineering to help ensure that the Myers-Wadsworth Team understands Caltrans current design standards and to help our team with non-design related engineering that maybe needed when determining the best means and methods to produce a high quality low maintenance project. This project needs to stand the test of time and our team is uniquely positioned to provide that type of project to Caltrans through the CMGC process.





Experience: Logan 10th West Corridor

UDOT S-0252(8)3

As Project Manager for RLW, Gaylen Stewart developed a contingency plan based on environmental permitting and approvals that allowed work to proceed as wetlands mitigation options were reviewed and permitted.

Experience: SR 140 Turlock

Caltrans 10-0M8004

The Myers team partnered with Caltrans and the Turlock Irrigation District to plan, coordinate and conduct repair work to a major irrigation canal under SR 140.

The Myers Team re-sequenced major portions of planned pavement rehabilitation work to accommodate adjacent project needs in order to perform repairs that otherwise would not have been possible while delivering the project in the 140 day window.

6.C.4. Environmental Compliance and Stewardship

Our team has a well-qualified environmental compliance and permit manager in Namat Hosseninion, a former Caltrans employee, who is very familiar with the permits for the project and the species that could be impacted by the project, and he is not alone. The Myers-Wadsworth Team will have a site biologist and Terry Smith, a PE and QSD, who has worked in and around rivers for over thirty years doing restoration projects in Northern California. Our team will use the CMGC process with Caltrans to document all of the required permits and to identify environmental risks and potential mitigations for those risks and determine if the current permitting is appropriate. Mr. Hosseninion will work with Brandon Squire to ensure that the CMGC process is being followed and that the right people attend these meetings and that the results of these meetings are effectively communicated to the project team. Namat will sit in on the design and constructability reviews to ensure that the current design, construction plans and schedule to not conflict with the environmental permitting.

6.C.5. Project Delivery: Complete Final Design and Begin Project Construction by January 1st, 2016

While Myers and Sons Construction and C.C. Myers has a history of completing project ahead of schedule and using value engineering to reduce project time and improve overall project quality; RL Wadsworth has that same reputation from both a construction and a pre-construction standpoint. RL Wadsworth has had several CMGC projects finish their pre-construction efforts ahead of schedule, which allowed for construction to start earlier. The key to achieving an early start of construction is a focus on the CMGC process and having a strong pre-construction manager. Our team has experienced people that are specialist in what they do. Brandon will lead our pre-construction effort and will be assisted by Jim Gallego - Scheduler and Kevin Howlett – Estimator. All of these men have experience in large scale alternative delivery projects and are considered experts in the fields. This group is in charge of keeping the project on task from a schedule and budget standpoint, while continuing to adhere to the CMGC.



US 189, Deer Creek Reservoir Walls CMGC: This project consisted of wall construction at three locations where an outside lane shoulder had been lost due to slope erosion. The project conditions were nearly identical to those currently at the Ferguson Slide Permanent Restoration project site.



D. Identification, Understanding, and Proposed Solutions to Project Risks

D.1 Project Risks and Solutions: Construction

Figure x | Construction: Elements and Constraints

| Identified Risk | Approach | Benefit |
|--|---|--|
| Rocks and debris from the existing slope and construction activities could contaminate the Merced River. | Prior to the commencement of major excavation activities, install retaining walls with rockfall protection and netting. | Utilizing multiple retaining walls provides stable barriers to catch and limit the amount of debris and spill-over before they enter the river. River quality is maintained. |
| Talus removal could have extensive MOT impacts and pose a danger to the traveling public | Install two soil retaining walls to limit the amount of excavation and talus removal | Limiting the export quantities reduces the removal time and the amount of hauling. Impacts to MOT, emergency services, businesses and the general public are reduced. |
| Construction activities could damage the existing environment. | Install two retaining walls to confine the work area and limit the construction footprint | Installing two walls clearly defines and limits the work area. Risks of overextending the work zone and damaging the surrounding environment are greatly reduced. |
| Lack of deep foundation systems allow for potential movement of rock shed during future slide activity | Design the rock shed to use temporary retaining wall pile as a permanent deep foundation system. | The retaining walls will utilize a pile system that extends to stable soils. Positive time and cost impacts are realized these pile members can be dual utilized to support the rock shed. |
| Vibration from construction activities could destabilize the existing slope | Install retaining walls utilizing either low-vibration or drill-type equipment | Installing the retaining walls by drilling through the existing talus or by using specialized equipment designed for the conditions will minimize vibrations in the slope and slide areas. |

Slide Movement Identified Risks

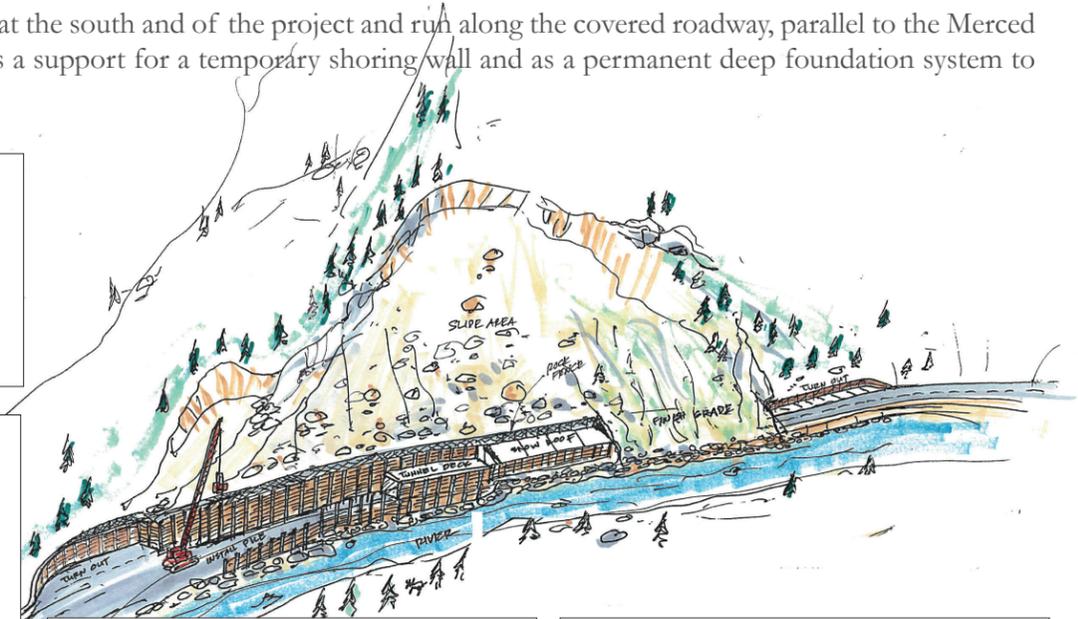
| | | |
|--|---|--|
| Unknown soils conditions within the slope and talus poses design uncertainty and construction risks. | Utilize low-impact specialty geotechnical drill-rigs to provide soil samples. Drive or crane the rigs into place. | The soil data collected from these samples provides information about the existing conditions. This data will be valuable in helping to design an adequate structure and finalize construction methodology.. |
| Loose soil destabilized during the excavation of the retaining wall. | Install large steel plates between the pile. | As excavation occurs and the grade behind the retaining wall is lowered, the steel plates will slide down to close any voids. |
| Loose rocks and debris break free and cause larger slides or jump over the rock-fall fence. | Install rock-fall mesh over the entire slope area. | Covering the entire slope with rock-fall mesh will help stabilize loose debris both during and after construction. |
| Rainfall flowing through the slope further destabilizes the talus. | Install horizontal drains through the temporary retaining walls into the existing slope | Horizontal drains will drain excess water and relieve pressure behind the temporary retaining walls and permanent structure. |
| Catastrophic failure of the entire slope area destroys the construction site | Install remote driven inclinometers with and automatic warning system through the slope area | Inclinometers will help identify any unforeseen movement and provide real-time data to help foresee a catastrophic event. |

Four Phase Staging Approach to Construction

The construction sequence will start at the south end of the project and run along the covered roadway, parallel to the Merced River. Piles serve a dual purpose – as a support for a temporary shoring wall and as a permanent deep foundation system to support the rock-shed structure.

1. Permanent retaining wall will be installed at the end of the project. Allows for a safe staging area and access point to facilitate the construction of the rock-shed and provides a turn-out area for use by the traveling public once the project is completed.

3. Work begins on two parallel soldier-pile walls which will run the length of the project – one immediately adjacent to the river and the other 45’ up the slope. These piles will be designed with sufficient length and capacity to support an earth shoring system at the bottom to prevent embankment collapse, and a rock-fall protection system at the top to protect crews during construction.



3. Excavation proceeds south to north along the roadway elevation in controlled lifts. Permanent tiebacks are installed to both support the temporary shoring wall and later, the permanent rock-shed structure.

4. Once the concrete rock-shed is installed, the shoring system and rock-fall protection can be cut to grade and abandoned in place or used as protection for rock fall from future slides.

Benefits of the Four Phase Staging Approach to Construction

The Four Phase approach mitigates project risk across a number of critical areas defined as project goals by Caltrans.

Construction Safety

- Construction workers perform their work protected zones.
- Protections from falling debris are installed ahead of construction activities.
- Shoring wall provides protection for employees and equipment from the hazards associated with slides.

Environmental

- Construction footprint minimized and provides a clear definition between the work zone and environmentally sensitive areas.
- Barrier between the construction area and the waterway mitigates debris migration into Merced River

MOT

- Dual shoring provides for delineated haul off route
- Haul off material quantities are reduced
- Additional traffic load to bypass mitigated as less trucking is required.

Experience: US189 Deer Creek UDOT

The US189 Deer Creek utilized the same shoring wall approach discussed above to ensure safety and site mobility.



Experience: Colorado Emergency Flood CDOT

This project occurred in a dynamic environment with similar site and safety challenges to the Ferguson Slide





6.D.2 Project Risks and Solutions: Design

| Construction: Elements and Constraints | | |
|---|--|---|
| Identified Risk | Approach | Benefit |
| Rock shed Water Intrusion through Naturally Occuring Cracks | Waterproof the Top of Rock shed with Waterproof Membrane or Methacrylate. Use Epoxy Coated Rebar | This Two Prong Approach to Preventing Rebar Corrosion and Water Intrusion will Greatly Extend the Life Cycle of the Rock shed. Caltrans Number One Reason for Replacing Structures is Rebar Corrosion. |
| Seismic damage could Affect the Integrity of the Rock shed | Use Fiber Reinforced Concrete for the Entire Rock Structure and Post Tension the Roof Section | Fiber Reinforced Concrete will Help Transfer Loads in the Event of Structural Deficiencies and Post-Tensioning the Roof will Give the Roof Additional Strength in the Event of Future Slides |
| Heavy commercial traffic volumes lead to roadway deterioration | Place a Polyester Concrete Overlay on the Concrete Paving | Using a Tined Polyester Concrete will Increase the Friction Coefficient Over Traditional Concrete, provides a safer, lower maintenance roadway with a lower replacement cost. |
| Heavy emissions from tourism traffic deposit pollution in the river | Design and Install Permanent, Low Maintenance BMP's | BMP's Improve Water Quality Downstream, Enhance the Local Environment and Reduce the Total Maintenance Costs of the Rock shed. |
| Continued economic impacts to local economy due to project timeline | Shorten timeline by Pre-Casting the of Roof Sections of the Rock shed | Pre Casting the Roof Section while the Excavation and Walls are Being Constructed decreases total project working days, Improve Safety by eliminating Overhead Formwork and Limiting the Workers Exposure to Future Slides. |

6.D.3 Project Risks and Solutions: Mobility and ROW

| Maintaining the Current Detour During Construction: Project Mobility and ROW | | |
|---|--|---|
| Identified Risk | Approach | Benefit |
| Construction hauling activities impact the current bypass | Use the CMGC Process to Analysis and Modify Work Schedules, Hauling Times. | Modify the Daily Work Schedule and Hauling Times to Run during Off Peak Hours or At Night, Reducing the Construction Traffic Impacts to the Detour During High Traffic Times and the Heavy Tourism Season |
| Traffic circulation on project site overflows to current bypass | Build Turnaround and Staging Areas on both Ends of the Project. Bus Workers to the site. | By Building Turnaround Areas, Especially on the Mariposa Side, will Reduce the Need to Use the Detour. A Staging Area will also Reduce the Number of Trips Required during the Work Day. |
| Accidents on current bypass take longer to clear with lack of cel phone service | We will Establish A Repeater System and have Satellite Phones on Site | The Repeater System will Improve Cell Phone Signal for Everyone in the Area and Satellite Phones will Ensure that a Call can be Made in Event of an emergency on or near the site. |
| Construction methodology affects ROW/Enviro. & Permitting | Analysis Construction Methods and Staging to Ensure that ROW does not have to be Altered | During Pre-construction, Brian Tolley will work with Namat Hosseinion and Caltrans to Ensure that the Construction Methods Under Consideration will Minimize the Impacts to the Project Right of Way. |



D.3 Approach to Environmentally Sustainable Construction

Approach to Environmental Stewardship

Impacts to the environment and project sustainability can either garner public support and recognition for the project, or can develop into an area of great public concern. The Myers-Wadsworth Team's approach to proactive environmental stewardship is to develop environmentally advanced civil construction solutions within a cost/benefit context to ensure sustainable implementation of the environmental mitigation plan that will be developed as part of the pre-construction process

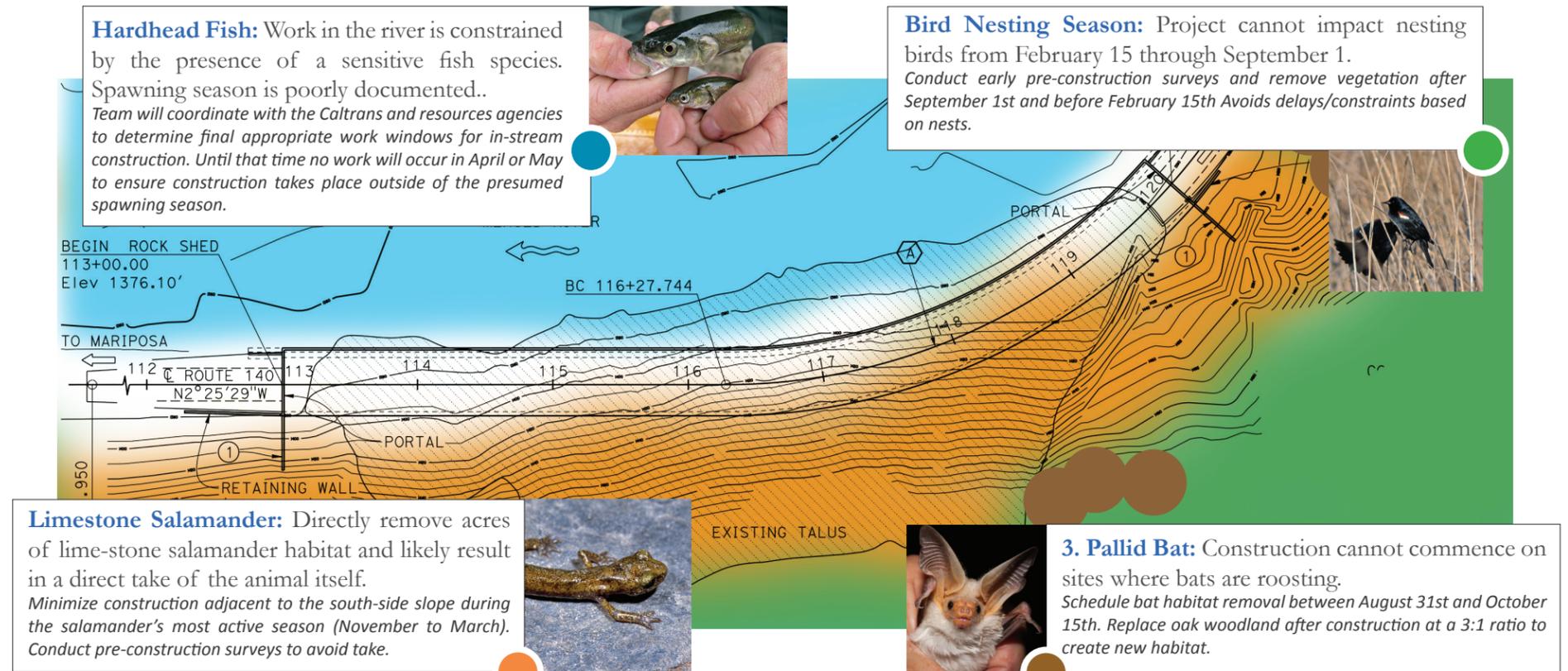
There are three species requiring special attention by the project team: limestone salamander, hardhead fish, and ringtail. To protect these species the project team will implement all protective measures included in the special provision and regulatory permits. These measures include a seasonal work window, pre-construction biological survey, construction monitoring by our project biologist, awareness training for personnel, the placement of animal exclusionary fencing, and other protective measures. **One main strategy the project team will use to avoid environmental resource impacts is to conduct the entire project without blasting.**

In addition to the strategies presented on related to mitigating seasonality limitations for construction, the following construction contract specifications and special provisions will be included to implement avoidance and minimization of impacts to sensitive natural resources:

- By **removing trees in the non-nesting season** the project team will protect nesting migratory birds between February 15 and September 1. The Myers and Sons team will also conduct pre-construction survey to establish a no-work buffer around active nests outside of the projects direct impact area.
- Environmentally Sensitive Area and Fencing Special Provisions:** Provides direction and protective fencing to minimize impacts to special-status species and various sensitive habitats.
- In addition to the above avoidance measures the project team will implement all **Species Protection Special Provisions** for limestone salamander, ringtail, and hardhead fish.
- Implementation of **oak woodland mitigation** by replanting at approximately a 3 to 1 ratio (either acreage or individual tree counts), either through planting new oaks and associated vegetation or through compensatory land acquisition. The mitigation would be approved by the California Department of Fish and Wildlife and the United States Forest Service.
- Assist in the **coordination of the compensatory mitigation for impacts to the limestone salamander** through purchase of property near the existing Limestone Salamander Ecological Reserve. This mitigation is subject to approval by the California Department of Fish and Wildlife through the 2081 Incidental Take Permit process.

Critical Issues of Environmental Mitigation

The Myers-Wadsworth team will employ a four-point Strategy to Avoid Seasonality Limitations for Construction



Hardhead Fish: Work in the river is constrained by the presence of a sensitive fish species. Spawning season is poorly documented.. Team will coordinate with the Caltrans and resources agencies to determine final appropriate work windows for in-stream construction. Until that time no work will occur in April or May to ensure construction takes place outside of the presumed spawning season.



Bird Nesting Season: Project cannot impact nesting birds from February 15 through September 1. Conduct early pre-construction surveys and remove vegetation after September 1st and before February 15th Avoids delays/constraints based on nests.



Limestone Salamander: Directly remove acres of lime-stone salamander habitat and likely result in a direct take of the animal itself. Minimize construction adjacent to the south-side slope during the salamander's most active season (November to March). Conduct pre-construction surveys to avoid take.



3. Pallid Bat: Construction cannot commence on sites where bats are roosting. Schedule bat habitat removal between August 31st and October 15th. Replace oak woodland after construction at a 3:1 ratio to create new habitat.



Hazardous Materials and Dust Control

In addition to the biological resources, the project team has identified one hazardous waste constraint for the construction team to solve. The presence of elevated arsenic levels along the one-way bypass (Incline Road) is a project constraint for soil management and disposal. Prior to off-site disposal of any excess soil generated within the vicinity of the one-way bypass, the project team will collect soil samples, test the soil, and prepare notifications of arsenic level to off-site disposal facilities for proper disclosure and material acceptance. The Myers-Wadsworth JV team will implement Caltrans Standard Specifications pertaining to dust control and will comply with also the Mariposa County's Air Pollution Control District's rules, ordinances, and regulations.

Revegetation Program

The Myers-Wadsworth JV Team will participate in the project's revegetation program of native oak species, as well as other native shrubs and understory plants. The program will also include saving the "duff" (top few inches of soil where the seed bank lies) and then placing it over exposed ground during and after construction.

Use of Greenroads Certification to Promote Project Sustainability and Increase Public Project Acceptance.

Greenroads is a sustainability rating system for roadway design and

construction. The rating system is applicable to all heavy civil projects including new roadways, reconstruction and rehabilitations. In brief, Greenroads is a collection of sustainability best practices, called "credits," that relate to roadway design and construction. Achieving these credits can earn points toward a total score for the Ferguson Slide Permanent Restoration Project, and in general, this Greenroads score can be used as an indicator of sustainability for the completed roadway alignment. In what is arguably the most environmentally friendly state in the nation, Greenroads certification of the Ferguson Slide Permanent Restoration Project project would garner intense and positive public interest and perception as well as position Caltrans and the CMGC team as industry best practice leaders in sustainable heavy civil transportation construction. The Myers-Wadsworth CMGC Team project team has consulted with a Greenroads Sustainable Transportation Professional (STP) and is confident the Greenroads program brings unique benefits for consideration.

As part of this approach, our team conducted limited testing of the on-site materials. Results indicate the potential of creating structure backfill or roadway aggregate base materials for the project. Important benefits would include less costs to the project and reducing impacts to the traveling public with less construction vehicles delivering materials to the project. This benefit will need to be weighed against the limited right-of-way and need for sufficient area to produce these materials

D.4. Coordination with Mariposa County, Yosemite National Park and Other Third Party Stakeholders

Public Outreach Approach Utilizing CALM

Our public outreach strategy based on a commitment to active communication and partnership is an essential component of any construction project. The traveling public, residents of Mariposa County, local business interests and stakeholders in the tourism economy must be kept well informed on the project's activities and planned sequencing.

To facilitate this communication, the Myers-Wadsworth Team will work with the Department's Public Information Officer (PIO) to develop a comprehensive outreach strategy that will include:

- A transparent, collaborative environment with the public to build confidence and trust through community meetings throughout Mariposa County to explain construction work and its effects on traffic and safety.
- Serving as an advocate for the Department in effectively communicating SR140 project goals, development and successes
- A project hotline to receive comments from the public during construction. This approach would allow for the team to immediately address issues related to public "pushback" including traffic delays, rerouting, and concerns over the project schedule etc.

Our team has completed 10 CMGC and 30 CMGC/CMAR projects with successful on-time and on-budget delivery as the result of an effective and focused approach to stakeholder coordination. We know how to engage stakeholders to ensure the project stays on track. Our addition of a Pre-construction Key Team Manager will support our CALM approach.

Integrated use of the CALM Approach

The Myers-Wadsworth Team is proposing the creation of a Coordination and Logistics Management (CALM) team to streamline communication and information dissemination. The CALM team would consist of core individuals from the pre-construction, construction management and field operations areas of the project. The Ferguson Slide Restoration project will require the coordination, communication and management of subcontractors as well as an extensive communication and outreach program developed in concert with Caltrans to address the needs to

corridor stakeholders. The goal of these efforts is the reduction of impacts to corridor traffic, and the effective communication of potential impacts to stakeholder during the construction life cycle.

The purpose of the CALM approach would be two-fold. The first objective would be to plan, coordinate and track construction work phase activities in "real time", allowing project managers, Caltrans personnel and field management staff to analyze current operations with an eye toward identifying conflicting activities or those that may develop and pose significant impacts within the construction corridor. The CALM team would then work to communicate directly with other members of the CMGC team in order to mitigate or minimize these impacts for the benefit of the project at large and stakeholders specifically. The second objective of the CALM approach is to gather and communicate accurate data on current project activities including safety, emergency procedures, scheduling, environmental processes, access to properties, closures, outages, security, temporary facilities, signage, utilities and other topics that may be identified for dissemination to Caltrans Public Information Officers (PIOs) and project stakeholders through direct contact, media, website and social media distribution.



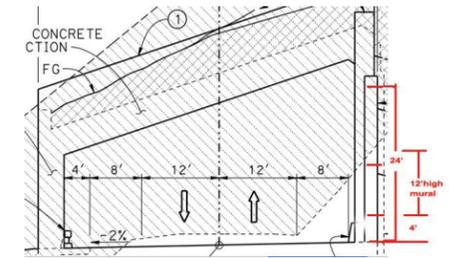
Leveraging Technology for Communication

The Myers-Wadsworth Team has reviewed the technology requirements and believe that a smartphone application could be readily developed to address the downstream information needs of frequent corridor travelers, business and industrial concerns, members of local and regional jurisdictions as well as members of the general public. If given the opportunity, the Myers-Wadsworth Team will further explore the opportunity of linking the CALM team with project stakeholders using this technology.

Art Concept for the Interior of the Rock Shed

The public responds to large-scale, visual communication with engagement and curiosity. The new wall within the proposed rock shed is an opportunity to slow traffic through the shed, to enliven the space, and to create discussion. The Myers-Wadsworth Team's aesthetic approach for the RT 140 Realignment project will include multiple meetings with a representative group of project stakeholders - as coordinated with Caltrans, Mariposa County - to gain a local perspective on aesthetic themes that will enhance the community

The Myers-Wadsworth Team would propose to create a mural on the inside wall, the length of the shed. The images will begin four feet off the roadway, and ascend as high as is practical- to be determined by site-line and other practical factors. The images will not cover the entire square footage, but will be spaced in density so as to create interest and movement. At this preliminary stage, we are proposing the options of sculptured specialty cement in relief and/or acrylic paint on a suitable substrate. Whatever the material deemed to be most appropriate, creating the mural on a substrate in 4x4' "tiles," is an option and very practical for both production and installation.



Each representation will be portrayed at very large scale, to accentuate characteristics, and to provide visual impact in such a limited space as the rock shed. For example, the head of the great grey owl might be 12' tall. A black oak leaf might be 6' wide.

Mural of a selection of native species of Yosemite, including animals, insects, plants and fish.





6.E. Approach to Managing Risk RFQ Section 3.7.E.

Key Elements of our Approach

Budget control

Minimizing exposure and risk to Caltrans, arriving at innovative solutions while maintaining strict adherence to the budgetary guidelines

Schedule viability Coordinating the efforts of the design, pre-construction and construction teams, consultants, and sub-contractors to create a viable project schedule to ensure project goals are met

Value engineering and Constructability

Utilizing our team’s institutional knowledge and technical expertise to develop best value solutions for Caltrans and with the strongest possible focus on safety and delivered quality.

Environmental Stewardship

Working with oversight agencies and project stakeholders throughout the project life cycle to minimize impacts to native environments.

Developed through our extensive CMGC and Caltrans project delivery experience, Myers-Wadsworth has developed an industry leading approach to risk management. Core elements of this approach include:

Design Task Force and Constructability Review

Project Risks are first identified and assessed during the pre-construction phase utilizing the Design Task Force/Constructability Review process. These meetings include members from the entire Project Team and serve as the brainstorming sessions to develop approaches that leverage value engineering and constructability reviews to arrive at innovative materials, methods and best practices that ultimately result in cost and schedule savings. The goal is to integrate different areas of expertise within the team into the design review process to assist the design team in seeking opportunities to reduce construction cost as well as minimize impacts to the schedule, stakeholders, and the environment.

Risk Analysis and Mitigation Workshops

The Myers-Wadsworth Team will host an initial Risk Analysis and Mitigation (RAM) workshop for all members of the project team. This will occur within the first 30 days of the project. In this workshop and following RAM meetings, the pre-construction and construction teams will work together utilizing a proven RAM approach that includes the following steps

- **Identification:** a team effort with a sole purpose to identify project risks
- **Classification:** risks are classified relative to the project plan
- **Quantification:** risks are priced and assessed for schedule and budget impact
- **Allocation** - risks are assigned to the party who can best manage individual risk
- **Manage/Mitigate Determination:** review to determine if risks can be eliminated entirely. If not, the risks must be mitigated. Include allowances or contingency estimates to cover cost of risk occurrence. Caltrans keeps all unused contingency or allowance budgets not used.

Risk Register.

The risk register developed during pre-construction is a dynamic, living document that is constantly monitored and updated. Within the register, the risk contingency is assigned based on the expected cost of a specific risk. In partnership with the Department, Pre-construction Manager Brandon Squire and Construction Manager Brian Tolley will be responsible for the creation and update of the risk register to ensure seamless continuity from the pre-construction to construction phases. Our approach provides for separation of risks from the cost models by isolating the risk and its impacts separate from the direct cost of the work. Separating the risk from the cost model maintains transparency of the individual bid items. This results in a more efficient cost comparison process and lower pre-construction costs.

Comprehensive Scheduling

The Myers-Wadsworth Team utilizes the Critical Path Method (CPM) of scheduling not only to establish a Project Baseline Schedule, but also to track performance and forecast remaining work as the project progresses. Our experience proves that a comprehensive, resource loaded, schedule is invaluable in understanding the impacts





Mitigating Scheduling Risks

The Myers-Wadsworth Team is well versed in dealing with maintaining fluid operations while facing planned blackout dates, off-work periods due to inclement weather, natural conditions and other impacts within the field environment. All of these components are influences that can change an otherwise excellent plan.

of project risks. CPM allows the team to more accurately model the entire scope of work, and capture construction sequencing and work item dependencies. The Myers-Wadsworth Team utilizes CPM to manage and analyze changes that occur in the dynamic field environment, examine alternate strategies in completing the project in a timely manner. Our team will consider each and every activity and apply a risk/contingency multiplier so that when a schedule is submitted, it contains requisite buffers and will allow the Myers-Wadsworth Team to successfully deliver the project on-time and on-budget for Caltrans and the citizens of California

“ Red Zone” Approach to Facilitate Quality Project Completion

The Myers-Wadsworth Team utilizes a “red zone” approach to ensuring a successful construction for the Caltrans, the CMGC Team, and all stakeholders involved in the Ferguson Slide project construction process. The “Red Zone” is typically identified as the point that 80% or more of the project scope or schedule is completed. In short, the Myers-Wadsworth Team’s Red Zone Approach places greater emphasis and scrutiny on the details in the final phase of the project. The goal is to develop a schedule necessary to achieve both timely project completion and financial closeout. During a red zone meeting, the project team will discuss the closeout and commissioning process, schedule milestones and events, and assign responsibilities for actions necessary to provide a physically complete project for Caltrans and to ensure a smooth transfer and financial closeout before or on the project completion date.

Risk/Opportunity Approach

Our Risk sharing philosophy generally follows the principle: Risk should be owned by the party best suited to manage the risk. This is in concert with the State’s approach to managing risk. **Quantity and production risk are generally owned by the contractor.** With the CM/CG process, plans and specs are advanced to a point where the contractor can do a detailed takeoff and put together a hard dollar estimate for the work. Schedule risk generally follows quantity and production risk. When quantities and scope are known, the contractor should have responsibility for schedule risk. In addition **shared risk should be considered for some items.** No black and white rule exists and each situation should be evaluated independently and fairly. On the Ferguson Slide Project some of these items could include cost and schedule risk of: project delays due to additional slide activity, unidentified environmental impacts or greater than average occurrences of severe weather. The creative use of contingencies, allowances, not-to-exceed amounts, float ownership, and force account work can produce a fair and balanced approach to many risk items.

Mitigating Safety Risks

Through an integrated approach to safety and risk management, our CMGC projects have never had a serious accident.

6.F. Approach to Safety Addenda Addition

Safety is a top priority for the Myers-Wadsworth Team, as demonstrated in our safety approach for projects of similar size, scale and scope detailed in Section 3.4 *Safety Program* as well as in 3.7.D. *Construction Approach*. **Our safety approach and planning methodology is centered on effective risk mitigation on behalf of our clients and the protection of our people and the public.** In addition to our effective approach to construction safety as outlined in Section 3.4, our team has identified additional mitigation opportunities unique to the this project.





| Approach to Safety | |
|--|--|
| <p>Ensuring Project Safety from Further Slides Future Slides During and After Construction could have Devastating Effects on the Project Area and the People in Those Areas.</p> | <p>Our Team will Address this Issue in Several Ways. First Active Slope Monitoring will be in Place as a Early Warning System for Potential Slides. Our Team will have the Slope Inspected Regularly by a Geologist to Further Ensure that there is no Movement on the Slope. After Construction the Slope Monitoring System will be Tied into Caltrans Maintenance Facility both Up and Downstream from the Project. Next as Part of our Construction of the Rock shed, our Team will Build a Drilled Pile Wall that will Extend Above the Proposed Rock shed Elevation to Protect Workers and the Rock shed from Slides. This wall and other Foundations will be Drilled and not Driven to Limit the Ground Disturbance in the Project Area. This Wall can be Cut Off After Construction or Kept in Place to Protect the Rock Shed from Further Slides. Lastly, as Shown in Our Rock shed Design and Construction Sections, Our Rock shed is Built to Last. The use of Fiber Reinforced Concrete, Epoxy Rebar and Post-tensioning will give the Rock shed the Extra Strength and long term Durability Needed to Withstand a Large Slide.</p> |
| <p>Fire Protection Woodland environments often present fire hazards for construction operations.</p> | <p>The Myers-Wadsworth Team will employ BMP's for fire protection, including the use of Hot Zones - fully equipped water caches and water equipment during construction durations. Additionally, emergency services plans will be updated as conditions dictate. Items such as weather, site access, evacuation plans, bee locations, fire hazard ratings and unique site-specific situations will be addressed and emergency services plans updated accordingly. Fire emergency services plans are shared with work crews at beginning of shift tailgate meetings. Pre-construction contact will be made with local Fire and Rescue, Mariposa County Sheriff and the Forest Service establishing points of contact and an awareness of the projects activities."</p> |
| <p>Emergency Response Remote locations located in communication "dead zones" provide challenges to effective first responder access.</p> | <p>In addition to the Myers-Wadsworth Accident Prevention Manual, site-specific emergency contingency plans will be developed during the pre-construction planning phase and will be addressed at the project pre-construction meeting. A Repeater System will be installed to add cell service to the area and back up satellite phones will be on the job site to ensure communication to emergency responders. Emergency service contact information sheets will be posted at the job trailer, as well as on-site Supervisor vehicles. As traffic routes change, or project updates take place, emergency services will be re-contacted and updated with the most current project information. All Myers-Wadsworth supervisors have crisis management and First-Aid/CPR training and the Myers-Wadsworth team will ensure that project and field managers down to the level of Foreman receive OSHA 30 training and certification.</p> |
| <p>Working in a Condensed Project Work Space Project limits provide little room to maneuver vehicle, stage construction activities and provide for an on-site construction office.</p> | <p>This limited space can lead to increased accidents on the project. Our team suggest that turn around areas are created within the existing right of way to help improve project circulation and reduce the need to use the detour for construction proposes. Another suggestion by our team is to break the construction crews into groups with staggered work times to reduce the total number of people working at one time. Both Myers and Wadsworth have worked with Granite on other projects where the work areas were tight and we had several other contractors and suppliers to coordinate with. We are confident that this project will be as successful as our other projects from a safety standpoint.</p> |





C.C. MYERS, Project Principal

Career Summary: If one individual has their finger on the transportation pulse of California, it is Mr. C.C. Myers. Myers has more than 50 years’ experience in the design, redesign and construction of heavy highway structures, including bridges, retaining walls, box culverts, concrete pavements and concrete-lined channels. He began his career in Southern California as an apprentice carpenter in 1955 and was made a journeyman in 1958. He was promoted to Superintendent in 1962 and General Superintendent responsible for all Northern California operations in 1965. In 1973 Mr. Myers organized MCM Construction and served as the Chief Executive Officer until forming C. C. Myers, Inc., in 1977. Under his direction, the firm completed more than 200 projects in California, Utah and Idaho ranging in value from \$50,000 to \$300 million. Mr. Myers is known for leading the reconstruction effort for the I-10 Santa Monica Freeway after the Northridge Earthquake. Under his direction, his organization rose to the occasion to meet this most difficult challenge in the full view and scrutiny of the public, the press and the politicians. It is significant to note that Mr. Dwayne Barth, proposed Construction Manager – Structures, fulfilled a similar role under Mr. Myers during this project. The Santa Monica Freeway Reconstruction was acknowledged worldwide by industry and political leaders as an outstanding example of construction achievement. As a member of the AGC/Caltrans Liaison Committee, Mr. Myers works with Caltrans at the highest levels to promote efficient, economical and safe project management and construction.

Education: Journeyman Carpenter, 1958
Licensing and Registration: California Class A Contractor’s License #331400

RELEVANT PROJECT EXPERIENCE

| | | | |
|-----------------------------------|---|------------------------------|---------------------|
| Project Name and ID: | Rehab Concrete Pavement RT99, Project No. 10-0M8004 | | |
| Location: | Turlock, CA | | |
| Project Construction Cost: | \$79 Million | Dates on the project: | 2012-2013 |
| Percent of Time on Job: | 30% | Project Role: | Principal-in-Charge |
| Owner Reference: | Caltrans District 10, Renee Sutti, Phone: 209-607-8741 renee_sutti@dot.ca.gov | | |

Project Description: Caltrans chose to rehabilitate a portion of highway 99 in Stanislaus County from Merced County line to San Joaquin County Line. The goal of this project was not only the rehabilitation of the highway, but to minimize the impacts to freight movement and the general public. In order to accomplish these goals the project was designated as an A + B contract. The controlling items of the work had to be completed at night so that the traveling public would not be interrupted during the day. To complete the work in the short night closures, Caltrans elected to use rapid strength concrete for the full depth road replacement and Superpave hot mix asphalt in the overlays sections. This is the first project chosen by Caltrans to use the Superpave hot mix.

Responsibilities/Duties: As Principal-in-Charge, Mr. Myers was ultimately responsible for the delivery of this project on-time and on-budget.

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|-----------------------------------|--|------------------------------|-------------------------|
| Project Name and ID: | RT 99/4 Interchange, Project No. 10-3A1004 | | |
| Location: | Stockton, CA | | |
| Project Construction Cost: | \$89 Million | Dates on the project: | 2013 - Current |
| Percent of Time on Job: | 30% | Project Role: | Senior Scheduler and PM |
| Owner Reference: | Caltrans, District 10, Troy Scheiber, Phone: (559) 341-2018 troy_scheiber@dot.ca.gov | | |

Project Description: This project will take over two years to complete and it will realign the interchange and reduce gridlock on a major goods transportation corridor in California and make the connection between highway 99 and Interstate 5 travel times more efficient. In order to achieve this goal, Myers and Sons must coordinate with BNSF Railroad, Department of Fish and Wildlife as well as several utility companies. This project has some environmentally sensitive areas and restrictions that must be adhered to. As part of improving the natural environment this project Myers and Sons Construction will create a new drainage system for the area to enhance and preserve the existing environment. This project consist of widening or replacing twelve bridges, building two pump plants, polyester overlays, eleven sound walls, one retaining wall, 290,000 TON of asphalt and 23,000 lineal feet of concrete rail.

Responsibilities/Duties: As Principal-in-Charge, Mr. Myers was ultimately responsible for the delivery of this project on-time and on-budget.



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|-----------------------------------|--|------------------------------|------------|
| Project Name and ID: | I-5 “Boat Section”, Project No. 03-0A3601 | | |
| Location: | Sacramento, CA | | |
| Project Construction Cost: | \$41 Million | Dates on the project: | 2008 |
| Percent of Time on Job: | 80% | Project Role: | Contractor |
| Owner Reference: | Caltrans, Will Kempton. (714) 272-5870 wkempton@transportationca.com | | |

Project Description: The project scope consisted of removing and replacing over 3,000 cubic meters of concrete pavement and slabs on I-5 adjacent to and depressed below the level of the Sacramento River. Project staging plans required public traffic impacts for more than 200 days. Mr. Myers proposed, and Caltrans accepted, the complete shutdown of I-5 and a round-the-clock work schedule. As a result, the roadway was reopened to traffic in 35 days. This project is featured on Caltrans’ home page.

Responsibilities/Duties: Mr. Myers led the construction team in delivering this project ahead of time and on-budget.

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|-----------------------------------|---|------------------------------|-------------|
| Project Name and ID: | I-110 HOV, Project No. 07-110304 | | |
| Location: | Los Angeles, CA | | |
| Project Construction Cost: | \$54 Million | Dates on the project: | 1989 - 1993 |
| Percent of Time on Job: | 50% | Project Role: | Contractor |
| Owner Reference: | Caltrans, Michael Perovich, PM. Phone: (213) 897-0054 michael_perovich@ca.dot.gov | | |

Project Description: The project consisted of constructing an elevated HOV viaduct 70 feet wide, 50 feet high and 1.5 miles long above the center median of the Harbor Freeway. Utilizing the alternative design specification and in conjunction with a cost reduction incentive proposal the structure was re-designed to higher earthquake standards and reduced public traffic impacts to 8 hours per week.

Responsibilities/Duties: Mr. Myers led the construction team in delivering this project ahead of time and on-budget.

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|-----------------------------------|--|---|------------|
| Project Name and ID: | SR-22 OCTA Design Build. Project No. 12-071611 | | |
| Location: | Garden Grove, CA | | |
| Project Construction Cost: | \$390 million | Dates on the project: | 2004-2008 |
| Percent of Time on Job: | 30% | Project Role: | Contractor |
| Design-Build: | Yes | Stamped/Certified Approved Work: | Yes |
| Owner Reference: | Caltrans, Will Kempton. (714) 272-5870 wkempton@transportationca.com | | |

Project Description: This project was a \$390 million design-build contract to widen approximately 13 miles of State Route 22 from Route 405 to Route 55 in Garden Grove. There were 35 bridges, including widening’s, a few 3-stage replacement structures and several new bridges. The work included approximately 80 retaining walls and sound walls. Mr. Myers joint ventured with Granite Construction and Steve P. Rados, Inc., to bid and build this project.

Responsibilities/Duties: Mr. Myers led the construction team in delivering this project on-time and on-budget.

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|-----------------------------------|---|---|------------|
| Project Name and ID: | Temporary Bypass Structure, SF Bay, Design Build Project No. 04-0120R4 | | |
| Location: | San Francisco, CA | | |
| Project Construction Cost: | \$476 Million | Dates on the project: | 2008-2009 |
| Percent of Time on Job: | 50% | Project Role: | Contractor |
| Design-Build: | Yes | Stamped/Certified Approved Work: | Yes |
| Owner Reference: | Caltrans, Will Kempton. (714) 272-5870, Email: wkempton@transportationca.com | | |

Project Description: The Temporary Bypass Structure, a 5,000 ton, multi-span, double-deck, steel truss structure, 160 feet tall, was erected to divert Interstate 80 traffic on the existing Bay Bridge to south of the Yerba Buena Island Tunnel. The structure creates the room needed to erect a permanent structure, the YBI Transition Structure, which, when completed,

CC MYERS (continued)



will allow traffic to flow in its current alignment from the Self-Anchored Suspension span into the Yerba Buena Island tunnel. The Design/Build structure is a mixture of Concrete Box Girder, Slab, and Structural Steel Bridge.

Responsibilities/Duties: Mr. Myers led the construction team in delivering this project on-time and on-budget.

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|-----------------------------------|--|------------------------------|------------|
| Project Name and ID: | Carquinez Bridge Approach Replacement, Project No. 04-013054 | | |
| Location: | Crockett, CA | | |
| Project Construction Cost: | \$67 Million | Dates on the project: | 2001-2004 |
| Percent of Time on Job: | 50% | Project Role: | Contractor |
| Owner Reference: | Caltrans, Will Kempton, 714-272-5870, Email: wkempton@transportationca.com | | |

Project Description: This project replaced the approach structures to the existing Carquinez Bridge which included some seismic retrofit of the existing bridge over the water and this project built approach structures to the new Carquinez Bridge as well as four on ramp and off ramp bridges. The project stretched from Oleum Refinery Road to the Carquinez Bridge toll plaza. The project had double decker falsework in excess of one hundred feet high and was at the time the highest falsework in California. In addition to the falsework height, a falsework tunnel had to be built at the highest point to accommodate the railroad and all construction over the railroad could only proceed on the weekends, so metal decking was used to accelerate the process. This project finished on time and within Caltrans budget.

Responsibilities/Duties: Mr. Myers led the construction team in delivering this project on-time and on-budget.

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|-----------------------------------|--|------------------------------|------------|
| Project Name and ID: | I-10 Santa Monica Freeway, Caltrans Contract No. | | |
| Location: | Northridge, CA | | |
| Project Construction Cost: | \$30M | Dates on the project: | 1992-1993 |
| Percent of Time on Job: | 100% | Project Role: | Contractor |
| Owner Reference: | Caltrans, Will Kempton, 714-272-5870, Email: wkempton@transportationca.com | | |

Project Description: The earthquake damaged Santa Monica Freeway and its reconstruction provided the ultimate challenge to a contractor. Caltrans notified Mr. Myer's company, C.C. Myers, Inc., that they were invited to submit a bid on the project Monday, January 31, 1994, only fourteen days after the Northridge Earthquake. Plans were available the night of the 31st with bids due less than four days later, on Friday, February 4th at 10:00 a.m. The plans were preliminary and without details, the bid a fixed-unit price, multi-million-dollar contract with a forty-percent disadvantaged business goal. The company was awarded the contract late that same Friday afternoon. Contract requirements allowed a maximum completion time of 140 calendar days with a penalty for late completion of \$205,000 per calendar day and an incentive of \$200,000 per day for early completion. Contract time commenced on Saturday, the 5th of February, with materials and equipment moving to the jobsite that day and through the weekend. Even though the final construction plans were not available until February 26th, work progressed immediately on a 24-hour-day, 7 days-per-week schedule with up to 400 workmen on the job, while maintaining a safety record that surpassed all expectations and current standards. Sixty-six days after the contract was signed the freeway was opened to traffic, 74 days ahead of schedule. The opening of the Santa Monica Freeway allowed over 350,000 vehicles a day to once again move between downtown Los Angeles and the Santa Monica area. This effort saved costs calculated at over one million dollars to the public for each day the freeway was shut down.

Despite numerous changes and unanticipated quantity overruns, Mr. Myers led his team to meet this most difficult challenge in the full view and scrutiny of the public, the press and the politicians. The project was acknowledged worldwide by industry and political leaders as an outstanding example of construction achievement.

Responsibilities/Duties: Mr. Myers directly led the construction team in delivering this complex and challenging project early and under budget to the people of California.



Gaylen Stewart, Project Manager

Career Summary: Mr. Stewart has over 30 years of direct experience in the construction of heavy civil transportation infrastructure projects. He has successfully delivered some of the company's most highly visible highway construction projects. He has overseen, or held key roles on, significant CMGC projects and is proficient at partnering with the team, conducting constructability reviews, and developing a comprehensive GMP that incorporates both value and innovation. Gaylen is recognized for his effective communication, leadership and project management skills, attention to detail, logical decision-making ability, and experience at working in deadline-driven project environments. His partnership-driven approach and experience enables him to consistently achieve quality, cost and schedule benchmarks and successful project completions.

Education:

Licensing and Registration: OSHA Competent Person, AGC Partnership Training, Subcontract Management and Productivity trained.

RELEVANT PROJECT EXPERIENCE

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|-----------------------------------|--|------------------------------|-------------------|
| Project Name and ID: | FrontRunner Rail South CMGC Project No. S-15-8(211)332 | | |
| Location: | Salt Lake City to Provo, Utah | | |
| Project Construction Cost: | \$83 Million | Dates on the project: | 12/2007 – 03/2013 |
| Percent of Time on Job: | 60% | Project Role: | Project Manager |
| Owner Reference: | Pau Edwards, PE, UTA. Phone: (801) 913.0168 pedwards@rideuta.com | | |

Project Description: The \$83M Fronrunner Rail corridor section addressed in this project spans from Salt Lake City to Provo and bisects several cities, dense industrial, "main street" businesses and environmentally sensitive areas. The UTA CMGC project extended the FrontRunner Rail project 45 miles from downtown Salt Lake to Provo. The Fronrunner corridor section addressed in this project spans from Salt Lake City to Provo and bisects several cities, dense industrial, "main street" business and environmentally sensitive areas. Throughout the CMGC process, the Wadsworth Team was focused on improving the safety infrastructure for the traveling public through the use of innovative construction techniques, a focus on maintaining mobility and access and a commitment to environmental compliance and on-time project delivery.

The Wadsworth Team created a contact group similar to the CALM group proposed for this US 99 Realignment project to coordinate with local governments, businesses, and other third party groups to mitigate both the perceived and real effects of planned construction. In addition, the Wadsworth Team worked diligently to identify utility relocations that would impact mission critical services to adjacent business and industrial stakeholders. In performing utility relocations, which included sewer, water, gas, electric, and communication, the Wadsworth Team avoided all emergency shutdowns for business and industrial concerns along the project corridor.

Responsibilities/Duties: Gaylen directly managed and oversaw the construction of 30 bridges for the UTA and UPRR. Included in this scope were 38 temporary/permanent earth retention walls next to a live UPRR line with E-80 loading; 2 permanent soil nail retaining walls, a box culvert, a concrete lined canal, and a challenging concrete pedestrian underpass / train station in Lehi. Throughout the CMGC process, Gaylen was focused on improving the safety infrastructure for the traveling public by consistently driving the use innovative construction techniques to save project time and related impacts on the travelling public. He maintained a strict focus on maintaining mobility and access for affected stakeholders and spearheaded environmental compliance by managing impacts to the wetlands that existed throughout the corridor by taking an active role in phasing during design.

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|-----------------------------------|---|------------------------------|-------------------|
| Project Name and ID: | Logan 10th West Corridor Reconstruction, CMGC Project No. S-0252(8)3 | | |
| Location: | Logan City, Utah | | |
| Project Construction Cost: | \$24 Million | Dates on the project: | 01/2010 – 11/2013 |
| Percent of Time on Job: | 40% | Project Role: | Project Manager |
| Owner Reference: | Rodney Terry, PE, UDOT. Phone: (801) 620.1686 rodterry@utah.gov | | |

Project Description: The Wadsworth Team was selected for this \$24M project that followed the A+B scenario that allowed for 320 total days of construction concluding in November 2013. This Logan project corridor spans high-volume urban



Gaylen Stewart (continued)

traffic and industrial locations similar to those encountered in this US Route 99 Realignment project. The project corridor is located in both in heavy traffic and a sensitive environmental area and presented a number of difficult site conditions including rigorous MOT requirements, confined work zones, utility relocation issues, busy interstate traffic, night work and wetlands permitting. The project required intense coordination with both UDOT and the US Army Corps of Engineers (USACE) to address wetlands permitting, relocation and coordination issues.

As part of the approach to working in a project corridor that included a heavily used public transit route, the Wadsworth Team planned and implemented work schedule changes that accommodated the timetables of local educational institutions, effectively coordinated these changes with the City, public transit agency and UDOT throughout the project lifecycle and spearheaded a field communication campaign with affected business and public stakeholders. As a result of these efforts the Wadsworth Team successfully relocated stops to minimize rider disruption and delays, and mitigated potential access impacts to local businesses, members of the public and other project stakeholders, while improving public perception and acceptance of the project scope. Additionally, the team was instrumental in keeping the general traveling public and impacted community members informed of construction activities through the use of social media and text message, website creation, press releases, and text messages.

Responsibilities/Duties: As Project Manager for R.L. Wadsworth, Gaylen was responsible for overall scope, schedule, quality, and the delivery of this project on-time and on-budget. To meet A+B project completion targets, Gaylen developed a contingency plan based on environmental permitting and approvals. As part of this plan, MOT planning and staging changes were implemented in order to allow work to proceed as wetlands mitigation options were reviewed and permitted.

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|-----------------------------------|--|------------------------------|---|
| Project Name and ID: | 4500 S. Bridge Replacement CMGC, Project No. F-215(126)13 | | |
| Location: | Salt Lake City, Utah | | |
| Project Construction Cost: | \$7 Million | Dates on the project: | 01/2010 – 11/2013 |
| Percent of Time on Job: | 20% | Project Role: | Demolition/Bridge Movement Engineering Specialist |

Owner Reference: Lisa Wilson, PE, UDOT. Phone: (801) 975.4827 | lwilson@utah.gov

Project Description: For this \$7M project, RLW replaced the 4500 South (SR-266) bridge over I-215 to repair structural deficiencies in the bents, girders, and deck. UDOT requested ABC techniques to minimize traffic impacts and improve work zone safety. The new superstructure was constructed on temporary abutments in the ramp gore area just north of the existing bridge. Over a single weekend I-215 closure, the existing superstructure and substructure were demolished using both traditional methods and SPMTs and the new superstructure was moved into place on the new abutments using SPMTs and large capacity jacks. Work was completed seven hours earlier than the allowed 24-hour time frame.

Responsibilities/Duties: Since this was UDOT’s first project using SPMTs to move a bridge into place, Gaylen worked closely with the design team and UDOT to evaluate several bridge types and ABC options, including providing cost estimation and scheduling scenarios. Gaylen also partnered with the designer to review constructability, perform cost modeling, and scheduling.

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|-----------------------------------|--|------------------------------|----------------------|
| Project Name and ID: | Commuter Rail North CMGC Project No. S-80-3(152)121 | | |
| Location: | Salt Lake City, Utah | | |
| Project Construction Cost: | \$24 Million | Dates on the project: | 02/2010 – 12/2010 |
| Percent of Time on Job: | 20% | Project Role: | Construction Manager |
| Owner Reference: | UDOT Region 2, Mark Parry, PE. Phone: (801) 887-3637 mparry@utah.gov | | |

Project Description: This \$24M commuter rail corridor extension included a 1350 foot bridge and a 600 foot bridge over the Weber River and Union Pacific Rail Yard, including 60,000 lineal feet pile, 14 sheet pile coffer dams, soldier pile retaining walls, 10,000 cubic yards structural concrete, and 4 million pounds of structural steel girders. This project had a number of difficult site conditions that are similar to those found in this US 99 Realignment project, including rigorous MOT requirements, confined work zones, strict environmental issues, active railroad corridor and night work. In coordination



Gaylen Stewart (continued)

with the UTA, UDOT and local government interests, the team's public outreach effort mitigated potential access impacts to local commuter traffic by an extensive MOT approach which focused on night lane closures and "early daily open" strategies which resulted in an improved public perception and acceptance of the project scope. The Wadsworth Team developed a phased work plan to accommodate heavy traffic conditions with a significant portion taking place during nighttime operations. He worked closely with local industrial and manufacturing business stakeholders in order to maintain local street access with minimal closures due to girder erections.

Responsibilities/Duties: To achieve the budget and schedule goals for this project, Gaylen worked directly with the CMGC team throughout the design process, conducting estimates, developing phasing and scheduling, and providing constructability reviews and value engineering.

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|-----------------------------------|--|------------------------------|---|
| Project Name and ID: | 3300 South, Bridge Replacement over I-215 D/B, Project No. S-0171(22)16 | | |
| Location: | Salt Lake City, Utah | | |
| Project Construction Cost: | \$7.7 Million | Dates on the project: | 02/2010 – 12/2010 |
| Percent of Time on Job: | 20% | Project Role: | Demolition/Bridge Engineering Specialist |
| Owner Reference: | UDOT Region 2, Ritchie Taylor. Phone: (801) 965-4000 ritchietaylor@utah.gov | | |

Project Description: The new ABC bridge is a single span steel girder superstructure with a composite lightweight concrete deck for this \$7.7M project. The new abutments are full retaining abutments on spot footings and were constructed under the existing bridge, while the bridge remained in service using post tensioning to allow the abutments to act as beams. The new superstructure was constructed on temporary abutments about ¾ of a mile off-site. Gaylen oversaw the bridge demolition and replacement scope which included moving the structure to the new site required protecting gas lines, removing noise walls and backfilling medians and shoulders. SPMT's moved the new superstructure into place onto the new abutments (all work was completed 4 hours earlier than the 54 hour allowed time). Once the bridge was set in place, the approach slabs, sidewalks and asphalt were completed in four days and 3300 South was back in full service..

Responsibilities/Duties: Gaylen coordinated with the Design-Build team during the preconstruction conducting estimates, developing phasing and scheduling, and providing constructability reviews and value engineering. As the Bridge Movement Engineering Specialist, Gaylen was responsible for the scope of work, staffing, utility coordination and resources required to move the structure 3/4 of a mile to the project location.

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| Project Name and ID: | I-80 Summit Park Bridge CMGC, F-80-4(118)141 | | |
| Location: | Summit Park, Utah | | |
| Project Construction Cost: | \$6 Million | Dates on the project: | 02/2010 – 12/2010 |
| Percent of Time on Job: | 20% | Project Role: | Bridge Movement Engineering Specialist |
| Owner Reference: | Mark Parry, PE, UDOT 801.887.3637 mparry@utah.gov | | |

Project Description: This \$6M consisted of two bridges, one in each direction, on either side of I-80. The Wadsworth Team slid them into place after the bridge demolition. The westbound structure was built five feet higher than the ultimate elevation due to the steep rising slope next to the bridge and to keep the cross street under the bridge open for highway access. With I-80 providing high-volume commuter access for the Summit Park region, the team set up detours, point of access replacements to ensure delivery access for local business, and maintained temporary access throughout construction to accommodate commuter traffic. The Wadsworth Team performed MOT for local streets access and customized work plans that allowed construction to occur at night and on weekends.

Responsibilities/Duties: Gaylen worked closely with the project team, UDOT and local stakeholders to develop staged construction. He coordinated with the resort community of Park City so there were no traffic restrictions or detours on the same days or nights of major events in the area. This project was also the first UDOT in-house design of a CMGC and ABC project. RLW worked closely with UDOT Design to arrive at a GMP and maintain the project schedule. Gaylen participated in the CMGC process to provide constructability reviews, phasing, and scheduling to ensure smooth construction and maximum value for UDOT.



Brian Tolley, Construction Manager

Career Summary: Brian Tolley has over 20 years of construction experience. Starting as a laborer while in high school, he worked through the ranks, gaining experience in nearly every aspect of heavy civil construction. Mr. Tolley is now a skilled Project Manager who specializes in projects with unique piling and shoring challenges. He has managed a variety of heavy civil public projects requiring extensive earth retention and stabilization. The majority of shoring systems in which Brian is involved are design-build. Brian works closely with the design team to ensure that each individual project has the specific piling and shoring systems that best fit the job. This often requires different systems on the same project depending on the slope, soil stability, work space and accessibility.

Brian is well versed in a large variety of shoring and deep foundation systems including Shotcrete, Soil Nailing, Tiebacks, Sheet Piling, H-Piling, Round Piling, Solider Pile and Lagging, Micropiles, Concentric Drilling and Continuous Flight Auger Piles (CFA). With shoring, piling and other deep foundation systems, there is often many ways to solve a problem. With his full breadth of experience, Brian is practiced at finding safe, innovative, and cost effective solutions to solve difficult earth-retention and stabilization challenges.

Education: BS, Construction Management, Brigham Young University
Licensing and Registration: AGC Project Manager Course, UDOT Partnering I & II, Primavera Scheduling, Certified Traffic Control Supervisor, ACI Tilt-Up Construction Certified, OSHA 30-Hour

RELEVANT PROJECT EXPERIENCE

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|-----------------------------------|---|------------------------------|-----------------|
| Project Name and ID: | US 189, Deer Creek Reservoir Walls CMGC | | |
| Location: | Wasatch County, UT | | |
| Project Construction Cost: | \$1.9M | Dates on the project: | 2013 |
| Percent of Time on Job: | 80% | Project Role: | Project Manager |
| Owner Reference: | UDOT, Region 3, John Higgins, Project Manager, Phone: (801) 404-3852 jhiggins@utah.gov | | |

Project Description: This project consisted of wall construction at three locations where the outside lane shoulder had been lost due to slope erosion. **This project condition is nearly identical to those found at the Ferguson Slide Permanent Restoration project site.** Due to high traffic volumes and risk of rock falls in the area, RLW abided by tight MOT restrictions and conducted many activities at night, to ensure safety and minimal disruption to motorists. RLW also completed drainage improvements and slope repairs to minimize the possibility of future erosion damage.

Responsibilities/Duties: Because this project used the CMGC delivery method, Mr. Tolley worked hand-in-hand with the design team during preconstruction to develop constructible solutions for this project's challenging earth retention and stabilization elements. He helped identify shoring solutions that were best suited for the job and oversaw all elements of construction.

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|-----------------------------------|---|------------------------------|--------------------------------|
| Project Name and ID: | I-15 CORE Design-Build | | |
| Location: | Utah County, Utah | | |
| Project Construction Cost: | \$1.1 Billion | Dates on the project: | 2010-2013 |
| Percent of Time on Job: | 25% | Project Role: | RLW Piling and Shoring Manager |
| Owner Reference: | UDOT, Todd Jensen, Phone: (801) 341-6407 toddjensen@utah.gov | | |

Project Description: RLW worked as part of the Provo River Constructors Team for this large and complex design-build, which consisted of reconstructing 23 miles of I-15. This project reconfigured and rebuilt 10 freeway interchanges, replaced 68 bridges, and included extensive maintenance of traffic considerations. RLW was responsible for all structures and PCCP paving on the project, in addition to full responsibility of a four-mile project segment that included three full interchanges, over three miles of realigned ramps, three miles of cross street construction, 22 structures, 262,500 ft. of retaining wall, and nearly one mile of noise walls. The Sam White Bridge received national recognition as the longest two-span bridge in the western hemisphere to be moved by SPMTs.

Brian Tolley (continued)



Responsibilities/Duties: Mr. Tolley oversaw all piling and shoring operations for the structures built by RLW. This included 106 individual retaining structures, totaling 350,000 sq. ft. These structures included 91 temporary sheet pile and soldier pile walls, nine temporary soil nail walls, and six permanent soil nail walls.

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|-----------------------------------|--|------------------------------|----------------------------|
| Project Name and ID: | UTA Frontrunner South CMGC | | |
| Location: | Salt Lake and Utah Counties, UT | | |
| Project Construction Cost: | \$83 Million | Dates on the project: | 2007 - 2012 |
| Percent of Time on Job: | 60% | Project Role: | Piling and Shoring Manager |
| Owner Reference: | UTA, Steve Meyer, Phone: (801) 230-6210 smeyer@rideuta.com | | |

Project Description: This UTA CMGC project extended the FrontRunner project 45 miles from downtown Salt Lake to Provo. RLW's portion of work consisted of 30 bridges for UTA and UPRR. RLW installed 38 temporary/permanent earth retention walls next to a live UPRR line with E-80 loading; two permanent soil nail retaining walls, a box culvert, a concrete lined canal, and a challenging concrete pedestrian underpass / train station. The 642 ft. flyover bridge incorporated six each 10 ft. diameter drilled shafts, two of which are 130 feet in depth. RLW used MOT, night lane closures, minimal work zones, accelerated construction techniques, constructability reviews, and earth retention/shoring to minimize disruptions and delays during construction.

Responsibilities/Duties: Mr. Tolley coordinated design, reviewed constructability, performed cost analyses, and managed the construction of over 20 earth retention systems to protect the existing and active UPRR rail lines and facilitate structure construction.

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|-----------------------------------|---|------------------------------|----------------------------|
| Project Name and ID: | Dixie Drive CMGC | | |
| Location: | St. George, UT | | |
| Project Construction Cost: | \$58.1 Million | Dates on the project: | 2012 - 2013 |
| Percent of Time on Job: | 25% | Project Role: | Piling and Shoring Manager |
| Owner Reference: | UDOT, Region 4, Jim McConnell, PE, Phone: (435) 865-5556 jmconnell@utah.gov | | |

Project Description: RLW was part of the CMGC team delivering two mainline I-15 bridges over the Santa Clara River, two on/off ramp bridges over the Santa Clara River, a large SPUI bridge over I-15, and a single span bridge over Convention Center Drive. RLW coordinated with local governments, businesses, and other third party groups. Several utilities needed to be relocated including sewer, water, gas, electric, and communication. Construction of the bridges over the Santa Clara River required a 404 permit and Stream Alteration Permit. A permanent scour protection wall was installed using sheet piles and tiebacks through the existing golf course.

Responsibilities/Duties: Mr. Tolley oversaw the installation of a scour protection wall along the Santa Clara River, in an area of bedrock. He was also responsible for construction of a 7,200 sq. ft. soil nail wall, 6,000 lineal ft. of soil nails, 87,000 sq. ft. of permanent sheet pile wall, and 15,000 lineal ft. of anchor tiebacks for sheet pile wall.

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|-----------------------------------|---|------------------------------|----------------------------|
| Project Name and ID: | Galena Bridge Project | | |
| Location: | Salt Lake County, UT | | |
| Project Construction Cost: | \$220,000 | Dates on the project: | 2011 – 2012 |
| Percent of Time on Job: | 70% | Project Role: | Piling and Shoring Manager |
| Owner Reference: | UTA, Troy Wolverton, Engineer, Phone: (801) 576-6500 troywolverton@draper.ut.us | | |

Project Description: RLW designed and built specialized shoring for the Galena Bridge Project, a two-phase railroad bridge structure serving both the UTA and UPRR railroads. RLW designed and constructed over 12,400 square ft. of sheet-pile to shore up the existing and active UPRR track during the construction phase of the adjacent UTA Frontrunner South. The project posed many challenges, most of which centered on the shoring's proximity to the existing, and continuously active rail lines. RLW helped to devise a way to minimize the offset distances required between track lines and shoring faces. RLW worked with UPRR and UTA to guarantee that the firm's customized shoring methods would not allow soil or structure movement during rail use, due to the tight proximity needed for the zero construction clearances. Sheet pile and large-diameter tieback anchors were used to provide the 35 ft. cut shoring and the necessary load capacity.

Responsibilities/Duties: Mr. Tolley managed the incident-free installation of the sheet pile shoring. He helped review constructability during design to develop solutions that avoided the rail lines.



Kevin Howlett, Lead Estimator

Career Summary: Kevin served as Wadsworth’s Chief Estimator on 19 CMGC and Design-Build projects, and has estimated over \$2 billion in projects. He has extensive experience working with designers to provide cost models throughout the design process and remains involved at design task force meetings. His track record for arriving at a GMP that is close to the ICE is evidenced by success on the I-80, State St. to 1300 E CMGC; Frontrunner South CMGC; and I-80, Summit Park Bridge CMGC Projects.

Education: LDS Business College

Licensing and Registration: UDOT Partnership Training I & II, AGC Traffic Control Workshop

RELEVANT PROJECT EXPERIENCE

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|-----------------------------------|--|------------------------------|----------------|
| Project Name and ID: | Dixie Drive CMGC Project No. S-151(90)5 | | |
| Location: | St. George, UT | | |
| Project Construction Cost: | \$16.1 Million | Dates on the project: | 2007-2009 |
| Percent of Time on Job: | 29% | Project Role: | Lead Estimator |
| Owner Reference: | Dana Meier, Region 4, UDOT. Phone: (435) 986-3812 danameier@utah.gov | | |

Project Description: The RLW CMGC team that delivered two mainline I-15 bridges over the Santa Clara River, two on/off ramp bridges in an environmentally sensitive area over the Santa Clara River, a large SPUI (Single Point Urban Interchange) bridge over I-15, and a single span bridge. Several utilities needed to be relocated including sewer, water, gas, electric, and communication. RLW designed and constructed a 84,000 square foot scour protection wall along the bank of the Santa Clara River. RLW worked with City officials, environmental groups, and designers to minimize the visual impact of the wall by positioning it further from the bank to raise elevation and eliminate the need for pile tops. RLW worked with its supplier to develop a sheet-by-sheet cut plan with material at the specified length to result in a cost savings of over \$50,000.

Responsibilities/Duties: As lead estimator on the project, Kevin provided an accurate GMP. Kevin assisted UDOT and the designer fully investigate and price multiple ABC options for this project. Key elements of the project included a new interchange adjacent to the Santa Clara River designed to meet future traffic counts through the year 2030; two new I-15 mainline replacement structures over the river; two new additional on/off ramp structures over the river; and a new single point urban interchange at Dixie Drive. Kevin’s participation during the design of the I-15 / Dixie Drive CMGC Project helped lead to innovative cost savings totaling \$16,153,500.

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|-----------------------------------|---|------------------------------|----------------|
| Project Name and ID: | I-80, State Street to 1300 E. CMGC, Project No. S-80-3(151)121 | | |
| Location: | Salt Lake County, UT | | |
| Project Construction Cost: | \$120 Million | Dates on the project: | 2006-2009 |
| Percent of Time on Job: | 65% | Project Role: | Lead Estimator |
| Owner Reference: | UDOT, Region 2. John Montoya, P.E. Phone: (801) 957-4871 johnmontoya@utah.gov | | |

Project Description: RLW completed the reconstruction and widening of 2.2 miles of I-80, including 12 bridge replacements and 3 new bridges. This project addressed ramp and main line geometry, PCCP pavement replacement, structural integrity of bridges, noise levels, signalization and aesthetics. RLW utilized ABC techniques to minimize construction duration and impacts to I-80 traffic. RLW used crossovers and a movable barrier system to switch traffic lanes for AM and PM peaks to minimize impacts to the travelling public and local businesses. This project had a number of difficult site conditions including rigorous MOT requirements, confined work zones, environmental issues, busy interstate traffic, night work, and difficult soil condition requiring lightweight fill.

Responsibilities/Duties: As the Lead Estimator for this \$120M reconstruction, Kevin’s GMP allowed RLW to be awarded the construction phase. This entailed 15 bridge replacements, two new bridges, and mainline I-80 PCCP concrete paving, main line geometry, pavement condition, structural integrity of bridges, noise levels, signalization, and aesthetics.



Kevin Howlett (continued)

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|-----------------------------------|--|------------------------------|----------------|
| Project Name and ID: | I-80 Summit Park Bridge CMGC, Project No. F-80-4(118)141 | | |
| Location: | Summit Park, UT | | |
| Project Construction Cost: | \$6 Million | Dates on the project: | 2010 |
| Percent of Time on Job: | 35% | Project Role: | Lead Estimator |
| Owner Reference: | UDOT Region 2, Mark Parry, PE. Phone: (801) 887-3637 mparry@utah.gov | | |

Project Description: This \$6.9M consisted of two bridges, one in each direction, on either side of I-80. RLW slid them into place after the bridge demolition. The westbound structure was built five feet higher than the ultimate elevation due to the steep rising slope next to the bridge and to keep the cross street under the bridge open for highway access.

This project required close coordination with the project team, UDOT and local stakeholders to develop staged construction as well as coordination with the resort community of Park City so there were no traffic restrictions or detours on the same days or nights of major events in the area. This project was also the first UDOT in-house design of a CMGC and ABC project. RLW participated in the CMGC process to provide constructability reviews, phasing, and scheduling to ensure smooth construction and maximum value for UDOT.

Responsibilities/Duties: As UDOT's first in-house design CMGC, Kevin worked very closely with UDOT's in-house CMGC design team. They performed constructability reviews, cost modeling, scheduling, value engineering, risk analysis, and risk mitigation as part of the CMGC design process. Through this successful collaboration with UDOT, the CMGC helped to define UDOT's CMGC process for future projects.

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|-----------------------------------|--|------------------------------|----------------|
| Project Name and ID: | 3300 South, Bridge Replacement over I-215 Design-Build Project No. S-0171(22)16 | | |
| Location: | Salt Lake City, Utah | | |
| Project Construction Cost: | \$7.7 Million | Dates on the project: | 2010 |
| Percent of Time on Job: | 25% | Project Role: | Lead Estimator |
| Owner Reference: | UDOT Region 2, Ritchie Taylor. Phone: (801) 965-4000 ritchietaylor@utah.gov | | |

Project Description: The new ABC bridge is a single span steel girder superstructure with a composite lightweight concrete deck for this \$7.7M project. The new abutments are full retaining abutments on spot footings and were constructed under the existing bridge, while the bridge remained in service using post tensioning to allow the abutments to act as beams. The new superstructure was constructed on temporary abutments about ¾ of a mile off-site. The bridge demolition and replacement scope which included moving the structure to the new site required protecting gas lines, removing noise walls and backfilling medians and shoulders. SPMT's moved the new superstructure into place onto the new abutments (all work was completed 4 hours earlier than the 54 hour allowed time). Once the bridge was set in place, the approach slabs, sidewalks and asphalt were completed in four days and 3300 South was back in full service..

Responsibilities/Duties: Kevin served as Estimator on this innovative alternate delivery project. During the design phase, Kevin worked with the design team to provide value engineering options for methodologies and materials as well as providing conceptual cost estimates for the ABC portion of the bridge construction.

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|-----------------------------------|---|------------------------------|-------------------|
| Project Name and ID: | FrontRunner Rail South CMGC Project No. S-15-8(211)332 | | |
| Location: | Salt Lake City to Provo, Utah | | |
| Project Construction Cost: | \$83 Million | Dates on the project: | 12/2007 – 03/2012 |
| Percent of Time on Job: | 60% | Project Role: | Lead Estimator |
| Owner Reference: | Paul Edwards, PE, UTA 801.913.0168 pedwards@rideuta.com | | |

Project Description: The \$83M Frontrunner Rail corridor section addressed in this project spans from Salt Lake City to Provo and bisects several cities, dense industrial, "main street" businesses and environmentally sensitive areas. The UTA CMGC project extended the FrontRunner Rail project 45 miles from downtown Salt Lake to Provo. The Frontrunner corridor section addressed in this project spans from Salt Lake City to Provo and bisects several cities, dense industrial, "main street" business and environmentally sensitive areas. Throughout the CMGC process, the Wadsworth Team was focused on improving the safety infrastructure for the traveling public through the use of innovative construction techniques, a focus on maintaining mobility and access and a commitment to environmental compliance and on-time project delivery.



Kevin Howlett (continued)

The Wadsworth Team created a contact group similar to the CALM group proposed for this US 99 Realignment project to coordinate with local governments, businesses, and other third party groups to mitigate both the perceived and real effects of planned construction. In addition, the Wadsworth Team worked diligently to identify utility relocations that would impact mission critical services to adjacent business and industrial stakeholders. In performing utility relocations, which included sewer, water, gas, electric, and communication, the Wadsworth Team avoided all emergency shutdowns for business and industrial concerns along the project corridor.

Responsibilities/Duties: Kevin estimated the structures portion of this \$500M UTA project to extend the commuter rail line 45 miles from downtown Salt Lake City to Provo. This scope included 30 bridges for UTA and UPRR, a 642- foot long flyover bridge structure, two soil nail retaining walls, a box culvert, concrete lined canal, and a challenging concrete pedestrian underpass/train station located in Lehi.

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|-----------------------------------|--|------------------------------|----------------|
| Project Name and ID: | 4500 S. Bridge Replacement CMGC, Project No. F-215(126)13 | | |
| Location: | Salt Lake City, Utah | | |
| Project Construction Cost: | \$7 Million | Dates on the project: | 2012 |
| Percent of Time on Job: | 20% | Project Role: | Lead Estimator |
| Owner Reference: | Lisa Wilson, PE, UDOT 801.975.4827 lwilson@utah.gov | | |

Project Description: For this \$7M project, RLW replaced the 4500 South (SR-266) bridge over I-215 to repair structural deficiencies in the bents, girders, and deck. UDOT requested ABC techniques to minimize traffic impacts and improve work zone safety. The new superstructure was constructed on temporary abutments in the ramp gore area just north of the existing bridge. Over a single weekend I-215 closure, the existing superstructure and substructure were demolished using both traditional methods and SPMTs and the new superstructure was moved into place on the new abutments using SPMTs and large capacity jacks. Work was completed seven hours earlier than the allowed 24-hour time frame.

Responsibilities/Duties: Kevin was the Lead Estimator of this project and helped UDOT arrive at an accurate GMP worked and maintain the project schedule. During the pre-construction phase, Kevin worked with the design team and UDOT to evaluate several bridge types and ABC cost options. He worked hand-in-hand with the CMGC team to review constructability, perform cost modeling and provide risk analysis.

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|-----------------------------------|--|------------------------------|----------------|
| Project Name and ID: | SR-154 - Bangerter Highway at 7800, 7000, and 6200 S Design-Build | | |
| | Project No. S-0154(51)13 | | |
| Location: | Salt Lake City, UT | | |
| Project Construction Cost: | \$38 Million | Dates on the project: | 2011-2012 |
| Percent of Time on Job: | 30% | Project Role: | Lead Estimator |
| Owner Reference: | UDOT, Region 12. Brent DeYoung (801) 612-4041 brentdeyoung@utah.gov | | |

Project Description: The Bangerter Design-Build project consisted of reconstruction of the 7000 South and 6200 South intersections on Bangerter Highway into Continuous Flow Intersections (CFI's) and converting the 7800 South intersection to a grade-separated interchange. This effort took place on one of the busiest arterial roads in Salt Lake County and impacted thousands of motorists daily, a large retail shopping center and countless local residents. The success of the project required significant outreach to many different public entities in order to ensure community cooperation and buy-in. Equally important was the necessity of developing a strong team structure to promote a true partnering performance and communication at all levels with stakeholders, sub-contractors, consultants and State transportation experts.

Responsibilities/Duties: Kevin worked directly with the design team to provide cost estimation and value engineering modeling for both methods and materials related the separated single point urban interchange (SPUI) at 7800 South, as well as the continuous flow intersection (CFI) at both 7000 South and 6200 South intersections.

Kevin Howlett (continued)





Jim Gallego, P.E., Project Scheduler

Career Summary: For 27 years, Mr. Gallego has been a construction engineer on transportation projects throughout California, Oregon, Washington, Utah and Nevada. He has worked on the conventional Design – Bid – Build, and Design Build projects. Mr. Gallego has reviewed and developed schedules for construction of new sound walls, retaining walls, bridges, highway roadwork, and water distribution projects. Over the course of his career, the value of the projects worked on has exceeded over a billion dollars.

In addition, Mr. Gallego has developed manuals and has trained engineers to use multiple computer scheduling programs. He has tracked and reviewed contractor submittals for bridge falsework, temporary earth retaining structures, portland cement and asphalt concrete mix designs, and bridge demolition plans. Mr. Gallego specializes in the analysis and implementation of Critical Path Method (CPM) project schedules. In addition, he has also developed project scheduling training seminars designed to show Resident Engineers and Structure Representatives how to review, accept and update construction baseline project schedules. Other training seminars include educating users on Oracle P6, and Primavera Project Planner (P3) and SureTrak 3.0 scheduling software. In addition to his construction experience, he has managed over 300 Caltrans Office of Structure Construction (OSC) field computers located throughout California. In this role, Mr. Gallego developed computerized forms and spreadsheets for Caltrans, including travel expense claims, portland cement concrete mix designs, Boussinesq Strip Loading, rebar weight calculations, asphalt concrete mix designs and various interoffice documents.

Education: B.S., Civil Engineering, Texas A&M University (1987)
Licensing and Registration: Registered Professional Engineer, State of California, No. 55575.

RELEVANT PROJECT EXPERIENCE

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|-----------------------------------|---|------------------------------|-------------------|
| Project Name and ID: | Caltrans: SR50 HOW Widening | | |
| Location: | Sunrise to Sacramento, CA | | |
| Project Construction Cost: | \$58 Million | Dates on the project: | 2010 - 2012 |
| Percent of Time on Job: | 100% | Project Role: | Project Scheduler |
| Owner Reference: | Meshack Okpala (916) 718-8051 meshack_okpala@dot.ca.gov | | |

Responsibilities/Duties: As the senior project scheduler, Mr. Gallego was responsible for reviewing Update and Time Impact Analysis schedules for the \$58-million HOV widening project on Highway 50 from Watt to Sunrise in Sacramento Ca. Mr. Gallego also was tasked with developing TIA schedules based on Caltrans’ understanding of the impacting events and comparing the overall impact compared to the Contractor developed TIA schedules. Mr. Gallego worked closely with Caltrans personnel to assist in the negotiations to resolve time impacts to the Project. Oracle P6 was used on this project.

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|-----------------------------------|--|------------------------------|-------------------|
| Project Name and ID: | Various Design Build Projects for Granite Construction (Project ID’s Vary) | | |
| Location: | Oregon, Utah and Washington | | |
| Project Construction Cost: | \$662 Million | Dates on the project: | 2006 - 2012 |
| Percent of Time on Job: | 100% | Project Role: | Project Scheduler |
| Owner Reference: | Ralph Gleffe (509) 834-1170 ralph.gleffe@gcinc.com Chris Burke (775) 875-2864 chris.burke@gcinc.com | | |

Responsibilities/Duties: As the senior project scheduler for various Joint Ventures sponsored by Granite Construction Company, Inc. Mr. Gallego has provided on-call scheduling services for the \$120-million US20 Design Build Project in Oregon, the \$182-million I-15 NOW Design Build Project in Utah (a Granite/Wadsworth JV), and the \$360-million SR-520 Design Build Project in Bellevue, Washington. These on-call scheduling services included developing training on use of software (P3 and P6), schedule updates, Time Impact Analysis schedules, and recovery schedules. All of these P3 and P6 schedules were revenue and resource loaded schedules.



Jim Gallego, P.E. (continued)

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|-----------------------------------|---|------------------------------|-------------------|
| Project Name and ID: | Caltrans: Oakland Touchdown, Phase I | | |
| Location: | San Francisco | | |
| Project Construction Cost: | \$180 Million | Dates on the project: | 2007 - 2010 |
| Percent of Time on Job: | 20% | Project Role: | Project Scheduler |
| Owner Reference: | Ben Ghafghazi (510) 867-6181 ben.ghafghazi@dot.ca.gov | | |

As the senior project scheduler, Mr. Gallego was responsible for the review and acceptance of the Baseline, Updates and Time Impact Analysis schedules for the \$180 million Oakland Touchdown Phase 1 bridge replacement project. This project involved the construction of three bridge frames as part of the San Francisco – Oakland Bay Bridge Replacement project. The schedules on this project were created using Primavera Project Planner (P3) scheduling software and were resource and revenue loaded.

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|-----------------------------------|--|------------------------------|-------------------|
| Project Name and ID: | Caltrans: Lincoln Bypass Project | | |
| Location: | Lincoln, CA | | |
| Project Construction Cost: | \$171 Million | Dates on the project: | 2007 - 2010 |
| Percent of Time on Job: | 20% | Project Role: | Project Scheduler |
| Owner Reference: | Jess Avila (916) 919-1452, jess_avila@dot.ca.gov (Design Phase) Carl Berexa (916) 952-6800, carl_berexa@dot.ca.gov (Construction Phase) | | |

Responsibilities/Duties: As the senior project scheduler, Mr. Gallego was responsible for developing a Risk Analysis Baseline schedule for the Lincoln Bypass Project. Mr. Gallego was responsible for developing all aspects of the Baseline schedule, including determining scope of work, developing Work Breakdown Structure, Activity Coding, Project Calendars, and Activity Logic. Working closely with the client, Mr. Gallego was able to expedite the schedule development to create a Baseline schedule with 1182 activities so that the Designers could perform an analysis of the project's potential risks. The Engineer's Estimate of the Lincoln Bypass was \$171-million. Mr. Gallego used Primavera P5 to develop this Baseline schedule. During the Construction phase, Mr. Gallego assisted the Resident Engineer with Baseline, Update and Time Impact Analysis reviews. Mr. Gallego worked closely with Caltrans personnel to assist in the negotiations to resolve time impacts to the Project. All of this schedule work required the use of Primavera P6.

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|-----------------------------------|---|------------------------------|-------------------|
| Project Name and ID: | State Route 22 Design Build Widening Project | | |
| Location: | Orange County, CA | | |
| Project Construction Cost: | \$390 Million | Dates on the project: | 2003 - 2008 |
| Percent of Time on Job: | 20% | Project Role: | Project Scheduler |
| Owner Reference: | David Smith, (916) 761-4594, david.smith@gcinc.com | | |

Responsibilities/Duties: As the senior project scheduler, Mr. Gallego was responsible for the development and maintenance of the bid check schedule, preliminary 90-day schedule, baseline, and update schedules for this \$390-million design build highway widening project. Mr. Gallego exclusively used Primavera Project Planner (P3) scheduling software to develop and maintain the resource and revenue loaded project schedule. Mr. Gallego was responsible for all aspects of the project schedule specification including coding, calendars, layouts, filters, tabular reports and plots.

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|-----------------------------------|--|------------------------------|-----------------------------------|
| Project Name and ID: | Caltrans Dist. 59 On-Call (HNTB Corporation) | | |
| Location: | Rocklin, CA | | |
| Project Construction Cost: | On-Call Services | Dates on the project: | 2001 - 2003 |
| Percent of Time on Job: | 100% | Project Role: | Senior Project Schedule Analyzer. |
| Owner Reference: | Thomas Fitzgerald, (707) 496-6614, tom_fitzgerald@dot.ca.gov | | |



Jim Gallego, P.E. (continued)

Project Description:

Responsibilities/Duties: As the senior project schedule analyzer, Mr. Gallego was responsible for the project schedules of multiple transportation construction projects located throughout the Caltrans – North Region (Districts 1, 2 and 3). Mr. Gallego’s responsibilities included analyzing project documents to ensure that contractor submitted project schedules (baseline and updated schedules) adhered to contract requirements.

In addition, Mr. Gallego implemented a training program advising Caltrans Resident Engineers and Structure Representatives on the proper processes and procedures for the implementation of the Critical Path Method (CPM) progress schedule specification. Mr. Gallego developed Microsoft PowerPoint presentations, practice project schedules, Microsoft Excel schedule workbooks, and Microsoft Word training manuals. The training presentation and course materials allowed project engineers to calculate the forward and backward passes of a project schedule and to review all of the requirements of the Caltrans CPM specification.

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| Project Name and ID: | Senior Project Schedule Analyzer (HNTB Corporation) | | |
| Location: | San Jose, CA | | |
| Project Construction Cost: | Consulting Services | Dates on the project: | 2003 - 2005 |
| Percent of Time on Job: | 100% | Project Role: | Senior Project Schedule Analyzer. |
| Owner Reference: | John Litzinger, (408) 718-0343, jlitzinger@hntb.com | | |

Project Description:

Responsibilities/Duties: As the senior project schedule analyzer, Mr. Gallego was responsible for implementing HNTB’s design project schedule for design activities. Mr. Gallego used Primavera Project Planner (P3) to develop and maintain the project schedule. During the schedule development process, Mr. Gallego developed project coding, layouts and reports as required by the client (Caltrain).

Namat Hossenion, Environmental/Permit Manager

Career Summary: Mr. Namat Hosseinion, the Environmental Compliance Manager with Dokken Engineering, is responsible for various stages of environmental compliance during construction, preconstruction activities including management and preparation of scoping documents, completion of NEPA/CEQA environmental documents, technical studies, and environmental permits. In addition to this planning and regulatory work, Mr. Hosseinion is qualified to perform Section 106 compliance of archaeological studies for screened undertakings, surveys, and HPSR/ASR preparation. He has demonstrated excellence in the coordination and communication necessary in the production and quality assurance of environmental compliance. Mr. Hosseinion, a previous Caltrans employee, has wide ranging experience in obtaining environmental approvals for transportation projects, including local assistance and capital outlay projects with Caltrans and the FHWA. He has managed large-scale environmental tasks including environmental analysis and documentation, regulatory compliance, value engineering/analysis, public outreach for multi-disciplinary projects, and has focused experience on highways, transit, interchange, and bridge projects. Mr. Hosseinion will lead all environmental compliance necessary for the State Route 140 Ferguson Slide Permanent Restoration Project. He will ensure that the design is in compliance with the environmental document and that all mitigation measures have been addressed.

Education: MA Anthropology (Archaeology) | BA Anthropology (Archaeology)
Licensing and Registration: Co-Principal Investigator, Prehistoric Archaeology

RELEVANT PROJECT EXPERIENCE

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|-----------------------------------|--|------------------------------|----------------------------------|
| Project Name and ID: | I-10/605 Interchange Design-Build, Project No. 07-254404 | | |
| Location: | Baldwin Park, CA | | |
| Project Construction Cost: | \$60 Million | Dates on the project: | 2010 - 2013 |
| Percent of Time on Job: | 50% | Project Role: | Environmental Compliance Manager |
| Owner Reference: | Caltrans - District 7, Mehdi Salehinik (213) 897-7195 mehdi.salehinik@dot.ca.gov | | |

Responsibilities/Duties: As Environmental Compliance Manager, Mr. Hosseinion developed and obtained an approved Environmental Compliance Plan with Caltrans and has coordinated project compliance reviews, environmental trainings. This mile-long, elevated, freeway to freeway ramp connector project included a five-frame, 3,400-foot-long bridge over the interchange and heavy traffic handling element to shift lanes on I-10, I-605 and several ramps to accommodate construction of the bridge. The project also included mechanically stabilized earth retaining walls, utility relocations, city street design, electrical design and landscape architecture. Design was completed in March 2013.

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|-----------------------------------|---|------------------------------|----------------------------------|
| Project Name and ID: | Carpenter Road Bridge Seismic Retrofit. Project No. 2012A_Carpenter | | |
| Location: | Modesto, CA | | |
| Project Construction Cost: | \$14 Million | Dates on the project: | 2012 - 2013 |
| Percent of Time on Job: | 15% | Project Role: | Environmental Compliance Manager |
| Owner Reference: | City of Modesto (District 10), Vicky Dion (209) 577-5462 vdion@modesto.gov.co | | |

Responsibilities/Duties: Environmental Compliance Manager for construction support for this \$14 M bridge replacement. Mr. Hosseinion was responsible for overseeing all environmental aspects of construction for the Carpenter Road Bridge Retrofit. Mr. Hosseinion provided extensive construction support including coordinating cliff swallow and bat eviction in compliance with wildlife agency regulations, assisting in fish relocations pursuant to a NOAA approved fish relocation plan, performing nesting bird surveys, construction monitoring, and providing preconstruction worker trainings. Mr. Hosseinion provided oversight for the amendment of the project's permits and Section 7 consultations multiple times during the course of construction to accommodate changes in construction methods and schedules. Construction is complete for this project.

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|-----------------------------------|--|------------------------------|-----------------------|
| Project Name and ID: | Kings River Bridge Widening Project. Project No. S-15-8(211)332 | | |
| Location: | Tulare County, CA | | |
| Project Construction Cost: | \$18 Million | Dates on the project: | 2013-2014 |
| Percent of Time on Job: | 15% | Project Role: | Environmental Manager |
| Owner Reference: | Tulare County (District 6) Ben Ruiz(559) 6247134 bruiz@co.tulare.ca.us | | |

Responsibilities/Duties: Environmental Compliance Manager for construction support for this \$18 M bridge replacement. The bridge is 750-foot long and four lanes wide and is being built adjacent to the existing bridge. Mr. Hosseinion responsibilities included overseeing the development and agency approval for a 2-acre Riparian Revegetation and Restoration Plan, encompassing the removal of 410 riparian trees. Other tasks included overseeing the amendment of the project’s Section 7 Consultation, preparing biddable plans, specifications, and an estimate for the project’s Riparian Revegetation and Restoration Plan. Mr. Hosseinion was instrumental in keeping the project’s construction on schedule amidst swallows nesting within 5 feet of construction and bats roosting in the contractor’s falsework. Mr. Hosseinion coordinated with wildlife resource agencies, the County, and the contractor to develop reasonable and cost effective solutions that minimized impacts and avoided construction delays.

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| Project Name and ID: | Road 80 Widening. Project No. Tulare_80Widening | | |
| Location: | Tulare County, CA | | |
| Project Construction Cost: | \$75 Million | Dates on the project: | 2008 - 2013 |
| Percent of Time on Job: | 10% | Project Role: | Environmental Compliance Manager |
| Owner Reference: | Tulare County (District 6) Kuna Muthusamy (559) 733-6653 kmuthusamy@co.tulare.ca.us | | |

Responsibilities/Duties: Environmental Compliance Manager for construction support for this \$75M road and bridge widening and replacements. Additionally Mr. Hosseinion was the Environmental Permitting Specialist for implementing Tulare County’s mitigation measures, obtaining environmental permits, amending Section 7 consultation for updates to mitigation measures, and purchasing mitigation credits. Five federally endangered species were consulted for with the USFWS. Responsibilities included performing preconstruction surveys for burrowing owl and San Joaquin kit fox, assisting in California tiger salamander pre-construction clearance surveys, performing follow up migratory nesting swallow surveys with focus on exclusion netting performance and cliff swallow nesting occurrences, providing preconstruction worker trainings, providing construction support, and preparing and submitting complete environmental project closeout package. All five phases of this project have been constructed.

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|-----------------------------------|---|------------------------------|-----------------------|
| Project Name and ID: | Amador Creek Bridge Replacement. Amador_CreekBridge | | |
| Location: | City of Amador, CA | | |
| Project Construction Cost: | \$8 Million | Dates on the project: | 2013 |
| Percent of Time on Job: | 10% | Project Role: | Environmental Manager |
| Owner Reference: | Amador City (District 10) Aaron Brusatori (209)223-6429 abrusatori@amadorgov.org | | |

Responsibilities/Duties: Environmental Compliance Manager for construction support for this \$8M historic bridge replacement. The project included the replacement of a structurally deficient historic bridge over Amador Creek. The existing bridge is a contributor to the NRHP-eligible Amador City Historic District. Responsibilities included NEPA/CEQA compliance, construction monitoring, providing preconstruction worker trainings, and securing regulatory permits.

Namat Hosseinion (continued)



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|-----------------------------------|---|------------------------------|-----------------------------------|
| Project Name and ID: | Pioneer Bluff Bridge, Project No. S-0154(51)3 | | |
| Location: | West Sacramento, CA. | | |
| Project Construction Cost: | \$15 Million | Dates on the project: | 2013 |
| Percent of Time on Job: | 10% | Project Role: | Environmental Compliance Manager. |
| Owner Reference: | City of West Sacramento Jay Davidson (916) 617-4658 jay.davidson@ci.west-sacramento.ca.us | | |

Responsibilities/Duties: Environmental Compliance Manager for construction support for this \$15M bridge replacement. This project will close the gap along a major transportation arterial, improving circulation within the City of West Sacramento. The project provides 900 feet of new road and a new four lane bridge over the Yolo Barge Canal. As Environmental Manager for the project, Mr. Hosseinion provided expeditious consultation, CEQA documentation, agency coordination, and water permits. Mr. Hosseinion secured the final CEQA Initial Study with Mitigated Negative Declaration approval, Section 7 USFWS and NOAA Determination, and five water quality permits within eight months. Mr. Hosseinion provided extensive construction support including assisting in fish relocations pursuant to a NOAA approved fish relocation plan, performing nesting bird surveys, construction monitoring, and providing preconstruction worker trainings. The Pioneer Buff Bridge Project met its aggressive schedule and is currently in construction.

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|-----------------------------------|--|------------------------------|-----------------------------------|
| Project Name and ID: | Belardo Bridge. Project No. 2012_Belardo | | |
| Location: | Palm Springs, CA | | |
| Project Construction Cost: | \$5 Million | Dates on the project: | 2012 |
| Percent of Time on Job: | 10% | Project Role: | Environmental Compliance Manager. |
| Owner Reference: | Palm Springs (District 8) David Barakian (760) 323-8253 x8732 dave.barakian@palmspringsca.gov | | |

Responsibilities/Duties: Environmental Compliance Manager for construction support for this \$5M new bridge and new roadway project. Mr. Hosseinion was responsible for implementing City’s mitigation measures, obtaining environmental permits extension, amending Section 7 consultation for updates to mitigation measures, and purchasing mitigation credits. Mr. Hosseinion also preformed duties as the Archaeological Monitor during construction of this new bridge and access roadway to the Cahuilla Indian Tribal Center. Responsible for communicating and coordinating with Tribal monitors and Tribal Council Members to avoid adverse effects to the adjacent National Register Site, instructing construction crew members on both the archaeological and biological resources present near the project area, and preparing reports documenting construction activities, any observed cultural resources, and steps taken to record and protect any observed cultural resources. Additional duties include ensuring that BMPs are observed to confirm environmental compliance with NEPA/CEQA.



Brandon Squire, P.E. Pre-Construction Manager

Career Summary: Mr. Squire delivers innovative design and quality pre-construction expertise for complex and challenging transportation infrastructure projects across the nation. Brandon’s areas of expertise include managing design-build and CMGC projects, leading pre-construction, design and construction teams, addressing public stakeholder concerns, developing and implementing maintenance of traffic (MOT) plans, particularly in urban areas, scheduling, and the management of subcontractors. As a previous Construction Manager, Resident Engineer, and Design Engineer for UDOT for 10 years, Brandon has direct knowledge of preferences and owner issues for state DOT’s. Brandon has held key management roles as a UDOT employee including Segment Field Engineer on the \$1.0B I-15 Design-Build Reconstruction through Salt Lake County and as the UDOT Construction Manager on the \$232M I-15 NOW Design-Build project in Weber County. Additionally, Brandon was instrumental in developing UDOT’s Quality Program for the design-build delivery method.

Education: BS, Civil Engineering

Licensing and Registration: PE, Utah #324051

RELEVANT PROJECT EXPERIENCE

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|-----------------------------------|---|------------------------------|------------------------|
| Project Name and ID: | I-80 Summit Park Bridge CMGC, Project No. F-80-4(118)141 | | |
| Location: | Summit Park, UT | | |
| Project Construction Cost: | \$6 Million | Dates on the project: | 2010 |
| Percent of Time on Job: | 30% | Project Role: | Deputy Project Manager |
| Owner Reference: | UDOT, Mark Parry, PE (801) 887-3637 mparry@utah.gov | | |

Project Description: This \$6M consisted of two bridges, one in each direction, on either side of I-80. RLW slid them into place after the bridge demolition. The westbound structure was built five feet higher than the ultimate elevation due to the steep rising slope next to the bridge and to keep the cross street under the bridge open for highway access.

This project required close coordination with the project team, UDOT and local stakeholders to develop staged construction as well as coordination with the resort community of Park City so there were no traffic restrictions or detours on the same days or nights of major events in the area. This project was also the first UDOT in-house design of a CMGC and ABC project. RLW worked closely with UDOT Design to arrive at a GMP and maintain the project schedule. RLW participated in the CMGC process to provide constructability reviews, phasing, and scheduling to ensure smooth construction and maximum value for UDOT.

Responsibilities/Duties: Responsible for finding innovative solutions to mitigate extensive settlement impacts, utility impacts, MOT impacts, and to optimize the public information process

| | | | |
|-----------------------------------|--|------------------------------|----------------------|
| Project Name and ID: | I-80 State Street to 1300 East CMGC, Project No. S-80-3(151)121 | | |
| Location: | Salt Lake City, UT | | |
| Project Construction Cost: | \$126 Million | Dates on the project: | 2008-2009 |
| Percent of Time on Job: | 40% | Project Role: | Construction Manager |
| Owner Reference: | UDOT, Region 2. John Montoya, RE. Phone: (801) 975-4871 johnmontoya@utah.gov | | |

Project Description: The project included 12 bridge replacements and 3 new bridges. RLW utilized Accelerated Bridge Construction (ABC) techniques to design and construct 7 bridges in a centralized location (bridge farm) on temporary supports. Bridges were constructed on boxes set at pre-determined elevations and slopes to mock final design positions. Bridges were transported adjacent to each opening, then slid and lowered into final position using SPMT's and sophisticated sliding and tracking system. Each of the ABC bridge replacements took less than a week to complete with minimal impacts to the traveling public.

Responsibilities/Duties: As the Construction Oversight Manager for UDOT, Mr. Squire oversaw the quality of construction for structures, roadways, noise walls, and lighting. Implemented the quality oversight program and a traffic control and MOT plan.



Brandon Squire, P.E. (continued)

| | | | |
|-----------------------------------|---|------------------------------|------------------------|
| Project Name and ID: | I-15, South Layton Interchange Design-Build. Project No. S-15-8(211)332 | | |
| Location: | Layton, UT | | |
| Project Construction Cost: | \$61 Million | Dates on the project: | 2009-2010 |
| Percent of Time on Job: | 45% | Project Role: | Senior Project Manager |
| Owner Reference: | Kris Peterson, PE, Region 1 Director, UDOT 801.620.1640 krispeterson@utah.gov | | |

Project Description: This \$61M design-build project is located near the Kaysville/Layton, Utah border and consists of the construction of a new Single Point Urban Interchange (SPUI) between the Kaysville 200 North Exit and the Layton Hill Field Road Exit. The project also included the widening of 2 miles of I-15 to accommodate the extension of the HOV lane north. This project has a number of difficult site conditions including rigorous MOT requirements, confined work zones, ITS and utility relocation issues, busy interstate traffic, night work and difficult soil conditions requiring lightweight fill. The Wadsworth Team worked closely with State, County and City stakeholders to develop a Business Impact Mitigation Plan (BIMP) that addressed sensitive issues of access and routing through the planned construction phase. A Community Review Board was also set up to provide feedback to the contractor during construction and to evaluate their performance. The team received a 90% rating during the project.

The I-15 South Layton Interchange project was completed nine months ahead of UDOT’s schedule and was delivered on-budget. To achieve this success, the team developed several innovative solutions to address challenges for on-time or early completion. The team quickly adapted to a change in ABC method at the 30% plan stage. The Wadsworth team was able to adjust the ABC design to construct the bridge offline behind the new abutments and then launch the spans over I-15.

Responsibilities/Duties: As Project Manager for R.L. Wadsworth, Mr. Squire was responsible for overall scope, schedule, quality, and the delivery of this project on-time and on-budget.

| | | | |
|-----------------------------------|---|------------------------------|----------------------|
| Project Name and ID: | I-15 NOW Design-Build, Project No. SP-15-8(34)342 | | |
| Location: | Weber County, UT | | |
| Project Construction Cost: | \$183 Million | Dates on the project: | 2006-2009 |
| Percent of Time on Job: | 30% | Project Role: | Construction Manager |
| Owner Reference: | UDOT, Region 12. Brent DeYoung (801) 612-4041 brentdeyoung@utah.gov | | |

Project Description: This project had a number of difficult site conditions that are similar to those found in this SR 99 Realignment project, including rigorous MOT requirements, confined work zones, strict environmental issues at river crossings, busy railroad corridors, night work, and difficult soil conditions requiring stone column ground improvements, deep dynamic compaction, and light-weight fill. Relative to the US 99 scope of work, this project required the phased replacement and construction of 24 bridges including ten sets of mainline sister bridges, two new ramp bridges and two new bridges at cross streets. Three of these crossed environmentally sensitive riparian areas.

Responsibilities/Duties: As the Construction Oversight Manager for UDOT, Mr. Squire oversaw the quality of construction for bridge, roadway, paving, MSE and noise walls, ATMS, and lighting. Implemented the quality oversight program and a traffic control and MOT plan.

| | | | |
|-----------------------------------|---|------------------------------|-----------------|
| Project Name and ID: | I-15 Corridor Expansion (CORE) Design-Build, Project No. MPI15-6(178)245 | | |
| Location: | Provo, UT | | |
| Project Construction Cost: | \$1.0 Billion | Dates on the project: | 2010 - 2012 |
| Percent of Time on Job: | 30% | Project Role: | Segment Manager |
| Owner Reference: | UDOT, Todd Jensen (801) 341-4796 tjensen@utah.gov | | |

Project Description: As part of the scope of work under this \$1B project was the construction of Utah’s first Rotary Interchange at Provo Center Street. Significant project components included the construction of 1.1 Million square feet of MSE Retaining Walls, 2.9 Million square yards of concrete paving, importing 2.25 Million cubic yards of granular borrow and UTBC, 240,000 square feet of shoring and 160,000 square feet of foundation piling; as well as relocating gas, phone, fiber, power, water, sewer, and public utility relocations and betterments.

Brandon Squire, P.E. (continued)



The 25 mile project corridor spans high-volume urban traffic and industrial locations similar to those encountered in this Route 99 Realignment project. To address the unique needs of this urban, constricted corridor, the UDOT worked with the contractor to develop phased Accelerated Bridge Construction (ABC) methods for construction. As part of the ABC approach, the bridges were constructed adjacent to the freeway and were slid into place using Self Propelled Modular Transports (SPMT's). Structurally composite partial depth precast concrete deck panels were utilized as stay in place forms and full depth precast deck panels were used and made composite with the deck.

Responsibilities/Duties: Involved in developing the Quality Management Plan for the Jordan Segment. Oversaw the construction quality of over \$400 million of structures and roadway. Utilized extensive expertise to maximize funds and add innovative services to streamline the Department's design-build process.

| | | | |
|-----------------------------------|--|------------------------------|-----------------------|
| Project Name and ID: | SR-154 - Bangerter Hwy at 7800, 7000, and 6200 S Design-Build, Project No. S-0154(51)3 | | |
| Location: | Salt Lake City, UT | | |
| Project Construction Cost: | \$38 Million | Dates on the project: | 2011-2012 |
| Percent of Time on Job: | 30% | Project Role: | Construction Manager. |
| Owner Reference: | UDOT, Region 12. Brent DeYoung (801) 612-4041 brentdeyoung@utah.gov | | |

Project Description: The Bangerter Design-Build project consisted of reconstruction of the 7000 South and 6200 South intersections on Bangerter Highway into Continuous Flow Intersections (CFI's) and converting the 7800 South intersection to a grade-separated interchange. This effort took place on one of the busiest arterial roads in Salt Lake County and impacted thousands of motorists daily, a large retail shopping center and countless local residents. The success of the project required significant outreach to many different public entities in order to ensure community cooperation and buy-in. Equally important was the necessity of developing a strong team structure to promote a true partnering performance and communication at all levels with stakeholders, sub-contractors, consultants and State transportation experts.

Responsibilities/Duties: Mr. Squire worked directly with the design team to value engineer both methods and materials for the separated single point urban interchange (SPUI) at 7800 South, as well as the continuous flow intersection (CFI) at both 7000 South and 6200 South intersections. Responsible for overall scope, schedule, quality, and budget. As the Construction Oversight Manager for this complex job, Mr. Squire oversaw the quality of construction for bridge, roadway, paving and was ultimately responsible for the successful on-time and on-budget delivery.



Scott Gubler, Site Superintendent

Career Summary: Scott brings 24 years of construction experience, including complex MOT phasing to avoid ROW and utility impacts, and working with designers to develop feasible and cost-effective innovations. Scott has 10 years of direct experience managing DB projects, 12 years managing similar highway and structures projects, constructing in highly visible and challenging corridors and environmentally sensitive areas. He has managed some of RLW's most complex projects to ensure quality and on-time delivery under some of the most challenging circumstances Scott has remained personally committed to successful high-quality and on-time delivery of some of RLW's most challenging projects.

Education: AS, Hydraulic Systems

RELEVANT PROJECT EXPERIENCE

| | | | |
|-----------------------------------|---|------------------------------|--------------------------------|
| Project Name and ID: | CDOT SH7 Emergency Repairs (19800 SH7ER) | | |
| Location: | Lyons, CO | | |
| Project Construction Cost: | \$17 Million | Dates on the project: | 2010 |
| Percent of Time on Job: | 30% | Project Role: | Construction Superintendent |
| Owner Reference: | CDOT Monte Malik (303) 916-1563 monte_malik@state.co.us | | |

Project Description: The SH7 Emergency Repair project was completed as a joint venture between RLW and Skanska USA. The project encompassed 10.4 miles of slide and flooding reconstruction of SH7 between the cities of Lyons and Raymond, CO. SH7 serves as a vital artery linking the cities of Lyons and Raymond, CO. The corridor also has significant importance as a popular commercial and commuter route that links this mountainous region with the State highway system. This project had a number of difficult site conditions that are similar to those found in this SR140 project. These challenging conditions included steep canyon environments with loose rock, debris and vegetation, the location of the project adjacent to a riparian environment, confined work zones, night work, difficult soil conditions, limited communication coverage and remote access for people and materials. Scope of work included: heavy civil excavation, restoration of roadbed, paving, drainage, rechanneling of an adjacent river, MOT, retaining walls and structures.

Responsibilities/Duties: Oversaw construction and a mission-critical partnership approach with CDOT to streamline constructability and VE review, uncover opportunities where work could be started early. Scott worked with the project team to create a phased construction plan that allowed for multiple crews to work simultaneously on geographically distant portions of the project. Utilizing this approach, the Wadsworth team was able to deliver this project approximately 30 days sooner than expected, with no claims or recordable incidents.

| | | | |
|-----------------------------------|---|------------------------------|--------------------------------|
| Project Name and ID: | I-80 Summit Park Bridge CMGC, Project No. F-80-4(118)141 | | |
| Location: | Summit Park, UT | | |
| Project Construction Cost: | \$6 Million | Dates on the project: | 2010 |
| Percent of Time on Job: | 30% | Project Role: | Construction Superintendent |
| Owner Reference: | UDOT, Mark Parry, PE (801) 887-3637 mparry@utah.gov | | |

Project Description: This \$6M consisted of two bridges, one in each direction, on either side of I-80. RLW slid them into place after the bridge demolition. The westbound structure was built five feet higher than the ultimate elevation due to the steep rising slope next to the bridge and to keep the cross street under the bridge open for highway access.

This project required close coordination with the project team, UDOT and local stakeholders to develop staged construction as well as coordination with the resort community of Park City so there were no traffic restrictions or detours on the same days or nights of major events in the area. This project was also the first UDOT in-house design of a CMGC and ABC project. RLW worked closely with UDOT Design to arrive at a GMP and maintain the project schedule. RLW

Scott Gubler (continued)



participated in the CMGC process to provide constructability reviews, phasing, and scheduling to ensure smooth construction and maximum value for UDOT.

Responsibilities/Duties: Oversaw construction that included MOT phasing, paving, bridge erection, ATMS installation and protection, and assisted in the constructability review process.

| | | | |
|-----------------------------------|--|------------------------------|--------------------|
| Project Name and ID: | I-80 State Street to 1300 East CMGC, Project No. S-80-3(151)121 | | |
| Location: | Salt Lake City, UT | | |
| Project Construction Cost: | \$126 Million | Dates on the project: | 2008-2009 |
| Percent of Time on Job: | 40% | Project Role: | Structures Manager |
| Owner Reference: | UDOT, Region 2. John Montoya, RE. Phone: (801) 975-4871 johnmontoya@utah.gov | | |

Project Description: The project included 12 bridge replacements and 3 new bridges. RLW utilized Accelerated Bridge Construction (ABC) techniques to design and construct 7 bridges in a centralized location (bridge farm) on temporary supports. Bridges were constructed on boxes set at pre-determined elevations and slopes to mock final design positions. Bridges were transported adjacent to each opening, then slid and lowered into final position using SPMT's and sophisticated sliding and tracking system. Each of the ABC bridge replacements took less than a week to complete with minimal impacts to the traveling public.

Responsibilities/Duties: As the Structures Manager on this project, Scott helped develop a phasing plan that accommodated ROW acquisitions and utility relocations. He oversaw construction on all aspects of the project including structures, bridge erection, ABC methods and helped ensure delivery that was on-schedule and within budget.

| | | | |
|-----------------------------------|---|------------------------------|-----------------------|
| Project Name and ID: | SR-154 - Bangerter Hwy at 7800, 7000, and 6200 S Design Build, Project No. S-0154(51)3 | | |
| Location: | Salt Lake City, UT | | |
| Project Construction Cost: | \$38 Million | Dates on the project: | 2011-2012 |
| Percent of Time on Job: | 30% | Project Role: | Construction Manager. |
| Owner Reference: | UDOT, Region 12. Brent DeYoung (801) 612-4041 brentdeyoung@utah.gov | | |

Project Description: The Bangerter Design-Build project consisted of reconstruction of the 7000 South and 6200 South intersections on Bangerter Highway into Continuous Flow Intersections (CFI's) and converting the 7800 South intersection to a grade-separated interchange. This effort took place on one of the busiest arterial roads in Salt Lake County and impacted thousands of motorists daily, a large retail shopping center and countless local residents. The success of the project required significant outreach to many different public entities in order to ensure community cooperation and buy-in. Equally important was the necessity of developing a strong team structure to promote a true partnering performance and communication at all levels with stakeholders, sub-contractors, consultants and State transportation experts.

Responsibilities/Duties: Scott worked with Baker (project designer) to refine solutions for the innovative ThrU-turn and the design of abut-bents and dapped girders. He helped develop a phasing plan that accommodated ROW acquisitions and utility relocations. He oversaw construction on all aspects of the project and helped ensure delivery that was on-schedule and within budget.

| | | | |
|-----------------------------------|--|------------------------------|---------------------------------|
| Project Name and ID: | 3300 South, Bridge Replacement over I-215 D/B, Project No. S-0171(22)16 | | |
| Location: | Salt Lake City, Utah | | |
| Project Construction Cost: | \$7.7 Million | Dates on the project: | 2010 |
| Percent of Time on Job: | 25% | Project Role: | Structures Construction Manager |
| Owner Reference: | UDOT Region 2, Ritchie Taylor. Phone: (801) 965-4000 ritchietaylor@utah.gov | | |

Project Description: The new ABC bridge is a single span steel girder superstructure with a composite lightweight concrete deck for this \$7.7M project. The new abutments are full retaining abutments on spot footings and were constructed under



Scott Gubler (continued)

the existing bridge, while the bridge remained in service using post tensioning to allow the abutments to act as beams. The new superstructure was constructed on temporary abutments about ¼ of a mile off-site. The bridge demolition and replacement scope which included moving the structure to the new site required protecting gas lines, removing noise walls and backfilling medians and shoulders. SPMT's moved the new superstructure into place onto the new abutments (all work was completed 4 hours earlier than the 54 hour allowed time). Once the bridge was set in place, the approach slabs, sidewalks and asphalt were completed in four days and 3300 South was back in full service..

Responsibilities/Duties: During the design phase, Scott worked with the design team to provide value engineering options for methodologies and materials as well as providing conceptual cost estimates for the ABC portion of the bridge construction. He worked hand-in-hand with the design team to review constructability, perform cost modeling and provide risk analysis.

| | | | |
|-----------------------------------|--|------------------------------|--------------------|
| Project Name and ID: | 4500 S. Bridge Replacement CMGC, Project No. F-215(126)13 | | |
| Location: | Salt Lake City, Utah | | |
| Project Construction Cost: | \$7 Million | Dates on the project: | 2012 |
| Percent of Time on Job: | 20% | Project Role: | Structures Manager |
| Owner Reference: | Lisa Wilson, PE, UDOT 801.975.4827 lwilson@utah.gov | | |

Project Description: For this \$7M project, RLW replaced the 4500 South (SR-266) bridge over I-215 to repair structural deficiencies in the bents, girders, and deck. UDOT requested ABC techniques to minimize traffic impacts and improve work zone safety. The new superstructure was constructed on temporary abutments in the ramp gore area just north of the existing bridge. Over a single weekend I-215 closure, the existing superstructure and substructure were demolished using both traditional methods and SPMTs and the new superstructure was moved into place on the new abutments using SPMTs and large capacity jacks. Work was completed seven hours earlier than the allowed 24-hour time frame.

Responsibilities/Duties: Scott provided oversight for phasing and MOT, the relocation of a cell tower and other utilities, paving, PI coordination, and bridge construction. Using an ABC launch for the bridge reduced night closures from six to one, reducing the schedule and public roadway user costs.

State of California
Secretary of State

CERTIFICATE OF STATUS

ENTITY NAME: RALPH L. WADSWORTH CONSTRUCTION COMPANY, LLC

REGISTERED IN CALIFORNIA AS: RALPH L. WADSWORTH CONSTRUCTION
COMPANY, LLC

FILE NUMBER: 201013910065
REGISTRATION DATE: 05/18/2010
TYPE: FOREIGN LIMITED LIABILITY COMPANY
JURISDICTION: UTAH
STATUS: ACTIVE (GOOD STANDING)

I, DEBRA BOWEN, Secretary of State of the State of California, hereby certify:

The records of this office indicate the entity is qualified to transact intrastate business in the State of California.

No information is available from this office regarding the financial condition, business activities or practices of the entity.



IN WITNESS WHEREOF, I execute this certificate
and affix the Great Seal of the State of California this
day of October 29, 2013.

A handwritten signature in cursive script that reads "Debra Bowen".

DEBRA BOWEN
Secretary of State

HSD

State of California
Secretary of State

CERTIFICATE OF STATUS

ENTITY NAME: MYERS & SONS CONSTRUCTION, L.P.

FILE NUMBER: 201003400015
FORMATION DATE: 02/02/2010
TYPE: DOMESTIC LIMITED PARTNERSHIP
JURISDICTION: CALIFORNIA
STATUS: ACTIVE (GOOD STANDING)

I, DEBRA BOWEN, Secretary of State of the State of California, hereby certify:

The records of this office indicate the entity is authorized to exercise all of its powers, rights and privileges in the State of California.

No information is available from this office regarding the financial condition, business activities or practices of the entity.



IN WITNESS WHEREOF, I execute this certificate and affix the Great Seal of the State of California this day of October 25, 2013.

A handwritten signature in cursive script that reads 'Debra Bowen'.

DEBRA BOWEN
Secretary of State

MKK



DEPARTMENT OF CONSUMER AFFAIRS

Contractors State License Board

Contractor's License Detail - License # 988915



DISCLAIMER: A license status check provides information taken from the CSLB license database. Before relying on this information, you should be aware of the following limitations.

- CSLB complaint disclosure is restricted by law ([B&P 7124.6](#)) If this entity is subject to public complaint disclosure, a link for complaint disclosure will appear below. Click on the link or button to obtain complaint and/or legal action information.
- Per [B&P 7071.17](#) , only construction related civil judgments reported to the CSLB are disclosed.
- Arbitrations are not listed unless the contractor fails to comply with the terms of the arbitration.
- Due to workload, there may be relevant information that has not yet been entered onto the Board's license database.

| License Number | 988915 | Extract Date 1/22/2014 | | | | |
|------------------------------|--|-------------------------------|-------------|---|--|--|
| Business Information | MYERS AND SONS / R L WADSWORTH JOINT VENTURE Business Phone Number: (916) 283-9950 | | | | | |
| | 4600 NORTHGATE, SUITE 100 SACRAMENTO, CA 95834 | | | | | |
| Entity | Joint Venture | | | | | |
| Issue Date | 12/05/2013 | | | | | |
| Expire Date | 12/31/2015 | | | | | |
| License Status | ACTIVE This license is current and active. All information below should be reviewed. | | | | | |
| Classifications | <table border="1"> <thead> <tr> <th>CLASS</th> <th>DESCRIPTION</th> </tr> </thead> <tbody> <tr> <td>A</td> <td>GENERAL ENGINEERING CONTRACTOR</td> </tr> </tbody> </table> | CLASS | DESCRIPTION | A | GENERAL ENGINEERING CONTRACTOR | |
| CLASS | DESCRIPTION | | | | | |
| A | GENERAL ENGINEERING CONTRACTOR | | | | | |
| Bonding | CONTRACTOR'S BOND This license filed a Contractor's Bond with TRAVELERS CASUALTY AND SURETY COMPANY OF AMERICA . Bond Number: 105999138 Bond Amount: \$12,500 Effective Date: 11/23/2013 | | | | | |
| Workers' Compensation | WORKERS' COMPENSATION This license is exempt from having workers compensation insurance; they certified that they have no employees at this time. Effective Date: 11/25/2013 Expire Date: None | | | | | |

Personnel listed on this license (current or disassociated) are listed on other licenses.

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Appendix D

DISCLOSURE OF POTENTIAL CONFLICT OF INTEREST CERTIFICATION

Applicant Firm Myers and Sons/ RL Wadsworth Joint Venture

Having had the opportunity to review Organizational Conflict of Interest Checklist, the Proposer hereby indicates that it has, to the best of its knowledge and belief:

X Determined that no potential organizational conflict of interest exists.

Determined a potential organizational conflict of interest as follows:

Attach additional sheets as necessary.

Describe nature of the potential conflict(s):

Describe measures proposed to mitigate the potential conflict(s):


Signature Clinton Myers, Vice President, Myers & Sons Construction, LP

1/23/14
Date

If a potential conflict has been identified, please provide name and phone number for a contact person authorized to discuss this disclosure certification with Department of Transportation contract personnel.

Clinton Myers
Name

916-283-9950
Phone

LIMITED POWER OF ATTORNEY

(Execution of Certain Bid and Contract Documents)

We, Ralph L. Wadsworth Construction Company, LLC, a Utah limited liability Company ("RLW"), and Myers & Sons Construction, L.P., a California limited partnership, hereby appoint Myers & Sons Construction, L.P. as our true and lawful attorney-in-fact, and for all the conditions and limitations set forth herein:

1. To execute and deliver on behalf of the joint venture known as "Myers and Sons/RL Wadsworth, a Joint Venture" (the "Joint Venture") such proposals, agreements, contracts, bid documents, bid bonds, and any other documents or instruments which may be necessary or proper in order to submit a bid to the State of California, Department of Transportation ("Caltrans") on behalf of the Joint Venture for Caltrans Contract No, EA 10-0P9201 (the "Contract") and in order to enter into and perform said Contract, if said Joint Venture's proposal is accepted by Caltrans.

Myers and Sons Construction, L.P.

Ralph L. Wadsworth Construction Company, LLC

By: 

By: 

Clinton W. Myers

Con Wadsworth

Title: Vice President and Partner

Title: President

ACKNOWLEDGMENT

State of California
County of Sacramento

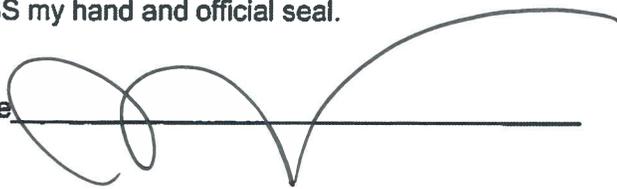
On January 22, 2014 before me, Sarah Lynn Bowles, Notary Public

personally appeared Clinton W Myers

who proved to me on the basis of satisfactory evidence to be the person(s) whose name(s) is/are subscribed to the within instrument and acknowledged to me that he/she/they executed the same in his/her/their authorized capacity(ies), and that by his/her/their signature(s) on the instrument the person(s), or the entity upon behalf of which the person(s) acted, executed the instrument.

I certify under PENALTY OF PERJURY under the laws of the State of California that the foregoing paragraph is true and correct.

WITNESS my hand and official seal.

Signature 

(SEAL)



ACKNOWLEDGMENT

State of ^{Utah} ~~California~~
County of Salt Lake

On 21st of Jan. 2014 before me, Tera Lea Wadsworth

personally appeared CON Wadsworth
who proved to me on the basis of satisfactory evidence to be the person(s) whose name(s) is/are subscribed to the within instrument and acknowledged to me that he/she/they executed the same in his/her/their authorized capacity(ies), and that by his/her/their signature(s) on the instrument the person(s), or the entity upon behalf of which the person(s) acted, executed the instrument.

I certify under PENALTY OF PERJURY under the laws of the State of California that the foregoing paragraph is true and correct.

WITNESS my hand and official seal.

Signature *Tera Wadsworth*

(SEAL)



**WRITTEN CONSENT OF THE GENERAL PARTNER
OF
MYERS AND SONS CONSTRUCTION, L.P.**

This Written Consent of the general partner of Myers and Sons Construction, a California Limited Partnership (the "Partnership") is effective as of October 28, 2013.

WHEREAS, the undersigned constitutes the general partner of the Partnership;

WHEREAS, the Partnership deems it in the best interest of the Partnership to authorize certain of the limited partners to execute documents and perform other functions on behalf of the Partnership in connection with the performance of its construction business;

NOW THEREFORE BE IT RESOLVED, that the Partnership authorizes each of Clinton Wallace Myers and Clinton Charles Myers (each an "Authorized Officer" and together the "Authorized Officers") to execute and deliver any proposals, agreements, contracts, bid documents, bid bonds, joint venture agreements, change orders and any other documents or instruments in the furtherance of the Partnership's construction business that the Authorized Officers or any one of them deems necessary, appropriate, or advisable.

BE IT FURTHER RESOLVED, that the authority granted hereby to the Authorized Officers shall include the authority to perform such further acts or deeds for and on behalf of the Partnership as they or any one of them deems necessary, appropriate, or advisable in connection with the submittal of bids or proposals and/or the performance of contracts and projects in furtherance of or in connection with the performance of the Partnership's construction business.

BE IT FURTHER RESOLVED, that all contracts for the performance of work shall be valid and binding on the Partnership when signed by an Authorized Officer.

This Written Consent shall continue in full force and effect until revoked by the Partnership.

C and J Myers, Inc.,
a California Corporation

By: 

Name: Clinton W. Myers

Title: Director

By: 

Name: Clinton C. Myers

Title: Chairman