



# STATE ROUTE 101 MANAGED LANES

CONSTRUCTION MANAGER /  
GENERAL CONTRACTOR SERVICES  
(CM/GC)

CONTRACT NO. 041J56CM

04-SCL-101-PM 50.6/52.55;04-SM-101-PM 0.0/21.8  
PROJECT ID 0413000206

DATE OF SUBMISSION: 02/20/2018

*Digital*

## STATEMENT OF QUALIFICATIONS

**WALSH/MYERS**  
A Joint Venture



February 20, 2018



**State of California Department of Transportation**

District 4 Office

Division of Project/Program Management

111 Grand Ave, Oakland, CA 94612

Attention: Nidal Tuqan, Project Manager

RE: State Route 101 Managed Lanes  
Construction Manager / General Contractor Services (CMGC)  
Contract No. 041J56CM / 04-SCL-101-PM 50.6/52.55; 04-SM-101-PM 0.0/21.8

Mr. Tuqan and Members of the Selection Committee,

The State Route 101 Managed Lanes project is greater than the sum of the asphalt, concrete, and soundwall that will define the physical nature of final construction. To deliver a truly successful project for the California Department of Transportation (Caltrans or Department) and the communities within the corridor, your selected CMGC team will need the commitment to collaborate openly and efficiently, the capacity and expertise to meet the challenges of construction, and the sensitivity to work in harmony with local corridor stakeholders.

Walsh/Myers, a Joint Venture, is that partner. We are locals, professionals, and innovators. We are collectively experts in meeting project goals for similar and relevant transportation infrastructure projects. Our approach, summarized as "Build Smart. Build Fast," offers Caltrans and its regional partners, the San Mateo County Transportation Authority (SMCTA) and the City/County Association of Governments of San Mateo County (C/CAG) the most constructive and productive way to complete this critical project. As a dynamic and vibrant group of CMGC construction professionals, our team brings local knowledge, regional understanding and national expertise in support of Caltrans and its project goals.

State Route 101 is an essential component of the Northern California transportation infrastructure as it contains and links numerous economic forces such as global and local businesses, medical facilities, universities, schools and retail centers. The project corridor carries approximately 268,000 vehicles traversing the northern section each day and 235,000 on the southern. This project will provide continuous traffic management and provide transportation options in the project corridor and region for the smooth flow of people, goods, and services for the sustainable future.

The California Department of Transportation (Caltrans) is recognized as program innovators. Under this CMGC procurement, we understand that the Department seeks an equally reliable partner to provide expertise and support during preconstruction while providing the capacity and knowledge to successfully construct the project to exacting standards and with minimal impact to stakeholders. In this endeavor, Walsh/Myers is the ideal partner.



Walsh Construction Company II, LLC (Walsh) is recognized for delivering technically advanced, partnership-driven solutions for civil infrastructure and whose constituents work, live and enjoy the amenities of the Bay Area. Myers & Sons Construction, LLC (Myers), is a heavy/civil contractor led by C.C. Myers. The firm brings expertise in providing CMGC services in California and a reputation for "Delivering the Impossible." These family-owned companies form a joint venture with a wealth of CMGC experience and local understanding of the nuances and complexities associated with working in this busy, densely populated corridor.

Our team is dedicated to C.C. Myers' belief in nurturing a culture of innovation and knowledge sharing, and to deepening collaborative partnerships with District 4 as Mr. Myers has done in the past on Doyle Drive, SFO/RT 101 Ramps, Bay Bridge Temporary Bypass and MacArthur Maze. We recognize that healthy partnerships result in the mitigation of risk; maximization of valuable project funds; and optimal protection of people, resources, and the environment. Our team offers useful insight and true peer collaboration to develop innovative and constructible solutions to complex project challenges having worked closely with District 4.

We routinely partner with Caltrans to successfully deliver the toughest and most technically complicated jobs to exacting standards. We appreciate your understanding of the challenges of the State Route 101 Managed Lanes project. Our recognized history of "Working Smart and Building Fast," experience in CMGC and alternative project delivery, and extensive construction innovation expertise make the Walsh/Myers team a perfect fit to partner and support Caltrans, SMCTA and C/CAG in this effort. We provide the right combination of industry-leading personnel leveraged with the capacity, tools, and resources needed to deliver on each of the Department's established goals safely and successfully.

In short, we will demonstrate in the following Statement of Qualifications that we have the capacity, ability and drive to move successfully through construction on time and within budget to deliver a quality, sustainable project for Caltrans and the citizens of California.

Sincerely,

**Barry Pihowich**

*Vice President, Business Group Leader*

Walsh Construction Company II, LLC



**Clinton Myers**

*Vice President*

Myers & Sons Construction, LLC



An aerial, high-angle photograph of a multi-lane highway. The road is filled with various vehicles including cars, SUVs, a van, and a pickup truck, all moving in the same direction. The image is in a dark, monochromatic blue-grey tone. The text 'WALSH/MYERS' is overlaid in the upper left quadrant in a bold, white, sans-serif font.

**WALSH/MYERS**

A Joint Venture

# Transmittal Letter

RFQ Section 3.1



**Form A**  
**TRANSMITTAL LETTER**

SOQ Date: **February 20th, 2018**

**California Department of Transportation  
District 4 Office  
Division of Project/Program Management  
111 Grand Ave  
Oakland, CA 94612**

**Attn: Nidal Tuqan, Project Manager  
Telephone: (510) 286-5542**

The undersigned (Proposer) submits this proposal and Statement of Qualification submittal (this SOQ) in response to that certain Request for Qualifications dated as of **January 11th, 2018** (as amended, the RFQ), issued by California Department of Transportation (Department) to provide preconstruction services and construct the related facilities within the State Route On **Route 101 from 0.3 mile north of San Antonio Interchange to 0.3 mile south of Grand Avenue Interchange**, 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 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 Cal eProcure website as set forth in Section 1.3, and the following addenda and sets of questions and answers to the RFQ:

- **Questions and Answers Numbers 1 and 2, January 24th, 2018**
- **Questions and Answers Numbers 3 - 11, February 2nd, 2018**
- **Questions and Answers Numbers 12 - 17, February 6th, 2018**
- **Addendum No. 1, February 9th, 2018**

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 Preconstruction Services Contract. Proposer understands that Department is not bound to award a Preconstruction Services 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:

**Form A**  
**TRANSMITTAL LETTER**

Proposer's business address:

<b>1390</b> (No.)	<b>Willow Pass Road</b> (Street)	<b>Suite 950</b> (Floor or Suite)
<b>Concord</b> (City)	<b>California</b> (State or Province)	<b>94520</b> (ZIP or Postal Code)
		<b>USA</b> (Country)

State or Country of Incorporation/Formation/Organization: **Illinois**

1. Signature block for partnership or joint venture:

**Walsh/Myers, A Joint Venture**

*[Insert general partner's or equity member's name]*

By:

Print Name: **Sean C. Walsh**

Title: **President, Walsh Construction Company II, LLC**

**CALIFORNIA ALL PURPOSE ACKNOWLEDGMENT**

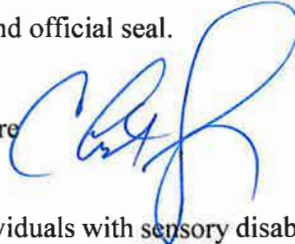
State of **Illinois**

County of **Cook**

On 4/12/18 before me, (here insert name and title of the officer), personally appeared Sean C. Walsh, President 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/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.

WITNESS my hand and official seal.

Notary Public Signature



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.



**Form A**  
**TRANSMITTAL LETTER**

(No.)	(Street)	(Floor or Suite)	
<b>Concord,</b>	<b>California</b>	<b>94520</b>	<b>US</b>
(City)	(State or Province)	(ZIP or Postal Code)	(Country)

State or Country of Incorporation/Formation/Organization: **United States**

2. Sample signature block for partnership or joint venture:

**Walsh/Myers, a Joint Venture**

*[Insert general partner's or equity member's name]*

By: \_\_\_\_\_

Print Name: **Clinton Myers**

Title: **Vice President, Myers & Sons Construction, LLC**

**CALIFORNIA ALL PURPOSE ACKNOWLEDGMENT**

State of California

County of **Sacramento**

On \_\_\_\_\_ before me, (here insert name and title of the officer), 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/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.

WITNESS my hand and official seal.

*See attached*

Notary Public Signature

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**

**CIVIL CODE § 1189**

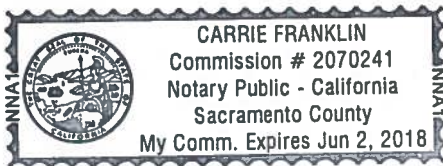
A notary public or other officer completing this certificate verifies only the identity of the individual who signed the document to which this certificate is attached, and not the truthfulness, accuracy, or validity of that document.

State of California )  
 County of Sacramento )  
 On 14 Feb 2018 before me, Carrie Franklin, notary public,  
 Date Here Insert Name and Title of the Officer  
 personally appeared Clinton Myers  
 Name(s) of Signer(s)

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 Carrie Franklin  
 Signature of Notary Public

Place Notary Seal Above

**OPTIONAL**

Though this section is optional, completing this information can deter alteration of the document or fraudulent reattachment of this form to an unintended document.

**Description of Attached Document**

Title or Type of Document: Transmittal Letter Document Date: \_\_\_\_\_  
 Number of Pages: \_\_\_\_\_ Signer(s) Other Than Named Above: \_\_\_\_\_

**Capacity(ies) Claimed by Signer(s)**

Signer's Name: \_\_\_\_\_  
☐ Corporate Officer — Title(s): \_\_\_\_\_  
☐ Partner — ☐ Limited ☐ General  
☐ Individual ☐ Attorney in Fact  
☐ Trustee ☐ Guardian or Conservator  
☐ Other: \_\_\_\_\_  
 Signer Is Representing: \_\_\_\_\_

Signer's Name: \_\_\_\_\_  
☐ Corporate Officer — Title(s): \_\_\_\_\_  
☐ Partner — ☐ Limited ☐ General  
☐ Individual ☐ Attorney in Fact  
☐ Trustee ☐ Guardian or Conservator  
☐ Other: \_\_\_\_\_  
 Signer Is Representing: \_\_\_\_\_



**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**

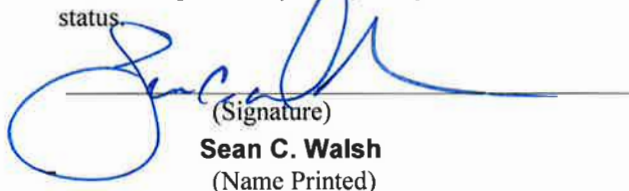
STATE OF **Illinois**

)SS:

COUNTY OF **Cook**

I, (printed name) **Sean C. Walsh**, being first duly sworn, state that I am the (title) **President of Walsh Construction Company II, LLC**, a member of the Proposer, **Walsh/Myers, A Joint Venture**.

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 101 Managed Lanes 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)  
**Sean C. Walsh**  
(Name Printed)

**ACKNOWLEDGMENT**

State of **Illinois**

County of **Cook**

On 2/12/10 [Insert date] before me, Sean C. Walsh, President [Insert name and title of the officer] personally appeared, **Sean C. Walsh** [Insert name of signer above], 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.

Notary Public Signature





**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 )

I, (printed name) Clinton Myers, being first duly sworn, state that I am the (title) Vice President of Myers & Sons Construction, LLC, a member of the Proposer, Walsh/Myers a Joint Venture.

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 101 Managed Lanes 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)

Clinton Myers  
(Name Printed)

**ACKNOWLEDGMENT**

State of California

County of Sacramento

On \_\_\_\_\_ [Insert date] before me, \_\_\_\_\_ [Insert name and title of the officer] personally appeared, Clinton Myers [Insert name of signer above], 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.

*see attached*

Notary Public Signature

Notary Public Seal

**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).



**CALIFORNIA ALL-PURPOSE ACKNOWLEDGMENT**

**CIVIL CODE § 1189**

A notary public or other officer completing this certificate verifies only the identity of the individual who signed the document to which this certificate is attached, and not the truthfulness, accuracy, or validity of that document.

State of California )  
 County of Sacramento )  
 On 14 Feb 2018 before me, Carrie Franklin, notary public,  
 Date Here Insert Name and Title of the Officer  
 personally appeared Clinton Myers  
 Name(s) of Signer(s)

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 Carrie Franklin  
 Signature of Notary Public

Place Notary Seal Above

**OPTIONAL**

Though this section is optional, completing this information can deter alteration of the document or fraudulent reattachment of this form to an unintended document.

**Description of Attached Document**

Title or Type of Document: Proposer SOQ certification Document Date: \_\_\_\_\_  
 Number of Pages: \_\_\_\_\_ Signer(s) Other Than Named Above: \_\_\_\_\_

**Capacity(ies) Claimed by Signer(s)**

Signer's Name: \_\_\_\_\_  
☐ Corporate Officer — Title(s): \_\_\_\_\_  
☐ Partner — ☐ Limited ☐ General  
☐ Individual ☐ Attorney in Fact  
☐ Trustee ☐ Guardian or Conservator  
☐ Other: \_\_\_\_\_  
 Signer Is Representing: \_\_\_\_\_

Signer's Name: \_\_\_\_\_  
☐ Corporate Officer — Title(s): \_\_\_\_\_  
☐ Partner — ☐ Limited ☐ General  
☐ Individual ☐ Attorney in Fact  
☐ Trustee ☐ Guardian or Conservator  
☐ Other: \_\_\_\_\_  
 Signer Is Representing: \_\_\_\_\_



An aerial, high-angle photograph of a multi-lane highway with several cars driving in both directions. The image is in a dark, monochromatic blue-grey tone. The cars are scattered across the lanes, with some in the foreground and others further away. The highway has clear lane markings and a central divider. The surrounding area includes some trees and a building in the bottom left corner.

# **WALSH/MYERS**

A Joint Venture

## **Section 1**

## **Legal Structure**

RFQ Section 3.2



## 3.2 LEGAL STRUCTURE

### 3.2.A. LEGAL STRUCTURE OF THE PROPOSER AND ITS ORGANIZATION

Walsh/Myers, a Joint Venture is a fully integrated joint venture consisting of Walsh Construction and Myers & Sons Construction. The benefit of the Joint Venture structure is two-fold. Firstly, the firms will bring dynamic institutional knowledge and multi-faceted perspectives to the management and execution of the work. Secondly, the firms address key positions with uniquely strong and qualified individuals across a wide spectra of experience. These two outstanding firms have joined forces to deliver an on-time, on-budget, quality and safety-driven project to California Department of Transportation, District 4 (Caltrans) and their stakeholders.

#### PERCENTAGE EQUITY

The general roles and equity share of the individual firms are presented in Figure 1. The Walsh/Myers JV will be the entity with which Caltrans will hold the contract for this Project. The Walsh/Myers Joint Venture Agreement is included in Appendix B as requested, and the firms' contractor's licenses are included at the end of this tabbed section.

Figure 1. Percentage Equity of the Joint Venture Team Members

Firm	Percentage Equity	Role
Walsh Construction	70%	An integrated joint venture partner for both the preconstruction and construction phases of the project.
Myers & Sons Construction	30%	An integrated joint venture partner for both the preconstruction and construction phases of the project.

### 3.2.B. FULLY, JOINT AND SEVERALLY LIABLE

Walsh/Myers has included the executed Form A: Transmittal Letter from the Joint Venture members, agreeing to be held fully, jointly and severally liable for the performance under the Contract. Form A is included in the Transmittal Letter tab as requested in Section 3.1 of the RFQ.

### 3.2.C. NAME AND DESCRIBE ALL MAJOR PARTICIPANTS

Walsh/Myers was formed to provide Caltrans with professional Construction Management (CM) and General Contracting (GC) services from two outstanding industry-leading firms. The Walsh/Myers team members are recognized for consistently exceeding clients' expectations and delivering exceptional results on large civil infrastructure projects similar to the size and type of the work defined for the US 101 Managed Lanes project. The two participants in the Joint Venture are Walsh Construction Company II, LLC (Walsh) and Myers & Sons Construction, LLC (Myers).

Walsh is one of the largest and most established builders in North America, with values and an approach to business guided by their heritage as a fourth-generation family business. Walsh comes to work every day and strives to be the builder of choice for customers, the employer of choice for their people, and to set the highest standards for ethics, quality and safety.

Myers is a California-based general engineering contractor with extensive experience in heavy civil infrastructure construction. Led by C.C. Myers, the firm is consistently recognized for "Delivering the Impossible". Myers leads multi-partner teams in successful and challenging alternative project delivery efforts, partnering to deliver value-driven and sustainable transportation infrastructure projects.

### 3.2.D. CONFLICT OF INTEREST

Walsh/Myers Joint Venture members have identified no conflicts of interest that exist through the qualification and proposal phases of this project.



**Form E**  
**PROPOSER'S ORGANIZATION INFORMATION**

Name of Proposer: **Walsh/Myers, a Joint Venture**

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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 / Joint Venture / Partnership / LLC)	
Name of Entity: <b>Walsh/Myers, a Joint Venture</b>	
Address: <b>1390 Willow Pass Road, Suite 950, Concord, CA 94520</b>	
Contact Name: <b>Jay Simms</b> Title: <b>Lead Estimator</b>	
Telephone No.: <b>925.627.1700</b> Fax No.: <b>925.944.9860</b> E-mail: <b>rsimms@walshgroup.com</b>	
Local / Regional Contact	
Name: <b>Jay Simms</b>	
Address: <b>1390 Willow Pass Road, Suite 950, Concord, CA 94520</b>	
Telephone No.: <b>925.627.1700</b> Fax No.: <b>925.944.9860</b> E-mail: <b>rsimms@walshgroup.com</b>	

**Form F**  
**PROPOSER'S DISADVANTAGED BUSINESS ENTERPRISE  
DECLARATION AFFIDAVIT**

Name of Proposer: **Walsh/Myers, 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) will establish a Disadvantaged Business Enterprise goal based on the total project value for this CMGC Project. This affidavit further serves to confirm that **Walsh/Myers, A 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 **Illinois** \_\_\_\_\_ )

COUNTY OF **Cook** \_\_\_\_\_ )

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

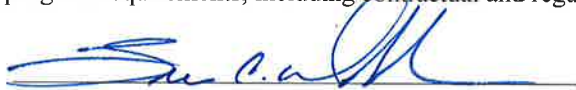
**Sean C. Walsh**  
(Contact Name)

is the **President** of **Walsh Construction Company II, LLC** and **Clinton Myers** is the **Vice President**  
(Title) (Company) (Contact Name) (Title)

of **Myers and Sons Construction, LLC**, which entity(ies) are the **Joint Venture**  
(Company) (Joint Venture/Partnership, Other)

Of **Walsh/Myers, A Joint Venture**, the entity making the foregoing Statement of Qualification.  
(Joint Venture Company)

The Proposer hereby affirms that it will either meet the Disadvantaged Business Enterprise 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.



(Signature)

**Sean C. Walsh**  
(Name Printed)

**President**  
(Title)

(Signature)

**Clinton Myers**  
(Name Printed)

**Vice President**  
(Title)

State of **Illinois**

County of **Cook**

Subscribed and sworn to (or affirmed) before me on this 13<sup>th</sup> day of FEBRUARY, 2018, by Sean C. Walsh, proved to me on the basis of satisfactory evidence to be the person(s) who appeared before me.

Notary Public Signature



[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.]

**Form F**  
**PROPOSER'S DISADVANTAGED BUSINESS ENTERPRISE**  
**DECLARATION AFFIDAVIT**

Name of Proposer: **WALSH/MYERS, 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) will establish a Disadvantaged Business Enterprise goal based on the total project value for this CMGC Project. This affidavit further serves to confirm that [Insert Proposer Name] 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 )

Each of the undersigned, being first duly sworn, deposes and says that Sean C. Walsh  
(Contact Name)

is the President of Walsh Construction Company II, LLC and Clinton Myers is the Vice President  
(Title) (Company) (Contact Name) (Title)

of Myers & Sons Construction, LLC which entity(ies) are the Joint Venture  
(Company) (Joint Venture/Partnership, Other)

of WALSH/MYERS A JOINT VENTURE, the entity making the foregoing Statement of Qualification.  
(Joint Venture Company)

The Proposer hereby affirms that it will either meet the Disadvantaged Business Enterprise 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.

\_\_\_\_\_  
(Signature)  
Sean C. Walsh  
(Name Printed)  
President  
(Title)

\_\_\_\_\_  
(Signature)  
Clinton Myers  
(Name Printed)  
Vice President  
(Title)

State of California

County of Sacramento

Subscribed and sworn to (or affirmed) before me on this \_\_\_\_\_ day of \_\_\_\_\_, 2018, by \_\_\_\_\_, proved to me on the basis of satisfactory evidence to be the person(s) who appeared before me.

*see attached*

Notary Public Signature

Notary Public Seal

[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.]



A notary public or other officer completing this certificate verifies only the identity of the individual who signed the document to which this certificate is attached, and not the truthfulness, accuracy, or validity of that document.

State of California  
County of Sacramento

Subscribed and sworn to (or affirmed) before me on this 14  
day of Feb, 2018, by Clinton Myers

proved to me on the basis of satisfactory evidence to be the  
person(s) who appeared before me.



Signature Carrie Franklin





# CONTRACTORS STATE LICENSE BOARD

Pursuant to Chapter 9 of Division 3 of the Business and Professions Code and the Rules and Regulations of the Contractors State License Board, the Registrar of Contractors does hereby issue this license to:

**MYERS & SONS CONSTRUCTION LLC**

**License Number 1033752**

to engage in the business or act in the capacity of a contractor in the following classifications:

- A - GENERAL ENGINEERING CONTRACTOR
- B - GENERAL BUILDING CONTRACTOR

Witness my hand and seal this day,

December 8, 2017

**Issued December 7, 2017**

Kevin J. Albanese, Board Chair

David R. Fogg, Registrar of Contractors

This license is the property of the Registrar of Contractors, is not transferable, and shall be returned to the Registrar upon demand when suspended, revoked, or invalidated for any reason. It becomes void if not renewed.



An aerial, high-angle photograph of a multi-lane highway with several cars driving. The image is in a dark, monochromatic blue-grey tone. The cars are scattered across the lanes, moving generally from the top-left towards the bottom-right. The highway has multiple lanes separated by a central divider and side shoulders with some vegetation.

**WALSH/MYERS**

A Joint Venture

## **Section 2**

## **Financial Capacity**

RFQ Section 3.3



### 3.3 FINANCIAL

Walsh/Myers has the financial capacity to enter into this contract with Caltrans and has the resources to successfully complete the SR 101 Managed Lanes project.

Walsh/Myers has the financial capacity to enter into this contract with Caltrans, and has the resources to successfully complete the US 101 Managed Lanes project. Our surety companies are licensed to do business in California, and are rated in the top two categories by two nationally recognized rating agencies, and have a "Best Credit Rating" of at least "A minus" and "Class VIII" or better by the A.M. Best Company.

Walsh/Myers has extensive heavy construction equipment and materials resources available for mobilization across California. We believe ownership of these assets enables us to deliver more effectively by ensuring the availability of this equipment to our customers. The replacement value of our equipment fleet exceeds \$700M and includes over 10,700 pieces of heavy construction equipment. Important to this environmentally sensitive corridor, our team holds a significant local portfolio of emission compliant heavy equipment. This large, local presence ensures we can meet the demands of this project.

We have the experience and financial capacity to support the growth, development and participation of local small and disadvantaged businesses on this project. These resource and educational opportunities will also be paired with our LinkedIn Group that will allow all small and disadvantaged firms an opportunity to communicate with each other and be keep up to date on business opportunities.

#### A.PERFORMANCE AND PAYMENT BONDS

As evidenced by our attached bonding letter for both Walsh/Myers, we are able to provide a Payment Bond and Performance Bond to Caltrans, each in the amount exceeding 100% of the contract price.

#### B.INSURANCE

Walsh/Myers is capable of providing all insurance required for the project, including Commercial General Liability, Auto Liability, Worker's Compensation/Employer Liability and Pollution Liability.

Within this tabbed section is written evidence demonstrating Walsh/Myers' collective ability to provide insurance for this project as indicated in the RFQ and draft Preconstruction Services Contract.

Walsh/Myers will indemnify Caltrans, Caltrans' consultants, and others with respect to claims arising from the work, as required by the Preconstruction Services Contract.



February 14, 2018

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

**RE: State Route 101 Managed Lanes**  
**Contract No. 041J56CM**  
**04-SCL-101-PM 50.6/52.55; 04-SM-101-PM 0.0/21.8**  
**Project ID 0413000206**

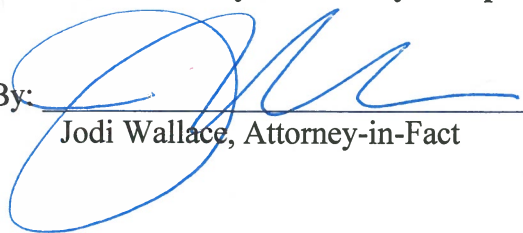
To Whom It May Concern:

**Travelers Casualty and Surety Company of America** is the surety company for **Walsh/Myers Joint Venture**, a joint venture consisting of **Walsh Construction Company II, LLC** and **Myers & Sons Construction, LLC**. We are pleased to recommend the members of the **Walsh/Myers Joint Venture** as well-financed construction companies capable of completing the above referenced project to your utmost satisfaction.

**Travelers Casualty and Surety Company of America** is currently providing **Walsh/Myers Joint Venture** with bonding support of \$400 million dollars on single contracts and \$8 billion dollars for an aggregate work program. Bonding capacity currently available to **Walsh/Myers Joint Venture** is \$2 billion dollars. Thus, **Walsh/Myers Joint Venture** has sufficient bonding capacity for the project and is capable of obtaining payment and performance bonds each in the amount of 100 percent of the agreed price. Please be advised that any request or issuance of bonds is subject to the review and approval of all contract terms, conditions and bond forms.

Should you have any questions, or need additional information, please feel free to contact me.

Yours truly,  
**Travelers Casualty and Surety Company of America**

By:   
Jodi Wallace, Attorney-in-Fact





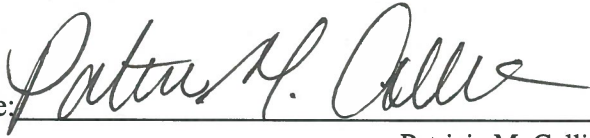
A notary public or other officer completing this certificate verifies only the identity of the individual who signed the document to which this certificate is attached, and not the truthfulness, accuracy, or validity of that document.

STATE OF ILLINOIS )  
COUNTY OF COOK )

On February 14, 2018 before me, Patricia M. Collins, Notary Public, personally appeared Jodi Wallace, who proved to me on the basis of satisfactory evidence to be the person whose name is subscribed to the within instrument and acknowledged to me that he executed the same in his authorized capacity, and that by his signature on the instrument the person, or the entity upon behalf of which the person 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)  
Patricia M. Collins



**Travelers Casualty and Surety Company of America**  
**Travelers Casualty and Surety Company**  
**St. Paul Fire and Marine Insurance Company**

**POWER OF ATTORNEY**

**KNOW ALL MEN BY THESE PRESENTS:** That Travelers Casualty and Surety Company of America, Travelers Casualty and Surety Company, and St. Paul Fire and Marine Insurance Company are corporations duly organized under the laws of the State of Connecticut (herein collectively called the "Companies"), and that the Companies do hereby make, constitute and appoint **Jodi Wallace of Chicago, Illinois**, their true and lawful Attorney-in-Fact 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 **3rd day of February, 2017**.



State of Connecticut

City of Hartford ss.

By: \_\_\_\_\_

*Robert L. Raney*  
Robert L. Raney, Senior Vice President

On this the **3rd day of February, 2017**, before me personally appeared **Robert L. Raney**, who acknowledged himself to be the Senior Vice President of Travelers Casualty and Surety Company of America, Travelers Casualty and Surety Company, and St. Paul Fire and Marine Insurance 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, 2021**



*Marie C. Tetreault*  
Marie C. Tetreault, Notary Public

This Power of Attorney is granted under and by the authority of the following resolutions adopted by the Boards of Directors of Travelers Casualty and Surety Company of America, Travelers Casualty and Surety Company, and St. Paul Fire and Marine Insurance Company, which resolutions are now in full force and effect, reading as follows:

**RESOLVED**, that the Chairman, the President, any Vice Chairman, any Executive Vice President, any Senior Vice President, any Vice President, any Second Vice President, the Treasurer, any Assistant Treasurer, the Corporate Secretary or any Assistant Secretary may appoint Attorneys-in-Fact and Agents to act for and on behalf of the Company and may give such appointee such authority as his or her certificate of authority may prescribe to sign with the Company's name and seal with the Company's seal bonds, recognizances, contracts of indemnity, and other writings obligatory in the nature of a bond, recognizance, or conditional undertaking, and any of said officers or the Board of Directors at any time may remove any such appointee and revoke the power given him or her; and it is

**FURTHER RESOLVED**, that the Chairman, the President, any Vice Chairman, any Executive Vice President, any Senior Vice President or any Vice President may delegate all or any part of the foregoing authority to one or more officers or employees of this Company, provided that each such delegation is in writing and a copy thereof is filed in the office of the Secretary; and it is

**FURTHER RESOLVED**, that any bond, recognizance, contract of indemnity, or writing obligatory in the nature of a bond, recognizance, or conditional undertaking shall be valid and binding upon the Company when (a) signed by the President, any Vice Chairman, any Executive Vice President, any Senior Vice President or any Vice President, any Second Vice President, the Treasurer, any Assistant Treasurer, the Corporate Secretary or any Assistant Secretary and duly attested and sealed with the Company's seal by a Secretary or Assistant Secretary; or (b) duly executed (under seal, if required) by one or more Attorneys-in-Fact and Agents pursuant to the power prescribed in his or her certificate or their certificates of authority or by one or more Company officers pursuant to a written delegation of authority; and it is

**FURTHER RESOLVED**, that the signature of each of the following officers: President, any Executive Vice President, any Senior Vice President, any Vice President, any Assistant Vice President, any Secretary, any Assistant Secretary, and the seal of the Company may be affixed by facsimile to any Power of Attorney or to any certificate relating thereto appointing Resident Vice Presidents, Resident Assistant Secretaries or Attorneys-in-Fact for purposes only of executing and attesting bonds and undertakings and other writings obligatory in the nature thereof, and any such Power of Attorney or certificate bearing such facsimile signature or facsimile seal shall be valid and binding upon the Company and any such power so executed and certified by such facsimile signature and facsimile seal shall be valid and binding on the Company in the future with respect to any bond or understanding to which it is attached.

I, **Kevin E. Hughes**, the undersigned, Assistant Secretary of Travelers Casualty and Surety Company of America, Travelers Casualty and Surety Company, and St. Paul Fire and Marine Insurance Company, do hereby certify that the above and foregoing is a true and correct copy of the Power of Attorney executed by said Companies, which remains in full force and effect.

Dated this **14th** day of **February**, **2018**



*Kevin E. Hughes*  
Kevin E. Hughes, Assistant Secretary

**To verify the authenticity of this Power of Attorney, please call us at 1-800-421-3880.**  
**Please refer to the above-named Attorney-in-Fact and the details of the bond to which the power is attached.**



*Aon Risk Services Central, Inc.  
Illinois Division*

February 7, 2018

To Whom It May Concern

**RE: State of California Department of Transportation State Route 101 Managed Lanes  
RFQ – Contract No. 041J56CM 04-SCL-101-PM 50.6/52.55; 04-SM-101-PM 0.0/21.8**

**Contractor: Walsh/Myers, a Joint Venture**

Please be advised that the insurance companies providing insurance to Walsh/Myers, a Joint Venture will supply all the insurance, at the limits required, as defined in the Request for Qualifications, Section 3.3B, for the above captioned project.

Please contact us if you should have any questions.

Sincerely,

A handwritten signature in blue ink, appearing to read "Rick Subak".

Richard Subak, CPCU, ARM  
Senior Vice President – Strategic Account Manager  
Construction Practice Group  
312-381-4380  
rick.subak@aon.com



January 30, 2018

California Department of Transportation  
1727 30<sup>th</sup> Street  
Sacramento, California 95816

Re: Walsh - Myers, a Joint Venture  
Contract No. 041J56CM; Project ID 0413000206  
State Route 101 Managed Lanes  
Evidence of Insurance

Alliant Insurance Services is the insurance broker for Myers & Sons Construction, LLC

Please accept this letter as Proof of Coverage that Myers can provide the required insurance coverage as detailed in the specifications, Section 3.3b for the following:

- Commercial General Liability
- Auto Liability
- Workers Compensation/Employers Liability
- Pollution Liability

All insurance companies providing policies obtained to satisfy the insurance requirements have a minimum A.M. Best Rating of A- VIII or better. The ratings for Myers & Sons Construction, LLC Insurance Carriers are as listed below:

- |                                 |        |
|---------------------------------|--------|
| ▪ Travelers Indemnity Co        | A++ XV |
| ▪ Travelers P & C Co of America | A++ XV |
| ▪ Berkshire Hathaway            | A++ XV |
| ▪ Berkeley                      | A+ XV  |

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

Very Truly Yours,



Laura Martino  
Account Executive  
Construction Services Group  
516-414-8606  
[Laura.Martino@alliant.com](mailto:Laura.Martino@alliant.com)



# CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

1/30/2018

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

**IMPORTANT:** If the certificate holder is an **ADDITIONAL INSURED**, the policy(ies) must be endorsed. If **SUBROGATION IS WAIVED**, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

<b>PRODUCER</b> Uniondale-Alliant Ins Svc Inc 333 Earle Ovington Blvd Ste 700 Uniondale NY 11553	<b>CONTACT NAME:</b> Laura Martino	<b>FAX (A/C, No):</b> 877-308-1070	
	<b>PHONE (A/C, No, Ext):</b> 516-414-8606	<b>E-MAIL ADDRESS:</b> Laura.Martino@alliant.com	
<b>INSURED</b> Myers & Sons Construction, LLC 4600 Northgate Blvd., Suite 100 Sacramento, CA 95834	<b>INSURER(S) AFFORDING COVERAGE</b>		<b>NAIC #</b>
	<b>INSURER A:</b> Travelers Indemnity Company		25658
	<b>INSURER B:</b> Travelers Property Casualty Co of Amer		25674
	<b>INSURER C:</b> Berkshire Hathaway Specialty Insurance Company		22276
	<b>INSURER D:</b> Berkley Assurance Company		39462
	<b>INSURER E:</b>		
<b>INSURER F:</b>			

**COVERAGES****CERTIFICATE NUMBER:** 2082321864**REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> <b>COMMERCIAL GENERAL LIABILITY</b> <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:			VTC2K-CO-2E97127A-IND-17	3/1/2017	3/1/2018	EACH OCCURRENCE \$ 2,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 300,000 MED EXP (Any one person) \$ 10,000 PERSONAL & ADV INJURY \$ 2,000,000 GENERAL AGGREGATE \$ 4,000,000 PRODUCTS - COMP/OP AGG \$ 4,000,000 \$
B	<input checked="" type="checkbox"/> <b>AUTOMOBILE LIABILITY</b> <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS <input checked="" type="checkbox"/> NON-OWNED AUTOS			VTC2J-CAP-2E971281-TIL-17	3/1/2017	3/1/2018	COMBINED SINGLE LIMIT (Ea accident) \$ 2,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
C	<input type="checkbox"/> <b>UMBRELLA LIAB</b> <input checked="" type="checkbox"/> OCCUR <input checked="" type="checkbox"/> <b>EXCESS LIAB</b> <input type="checkbox"/> CLAIMS-MADE DED RETENTION \$			47-XSF-303345-01	3/1/2017	3/1/2018	EACH OCCURRENCE \$ 25,000,000 AGGREGATE \$ 25,000,000 \$
B	<b>WORKERS COMPENSATION AND EMPLOYERS' LIABILITY</b> ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N <input type="checkbox"/>	N/A	VTRJ-UB-2E971268-17 MYERS	3/1/2017	3/1/2018	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$ 2,000,000 E.L. DISEASE - EA EMPLOYEE \$ 2,000,000 E.L. DISEASE - POLICY LIMIT \$ 2,000,000
D	Pollution/Professional Liability			PCADB-5002048-0617	6/1/2017	6/1/2018	Occ./Agg. \$10,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)  
Evidence of Insurance

**CERTIFICATE HOLDER****CANCELLATION**

Evidence of Insurance

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

© 1988-2014 ACORD CORPORATION. All rights reserved.



An aerial, high-angle photograph of a multi-lane highway. The road is filled with various vehicles including cars, SUVs, a van, and a pickup truck, all moving in the same direction. The image is in a dark, monochromatic blue-grey tone. The text 'WALSH/MYERS' is overlaid in the upper left quadrant in a bold, white, sans-serif font.

**WALSH/MYERS**

A Joint Venture

## **Section 3**

## **Safety**

RFQ Section 3.4



## 3.4 SAFETY

Last year both Walsh and Myers had recordable and lost time rates that are less than half of the industry standard.

We achieve this success through plans and processes aimed at preventing injury, illness, and environmental incidents, and by complying with all applicable Environmental Health & Safety (EH&S) laws and regulations. We implement performance through systematic compliance assessments, and we implement corrective measures to address identified issues.

### 3.4.1.A. SAFETY RECORD FOR THE MOST RECENT 3-YEAR PERIOD

The Walsh/Myers weighted aggregate safety record for the past three years for NAICS Code 237 - Heavy Civil Construction, is provided below. With nearly 6 million hours worked in the past three years, this record demonstrates our ability to deliver a verified environment of lowered risk to Caltrans.

3-year safety records						3-year Workers' compensation experience history	5-year Cal-OSHA and FOSHA citations, penalties, for serious, willful or repeat violations
	Incident Rate	LTIR	DART	Hours	EMR		
WALSH	2017	1.1	0.33	12.46	4,844,991	0.81	None
	2016	1.5	0.89	50.34	3,372,876	0.71	
	2015	3.2	1.31	130.37	3,200,133	0.65	
	Average	1.9	0.84	64.39	3,806,000	0.72	
MYERS	2017	0	0	0	499,925	0.84	3 - "Serious" Details below
	2016	2.18	0.87	0.87	458082	1.1	
	2015	2.52	0.84	0.84	474638	0.76	
	Average	1.57	0.57	0.57	477548	0.9	

### ALTERNATE DISPUTE RESOLUTION SYSTEM

Neither Walsh nor Myers is party to an alternative dispute resolution system as provided for in Labor Code §3201.5.

### 5-YEAR CAL-OSHA AND FOSHA CITATIONS, PENALTIES, FOR SERIOUS, WILLFUL OR REPEAT VIOLATIONS

Walsh has no serious, willful or repeat citations for the past five years; Myers has detailed violations below.

#### Citation 1 – Serious

DATE: May 30, 2014

PROJECT: Fix 50 Project, Sacramento CA

REGULATION NUMBER: T8 CCR1712(c)(1) – Employees working at grade or at the same surface as exposed protruding reinforcing steel or other similar projections, shall be protected against the hazard of impalement by guarding all exposed ends that extend up to 6 feet above grade or other work surface, with protective covers, or troughs.

CITATION AMOUNT: \$6,390.00

#### Citation 2 – Serious

DATE: November 21, 2014

PROJECT: Butte River Bridge Highway 99, Chico CA

REGULATION NUMBER: T8 CCR1710(d)(1)(B)(3) - When working under suspended loads, the following criteria shall be met: All loads shall be rigged by a qualified rigger.

CITATION AMOUNT: \$8,100.00

#### Citation 3 – Serious

DATE: November 21, 2014

PROJECT: Butte River Bridge Highway 99, Chico CA

REGULATION NUMBER: T8 CCR5042(a)(9) – Whenever any sling is used, the following practices shall be enforced: All employees shall be kept clear of loads about to be lifted and of suspended loads.

CITATION AMOUNT: \$20,250.00

### 3.4.1.B. SAFETY PROGRAM

We are committed to the safety of our people and the communities in which we work.

Walsh/Myers works diligently to identify and assess EH&S risks associated with its operations while employing work-safe practices that minimize impacts to the communities and environment in which we work. Walsh/Myers promotes a culture of measured and continual improvement of its EH&S performance, setting quantifiable goals and stressing accountability to reach them. As part of the social safety approach of Walsh/Myers, employees are encouraged to report an EH&S issue or concern without fear of retaliation or harassment. Management is then responsible for promptly investigating such reports. Managers are expected to demonstrate leadership through commitment to Walsh/Myers safety principals and by holding employees under their supervision accountable for safe work behaviors.

Walsh/Myers is committed to maintaining a safe work environment for the this US 101 Managed Lanes project. We will protect stakeholders and members of the public who interact with or travel through the project location at all times. Walsh/Myers knows that safety begins from the very inception of a project, and our proposed management team has specifically developed the following safety program overview to address the unique requirements of the corridor and community.

## SOCIAL APPROACH TO SAFETY ADOPTION

Walsh/Myers' social approach to safety is centered on a partnership framework established between field management and craft workers. The result is an early adoption of safety behaviors. This partnership creates a culture of safety to support the individual mindset of "Safe and Sound" and increases recognition that safety is good for business and has a direct impact on the financial health of both the worker, company and the Department. Importantly, this ensures that "safety" and "productivity" are not mutually exclusive efforts. Our success is centered on four key areas:

### 1. WE CREATE A SAFETY CONTINUUM.

All levels of leadership, from Jay Titus, Project Manager to foremen leading field craft workers, are given appropriate mechanisms for involvement and held accountable for performance. Walsh/Myers develops a safety leadership accountability matrix for each layer of project staff to define specific behaviors and expectations that result in improved safety performance.

### 2. WE PRIORITIZE SAFE OPERATIONS.

Walsh/Myers recognizes that safety is an operational responsibility requiring close interaction of both project and field managers to coordinate and manage the construction environment.

### 2. WE COMMUNICATE IN MULTIPLE WAYS.

Walsh/Myers believes that project, construction and field managers are an important source of safety information. Communicating frequently over issues of safety helps to define and reinforce acceptable standards and patterns of safe behavior. Walsh/Myers structures safety communications utilizing a variety of media and forms of communication, including: print, web, paycheck fliers, teaming recognitions and job site field meetings to name a few.

### 4. WE ENCOURAGE COMPREHENSIVE EMPLOYEE INVOLVEMENT IN SAFETY.

Walsh/Myers leadership helps to create and maintain a culture of "Safe and Sound" by facilitating meaningful employee involvement in hazard identification, risk assessments, procedural reviews, and Tailgate/Toolbox Talks. Having successfully implemented this approach on similar challenging, multi-modal projects, Walsh/Myers knows that project, construction and field personnel who are enthusiastic about safety, who express genuine belief in safety and its importance for the company, and who work hard to achieve good safety results, will influence others to respond and participate in kind.

## THE WALSH/MYERS SOCIAL APPROACH

Walsh/Myers develops a culture of safety competency by creating a focused environment that emphasizes the integration of safety methods within job training. Walsh/Myers ensures that field teams, down to the individual craft worker, are highly trained, technically proficient and are skilled to undertake their tasks safely. In addition, Walsh/Myers matches highly trained/ experienced people to critical job roles where safety is paramount. For Walsh/Myers, this effort results in an environment in which trained craft workers clearly understand means and methods to achieve safe work, accept responsibility for their own behavior, and recognize that commitment from each member of the field team is required in order to accomplish the task at hand.

Key to this approach is Walsh/Myers' development of the Field Team Communication Framework (FTCF). In this process, managers, foreman and superintendents utilize the FTCF when communicating, training and reinforcing safety to field teams and craft workers. FTCF focuses on communicating:

- **Vision** - describing what the future looks like (e.g., field crews demolition of the Monte Diablo Pedestrian Bridge with zero-injury occurrences).
- **Goals** - appealing to the long-term financial and health interests of workers (e.g., "Safe and Sound" equates to minimized risk, continued operations and safety for yourself and others).
- **Feasibility** – establishing realistic, obtainable goals that balance safety and productivity while stressing individual responsibility and membership in the social safety team.
- **Focus** – communicating clearly to provide guidance in individual decision-making and ensure the prioritizing of safety is the primary objective for work tasks.
- **Flexibility** – providing craft workers the latitude to use their initiative and respond appropriately to hazardous situations.

Walsh/Myers' approach creates a safe environment, promotes a questioning attitude and complacency resistance while fostering both accountability and self-regulation. Key benefits of this effort are:

- Project Managers and field workers jointly developing a documented just and fair culture policy that provides guidelines for confidentiality and anonymity of reporting
- Agreeing on definitions about what is and isn't acceptable behavior, and recognizing honest mistakes (i.e., human error) without fear of reprisal
- Creating an incident reporting system that craft workers feel is safe and easy to use
- Following up on incident reports with appropriate, corrective actions and plans for addressing error-producing conditions
- Developing feedback mechanisms to communicate with craft workers what corrective actions have arisen from analysis of the incident reports
- Providing feedback about the numbers of corrective actions completed arising from the incidents reported
- Monitoring the number of incident reports by location and providing feedback

Bill Whittaker, Project Safety Manager, as part of Walsh/Myers' Safety Oversight team, reviews job site data including near-miss incident reporting, followed up with a comprehensive root-cause analysis to extract the relevant information.

## OVERALL PROGRAM APPROACH

Safety in the workplace is a core value for each of the team members and will continue to be a core value on this Project. Walsh/Myers will not jeopardize the safety of anyone on the project, including employees, vendors, subcontractors, Caltrans representatives, or the general public. Walsh/Myers will develop a safety culture to ensure that safe work practices become a personal obligation.

Safety is a primary driver in all that we do. Walsh/Myers instills a culture of safety at all levels of our organization, engaging all project personnel and subcontractors. Each element of the project (structures, demolition, paving, etc.) will have its safety performance measured against established Safety Leading Indicators (SLIs). A comprehensive field education framework includes project management participation in weekly



safety meetings and monthly safety walks, new hire safety orientations, supervisors achieving Safety Trained Supervisor (STS) certification, and active Safety Committees.

Walsh/Myers' exemplary aggregate safety record is the result of focused leadership and dedicated effort to continuously improve our safety programs and approaches. While we count safety as one of the measures of our success, we ultimately understand that it is not about the numbers, but rather it is about the people with whom we work every day.

## COMMAND AND CONTROL

Overall project health and safety performance will be the responsibility of the Project Manager, Jay Titus. 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, he cannot delegate his accountability. Bill Whittaker, Safety Manager, will directly assist the Project Manager and will be responsible for establishing requirements for safety and emergency preparedness, and developing/ implementing the site-specific Safety Plan. Bill has "stop-work" authority, as does every individual on the project site who perceives a safety or health hazard.

Our safety organizational structure provides effective working relationships, communication and - most importantly - "checks and balances" between Jay and Bill Whittaker and key field managers. The Project EH&S Plan will be under the overall direction of the Safety Manager, who reports directly to the Project Executive Team.



Safety Week 2017

## EH&S PLAN

The Walsh/Myers team is committed to excellence with its EH&S performance as an integral part of the Project. The Walsh/Myers' safety program will reflect the collective experience and respective corporate safety cultures of the team members. Walsh/Myers job safety training will focus on helping all employees in identifying work-related safety and health hazards specific to the US 101 Project. These hazards include highway work zone hazards, and major construction-related hazards.

**Development:** The Safety Manager will work alongside the project management and preconstruction teams on a day-to-day basis during preconstruction. Early risk assessment is critical throughout each phase of the project, but is most effectively "planned early, and executed thoroughly". In the field, prior to starting any operation, a hazard identification briefing will be held with the work crew to discuss the operation and to identify potential hazards and procedures in order to address them.

## KEY FEATURES:

**Planning** – Early, frequent planning, including hazard analysis for specific tasks and the use of fundamental safety management practices, will be fostered from preconstruction, through construction and to closeout.

**Priorities** – Risk management and safety activities are prioritized to focus resources on high and moderate potential risks while ensuring lower priority risks are not ignored. Priorities will be consistently evaluated and communicated to all project personnel.

**Communication** – The Walsh/Myers Team will use a Work Plan Package system to disseminate activity-specific safety information and to document that all personnel have been briefed on the safety information specific to each activity. Walsh/Myers will frequently and consistently communicate safety and risk management expectations and performance-level standards to all employees.

**Accountability** – Every project employee will be accountable for safety and safe performance on the project and is empowered to make suggestions for improvement.

**Enforcement** – Outstanding safety and risk management performance will be expected, encouraged and rewarded for all project employees. Disciplinary action will be focused, beginning with a front-line worker, and escalated as required to ensure compliance. Unsafe behaviors and practices will not be tolerated.

**Managed Lanes and Highway Specific** – All personnel working on or adjacent to active highway traffic will be required to complete the project specific highway traffic safety training program, prior to being allowed access to related work areas. This training will provide information on safety precautions required while working near any active high-volume location. All superintendents will monitor their employees to ensure that access to the Project on or adjacent to an active highway will not be granted to anyone who has not completed this safety course.

**Drug and Alcohol Program** – The Walsh/Myers Team considers an alcohol- and drug-free work place to be an inviolate requirement and has a zero tolerance policy toward illegal drugs and alcohol in the workplace. We require pre-employment drug screening as well as post accident drug screening.

The Walsh/Myers Team's approach to construction zone safety is consistent with the U.S. Department of Transportation's Work Zone Mobility and Safety Program. The Walsh/Myers Team's program will follow the following steps:

- Perform an initial assessment to understand the specific safety and mobility impacts of the project, recognizing its unique urban setting
- Assess the likely work zone impacts and develop appropriate work zone plans during project development and delivery
- Conduct performance assessments to track performance, document lessons learned, and identify trends towards overall improvement of work zone policies, procedures and practices
- Identify factors that will influence safety in the construction work zone, including traffic conditions, vehicular and pedestrian activity in and around the work zone, specific work area physical conditions/characteristics (topography, utilities, transit lines) and aspects of the surrounding area such as neighboring residences, schools and nearby businesses
- Monitor and manage work zone impacts during construction and adjust operations and management strategies if needed
- Use work zone performance assessment information to improve and update work zone policies, procedures and practices throughout the Project term

In addressing construction zone safety, work zone plans will be prepared consistent with C/CCAG, Federal and Caltrans standards and will be coordinated with the local communities, area residents and businesses. The Walsh/Myers team will support the Caltrans PIO in providing updated information and access to key members of the project management and field management teams.

On projects constructed in dense urban environments such as the US 101 corridor, the team's objective has always been to minimize hazards to the traveling public, local businesses, schools, residents, and adjacent properties. Walsh/Myers will implement well-planned and maintained vehicle, pedestrian, and bicycle routes that are safe and clear.

## SUBCONTRACTOR INTEGRATION

Each Walsh/Myers field subcontractor working on this project will be contractually obligated to comply with all statutory safety requirements; corporate safety policies and procedures; specific project rules and regulations; all applicable federal, state, county and city regulatory rules and regulations; and any specifics required by Caltrans. The safety manager will meet with each subcontractor prior to any work on the job site to inform the subcontractor of its obligations with regard to the project's safety and health policies and owner regulations. Either the safety manager or a project management personnel will give all subcontractors a site orientation before they are allowed to proceed with their work.

## SUBCONTRACTOR COMPLIANCE

If Walsh/Myers management or supervision notifies any subcontractor of noncompliance with the provisions of the Project's Safety Plan, the subcontractor will be required to immediately halt work and immediately correct the unsafe condition or acts. If a subcontractor cannot or will not correct unsafe or unhealthy conditions or acts, Walsh/Myers will direct the complete cessation of the operation until compliance is attained. Appropriate contract provisions and penalties may be invoked, as necessary. The subcontractor must also furnish Walsh/Myers with the appropriate Material Safety Data Sheet (MSDS) for any hazardous chemical they intend to bring into work areas.

## EMERGENCY, CRISIS AND FIRST RESPONDER PLAN

Walsh/Myers will prepare for emergency situations by training field personnel of all levels on the important task of reacting safely, swiftly and efficiently to an emergency situation. The goal is to ensure a safety, controlled, methodical, and well-planned reaction to any emergency in the workplace.

Our field personnel have been trained on the following:

- First Aid/CPR/AED
- Crisis Management
- Necessary resources available to the job site to provide immediate medical response in case of:
  - Heat or Cold Illness/Heat Stress
  - Drowning / Water Hazard response
  - Poison Control due to accidental exposure
  - Reaction to contact with a chemical
  - Allergic reactions to chemicals or insect bites
- 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 or a natural catastrophe.
- Contact data for emergency first responders.

### *Fix50 W/X Viaduct Reconstruction*

*Our team managed approximately 250,000 vehicles through the work site daily, while expending 70,000 man hours on a 24/7 schedule for 47 days with no lost time accidents. Through our approach to traffic management, the amount of traffic collisions in the area decreased during construction.*





An aerial, high-angle photograph of a multi-lane highway. The road is filled with various vehicles including cars, SUVs, a van, and a pickup truck. The image is in a dark, monochromatic blue-grey tone. The text 'WALSH/MYERS' is overlaid in the upper left quadrant in a bold, white, sans-serif font.

**WALSH/MYERS**

A Joint Venture

## **Section 4**

## **Proposer Experience and Past Performance**

RFQ Section 3.5



3.5 PROPOSER EXPERIENCE AND PAST PERFORMANCE

Walsh/Myers is recognized for meeting our client’s goals on complex, multi-stakeholder projects.

Walsh/Myers is recognized for partnering with clients to successfully deliver the toughest and most technically complicated jobs to the highest standards. Our history of “Delivering the Impossible,” experience in CMGC and other alternative project delivery and extensive construction innovation expertise makes Walsh/Myers a perfect fit to partner with and support Caltrans in this effort. We provide the right industry-leading personnel with the capacity, tools and resources needed to successfully deliver on each and every one of the Department’s established goals.



					Safety		Mobility		Quality		Public Interaction		Project Delivery		Innovation		Local Requirements	
					COORDINATING WORK AND TRAFFIC CONTROL TO MITIGATE IMPACTS	Phased Construction to Optimize or Accelerate the Project Schedule	Implementation of Complicated Staging	Traffic Handling and MOT Development	Experience Working within an Integrated Team Structure	Use of High Quality Materials and Workmanship	Minimize Impacts to the Public, Avoid Road Closure and Elimination of Parking	Provide Accurate and Advance Information to the Public / Support PIO	Construction of Sensitive or Deadline Driven Project	Project Delivery to Owner Specifications and Vision	Accelerated Construction of Major Elements Common to this Project	Use of Innovative Designs, Methods, Materials and/or Innovative Wall Design	Coordination with Local Agencies and Stakeholders	Incorporation of Local Concerns into the Delivery of the Project
WALSH	I-35E Express Corridor Extension	TxDOT	\$1.1B	DBM	●	●	●	●	●			●	●	●	●	●	●	●
	I-540 Western Wake	NCDOT	\$446M	DB	●	●	●	●	●	●		●	●		●	●	●	●
	Presidio Parkway/Doyle Drive Temporary Bypass	Caltrans	\$112M	DBB	●	●	●	●	●		●	●	●	●	●	●	●	●
	SR 91 Corridor Improvement Project	RCTC	\$763M	CMGC	●		●	●	●	●	●	●	●	●	●	●	●	●
MYERS	Route 101 Calabasas Precast Panel Roadway Rehabilitation	Caltrans	\$51M	DBB	●	●	●	●	●	●	●	●	●	●	●	●	●	●
	Fix50 W/X Viaduct Reconstruction	Caltrans	\$24M	A+B	●	●	●	●	●	●		●	●		●	●	●	●
	LAX 2nd Level Roadway Reconstruction	LAWA	\$82M	CMAR	●	●	●	●	●	●	●	●	●	●	●	●	●	●
	Route 99 Reconstruction - Golden State Highway	Caltrans	\$80M	A+B	●	●	●	●	●	●	●	●	●	●	●	●	●	●
	Route 140 Ferguson Slide Reconstruction	Caltrans	\$14M	CMGC	●	●	●	●	●	●	●	●	●	●	●	●	●	●
In addition to the project experience shown in Section 3.5 (shown above as well), we have included additional projects with relevant scope.																		
WALSH	US 101	Caltrans	\$131M	DBB	●	●	●	●	●	●	●	●	●	●	●	●	●	●
	Crenshaw LAX Transit Corridor	Metro	\$1.27B	DB	●	●	●	●	●	●	●	●	●	●	●	●	●	●
	Van Ness	SFMTA	\$193.8M	CMGC	●	●	●	●	●	●	●	●	●	●	●	●	●	●
	Route 5	Caltrans	\$95M	DBB	●	●	●	●	●	●	●	●	●	●	●	●	●	●
	I-95/I-295	FDOT	\$131M	DBB	●	●	●	●	●	●	●	●	●	●	●	●	●	●
MYERS	Route 215 Barton Road	Caltrans	\$47M	CMGC	●	●	●	●	●	●	●	●	●	●	●	●	●	●
	Enabling Project	LAWA	\$308M	DB	●	●	●	●	●	●	●	●	●	●	●	●	●	●
	College Road	Fort Collins	\$9M	CMGC	●	●	●	●	●	●	●	●	●	●	●	●	●	●
	Hanging Lakes Tunnel	CDOT	\$1.5M	CMGC	●	●	●	●	●	●	●	●	●	●	●	●	●	●
	Southeast Connector	SAC JPA	\$8M	CMGC	●	●	●	●	●	●	●	●	●	●	●	●	●	●
	Route 99/4	Caltrans	\$93M	Bid Build	●	●	●	●	●	●	●	●	●	●	●	●	●	●
	Route 710 Rehabilitation and Widening	Caltrans	\$99M	Bid Build	●	●	●	●	●	●	●	●	●	●	●	●	●	●



*The Walsh/Myers "Build Smart. Build Fast." approach represents our way of partnering with clients and on projects nationwide. Above: the 8.5-mile, \$2.1-billion Cresshaw LRT project illustrates Walsh's expertise in managing and accelerating complex, multi-stakeholder projects in constrained environments.*

## 200 CALTRANS PROJECTS

We have a prosperous relationship with Caltrans in 11 Districts across California.

## 350+ LANE MILES

We have a combine total of 350+ lane miles of reconstruction in California.

## 20+ AWARDS FOR SAFETY

Though dedicated to accelerated scheduling, we refuse to compromise the well being of our people or the public.

## EXECUTIVE SUMMARY

### MEETING THE DEMANDS OF GROWTH

The State Route 101 Managed Lanes project will relieve an overburdened roadway that carries hundreds of thousands of motorists each day, each way, and will streamline the region's flow of people, goods, and services for the sustainable future. We understand the imperative for an accelerated schedule and continued access and mobility, and our finely-tuned approach to transportation infrastructure reflects a nuanced comprehension of those goals. We Build Smart to Build Fast by making precise decisions at every step, incorporating innovations wherever possible, and creating opportunities within each phase of the project to minimize schedule and cost impacts, mitigate risks, and work smarter not harder.

### WALSH/MYERS: PARTNERED FOR SUCCESS

As introduced in the Letter of Transmittal, Walsh Construction Company II, LLC (Walsh) and Myers & Sons Construction (Myers) have created the proposing joint venture entity Walsh/Myers, a Joint Venture (Walsh/Myers) to leverage our shared institutional knowledge, CMGC experience, and successful working relationships to successfully manage all elements and deliverables of this State Route 101 Managed Lanes project. Using the CMGC framework, our team will resolve project constraints, mitigate risks, and deliver innovative schedule efficiencies while exceeding the quality specifications and your vision for the project.

As builders, we are recognized for successfully delivering the toughest and most technically challenging work to the highest standards. As partners, we nurture a culture of creative innovation and value, leveraging and fortifying our existing collaborative relationships with stakeholder, Federal, City and State agencies, and other consultants and contractors for the benefit of the project.



# WALSH



*Through an intensive community outreach and workforce development effort on Presidio Parkway/Doyle Drive project, Walsh exceeded the original SBE contracted goal and achieved one of the highest SBE participation levels for Caltrans for a heavy civil contract in the State.*

## WALSH: BUILDING THE BAY AREA

Recognized as a top-15 contractor nationally, Walsh is a fourth-generation family-owned company operating as part and parcel of the Walsh Group with Archer Western and Walsh Canada. As a company, Walsh is dedicated to delivering exceptional quality while upholding the highest ethical and safety standards.

Originally founded in 1898, the Walsh Group proactively shares its collective knowledge and experience amongst its constituent companies. Walsh's extensive transportation infrastructure work along the West Coast and throughout the nation, along with its legacy of knowledge, tools, and resources available as part of the Walsh Group, positions Walsh as capable, reliable partners on this high-profile project.

## SEASONED SUCCESS

Walsh currently has 259 projects under contract for a combined contract value of just over \$18 billion. We have completed billions in CMGC projects, and, through the CMGC collaborative approach, have developed hundreds of millions in cost-saving ideas during preconstruction. Additionally, we have an excellent relationship with Caltrans through our experience on 27 Caltrans projects valued at more than \$647 million, including Doyle Drive in the iconic Presidio.

## ALTERNATIVE DELIVERY SPECIALIST

Walsh believes strongly in the benefits of CMGC in terms of the flexibility it gives the project teams that are working to integrate constructability, cost and schedule considerations into the design. Using this approach and our industry-leading construction expertise, we will collaborate with District 4 to ensure successful delivery of the SR 101 project. We develop symbiotic relationships with stakeholders to identify and deliver the best solutions and the highest quality on every project.

We excel at delivering projects in dense urban environments that require maintaining vehicular and pedestrian traffic flows during construction, and actualize the potential of the CMGC process to do so while Building Smart and Building Fast. Our local team knows the ins and outs of the densely populated Bay Area and brings the boots-on-the-ground mentality from Day 1 to support aggressive scheduling and tackle any challenges along the way.

## PROVEN PARTNERS

Walsh is a leader in alternative delivery construction methods. As such, our ability to partner and collaborate with owners, designers, engineers, and stakeholders from preconstruction through project completion has been key to our success, particularly our CMGC success. Our dedication to a truly collaborative approach has resulted in the development of more than \$146 million in cost-reducing ideas during preconstruction on CMGC projects. We are proud of our proven track record of successfully delivering projects under the CMGC procurement method, and our established working relationship with Caltrans developed through 27 previous and ongoing projects.



*On the \$80M Caltrans US Rt. 99 Reconstruction, Myers managed people and resources to perform an average of \$500K of work in a shift to accelerate the overall project schedule and deliver this A+B project in less than a third of the projected estimate.*

## MYERS & SONS CONSTRUCTION "DELIVERING THE IMPOSSIBLE"

Myers & Sons Construction, LLC (Myers) is a heavy civil construction company based in California with a proven track record of successful project delivery to Caltrans, as well as to other transportation agencies, and a team history of "delivering on the impossible." Myers specializes in delivering complex, multi-partner transportation infrastructure projects requiring innovation, transparency and a focus towards on-time and on-budget project delivery.

### PROVEN DELIVERY ACROSS CALIFORNIA

Myers' record of successful project delivery for Caltrans includes two current CMGC projects — RT 215 Barton Rd. and the RT 140 Ferguson Slide Restoration. For other major transportation agencies, we have successfully delivered more than \$400M in high-profile projects. We currently hold \$430M in CMGC and CMAR projects in backlog, including the complex \$300M Progressive Design-Build Enabling project at Los Angeles International Airport, and have worked on numerous contracts for Caltrans and other agencies around the state, totaling more than \$1.2B. We currently have greater than \$700M in ongoing projects across California and can leverage our local experience, can-do attitude and expertise with successful CMGC methodologies to provide Caltrans with the tools and expertise to succeed at every level of the SR 101 project.

### CMGC SPECIALISTS

We are truly committed to alternative delivery projects. Our CMGC and CMAR methodologies and approach to teamwork and partnering are of the highest caliber. Myers brings our rich experience in California alternative delivery construction to the project. Our total experience, as part of Sterling Construction's ENR top 100 nationwide team, includes 35 completed and 15 current CMGC/CMAR projects, as well as 28 completed Design-Build projects. In total, these projects represent billions of dollars of alternative delivery construction which demonstrates our capacity to serve the needs of Caltrans and the citizens of California on this important project.

### PROVEN COLLABORATORS

Myers' veteran staff has an outstanding working relationship with Caltrans as well as other government agencies. We're recognized for our ability to leverage unmatched construction expertise with a vibrant focus on meeting the budget, schedule and safety goals of our clients. Our dedication to partnering excellence is demonstrated by the +60 awards that Myers and affiliates have received, as well as the 16 partnering awards and 13 safety awards that Myers has earned specifically for Caltrans projects over the past few years. Myers' leadership and partnering skills have allowed us to grow as a market leader in California in CMAR / CMGC construction.

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## KEY SUBCONSULTANT FIRMS

Supporting the Walsh/Myers team are two robust and experienced subconsultant firms that bring corridor-specific expertise, understanding of transportation project delivery, and experience with local jurisdictions.

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### DOKKEN ENGINEERING, INC.

Established in 1986, Dokken Engineering (Dokken) is a multidiscipline professional services firm specializing in the delivery of transportation projects for public agency clients. During the past 28 years, they have developed an exceptional depth of environmental and right-of-way experience and expertise, having achieved compliance on more than 1,500 infrastructure projects including more than 800 federally-funded projects. In April, 2014, Dokken Engineering was ranked among ENR's Top 500 design firms nationwide for the second consecutive year.

#### **Caltrans Experience**

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 environmental and ROW goals outlined for the I-215 / Barton Road Project. Dokken has provided similar services for several road, bridge, trail and interchange projects currently under construction. All of these projects included feasibility, environmental clearance, environmental impacts and mitigation, permitting, right-of-way determination and acquisition, public outreach, funding support, bidding support, and construction support.

#### **Comprehensive Environmental Approach**

Dokken Engineering has an in-house Environmental Services Group with considerable experience working throughout the State of California on transportation and public works projects identical to the 101 San Mateo project. Dokken's team of 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 California Environmental Quality Act (CEQA).

**Dokken's environmental effort will be led by Mr. Namat Hosseinion.** Namat is an Environmental Compliance Manager with Dokken responsible for pre-construction activities, including management and preparation of scoping documents; environmental compliance during construction; completing technical studies and NEPA/CEQA environmental documents, and securing environmental permits. 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 and public outreach for multi-disciplinary projects, and has focused experience on highways, transit, interchange and bridge projects. 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.



## CIRCLEPOINT, INC.



Circlepoint, Inc., will lead the team's Public Outreach and Stakeholder Coordination efforts in support of the Caltrans PIO effort. Circlepoint has been working with the City of San José and throughout Santa Clara County for more than 20 years providing public outreach and stakeholder engagement support on a range of similar projects. Circlepoint team members have successfully delivered similar scopes of services on projects with Myers. Circlepoint's portfolio features critical transportation and infrastructure projects including I-580 Express Lanes, I-80 SMART Corridor, Presidio Parkway, the Caldecott Tunnel Fourth Bore, and the Highway 4 Corridor Projects. Circlepoint efforts will be led by Maily Chu. Ms. Chu has eight years of project planning experience, and has worked successfully with public agencies and corridor stakeholders. With a background in communications, she has familiarity designing and conducting public surveys, preparing informational materials, coordinating events, and developing communications strategy. She successfully delivered similar efforts including the BAIFA Express Lanes for Metropolitan Transportation Commission (MTC); Peninsula Corridor Electrification Project (PCEP) for Caltrain; the VTA C830 Santa Clara-Alum Rock Bus Rapid Transit and the I-680 Auxiliary Lanes Project (Diablo Road to Bollinger Canyon Road) Communications Program, Contra Costa County Transportation Authority.

## OUTSTANDING PARTNERS. EXCELLENT CONSTRUCTORS.



Walsh/Myers will be led by Project Manager Jay Titus, who emphasizes a collaborative and open approach to communication and intentionally creates a continuum from project planning to field execution. He will continue this successful methodology as Caltrans's key point of contact and Walsh/Myers key decision-making authority for the State Route 101 Managed Lanes project. Supporting Jay will be a sharp and dynamic Walsh/Myers Project Management team that includes Tony Anziano and the iconic C. C. Myers.

As you will see in the following pages, our approach to project success is simple. **We will partner with Caltrans/C/CAG to identify opportunities, risks, and challenges; adopt Caltrans priorities and concerns as our own; and leverage unique expertise and technical capacity to collaboratively develop the best design and plan for executing the work within budget and on schedule.** We then create a continuum of responsibility from design, through preconstruction, to construction by utilizing construction discipline experts. This ensures that those responsible for planning the work are also responsible for executing the plans they developed in "Building Smart. Building Fast". We are committed to making this project a collaborative, award-winning effort that sets the new standard for Caltrans alternative project delivery.

## FORM B

### NAME OF PROPOSER

Walsh/Myers, a Joint Venture

**Principal Participant:** Walsh Construction Company II, LLC

### PROJECT ROLE

**Role:** Lead JV Partner

### NAME OF FIRM

AGL Constructors<sup>1</sup>  
(Archer Western/Granite/Lane JV)

### YEARS OF EXPERIENCE

**Roads/Streets:** 4.5

**Bridges/Structures:** 4.5

**Utility Relocations:** 4.5

### PROJECT NAME, LOCATION, AND NATURE OF WORK FOR WHICH COMPANY WAS RESPONSIBLE

## I-35E EXPRESS CORRIDOR EXTENSION - CARROLLTON, TX

### PERSONNEL

Jay Miller, Proposed Toll Integration Specialist, performed in a similar role on this project.

### NATURE OF WORK

This design-build-maintain project completes 28.2 miles of I-35E in Dallas and Denton counties and included the intensive and complex rehabilitation of 73 existing bridges as well as 41 new bridges, one of which being the 1.5-mile bridge over Lake Lewisville. The project adds reversible managed lanes and one additional general-purpose lane in each direction and provides continuous frontage roads.

<sup>1</sup>The Walsh Group is a 120-year-old company providing four generations of leadership in construction, and is listed as the 11th largest contractor according to Engineering News-Record. We operate as Walsh Construction, Archer Western and Walsh Canada, and have experience in a wide variety of highway, bridges, transportation, rapid transit, civil and building. The experience gained on the I-35 project will directly benefit the 101 Managed Lanes team given the very close coordination, knowledge sharing, common executive management, quarterly and yearly internal project workshops and other structured communication between our entities with respect to all projects throughout North America.



“ I am most proud of the incredible partnership that was formed here in Denton County, the AGL team and stakeholders of all levels that worked tirelessly to make this major mobility improvement a reality”

*Texas State Rep. Tan Parker, R-Flower Mound*

## PROJECT DESCRIPTION AND SITE CONDITIONS

### A. EXPERIENCE IN SUCCESSFULLY MANAGING AND CONSTRUCTING PROJECTS OF THE SIZE, LENGTH AND COMPLEXITY OF THIS PROJECT

#### Project Size and Length

- 28.2 miles of continuous frontage roads;
- 1.5 mile bridge over Lake Lewisville;
- Rehabilitation of 73 existing bridges;
- Construction of 41 new bridges;
- Use of 500,000 CY of concrete for the bridges, approaches, and concrete pavement; and
- Placement of 1.2 million tons of asphalt

#### Complexity: High

Interstate 35 is an arterial highway for the state of Texas. More locally, I-35E serves the rapidly growing areas of southern and central Denton County, as well as the major Dallas suburbs immediately north of I-635. This corridor functions as a major artery for hundreds of thousands of commuters, as well as a primary link to major universities in the City of Denton, including the fourth-largest university in the state, the University of North Texas (UNT). In addition, I-35E functions as an important truck corridor and accommodates more than 12,000 trucks daily. The interstate also handles almost 200,000 total vehicles daily near I-635, and 128,000 vehicles a day across Lake Lewisville. Walsh self-performed the majority of the work, including paving, bridge construction, retaining walls, noise walls, drainage, precast MSE wall and bridge deck panes. Walsh also owned and operated two concrete and one asphalt batch plants, managed more than 31 subcontractors and met the project's 6% DBE participation requirement.

### B. EXPERIENCE IN CONSTRUCTING MANAGED LANE PROJECTS

This project extended the express corridor for a section of I-35E, one of Texas's most congested and critical roadways that acts as a primary route for more than 340,000 commuters, trucks and motorists. Because of the challenges of crossing Lake Lewisville and the lack of I-35E frontage roads across the lake, viable north-south commuting alternatives to I-35E do not exist. This condition makes it imperative to provide motorists reliable alternatives with a combination of continuous frontage roads and managed lanes in the I-35E corridor. The creation of reversible managed lanes, a general purpose lane in each direction, and the provision of continuous frontage roads over the project's 28.2 miles included approximately 555,600 SY yards of concrete pavement and 1.2 million tons of asphalt. In optimizing staging for this managed lanes project, Walsh used the little off-alignment space that was available in order to minimize traffic shifts. Excavation and utility relocations were prioritized outside traffic, with staging areas set up at strategic locations for haul distance convenience. At the same time, temporary pavement was provided to shift traffic so ultimate build-out could occur. Special planning was required for several neighborhoods within the corridor that had only one way in and out. Since these access points are connected to the I-35E's frontage road, the MOT plan maintained access at all times while multiple bridges were built in these specific areas.

A key aspect of this managed lanes project was the integration of the toll system contractor, procured as a separate contract by TxDOT. Using a similar approach to that envisioned for this project, **Walsh worked shoulder-to-shoulder with the toll system contractor to optimize phasing; vet best practices for constructing barrier wall around gantry columns, gantry foundations and conduits; and plan effectively for a seamless turnover of large segments to accelerate the project schedule.**



### C. A RECORD OF COMPLETING CONTRACTS ON TIME AND WITHIN THE FIXED PRICE

The Owner exercised bid options and issued change orders that affected the original schedule and budget. To respond to these changes quickly and effectively, Walsh created work groups consisting of executive, estimating, engineering and project management personnel tasked with vetting challenges and opportunities for integrating this added scope into ongoing phasing and field operations. Through constructability reviews and a collaborative partnership with TxDOT, these teams were successful in identifying and limiting potential cost and schedule effects of these changes.

### D. A RECORD OF MANAGING CONTRACTS TO MINIMIZE DELAYS, CLAIMS, DISPUTE PROCEEDINGS, LITIGATION, AND ARBITRATION

In accounting for these Owner-requested changes, the Walsh team employed innovations and methodologies to save \$58M in Belt Line interchange savings and reduced the schedule by nine months. The team self-performed casting of MSE wall panels and precast deck panels on site to save on freight costs, and modified the roadway alignment to provide savings on ROW and utility relocation. Even the choice to use the 0.6" straight strand in lieu of the 0.5" draped strand girder designs was an opportunity to save on both material weight and labor costs, which positively affected the overall schedule and budget.

### E. THE TECHNICAL AND MANAGEMENT EXPERIENCE AND EXPERTISE TO PLAN, ORGANIZE, AND EXECUTE THE CONSTRUCTION OF, AND ASSURE THE QUALITY AND SAFETY OF THE PROJECT

As part of the collaborative process, the team analyzed more than 75 concepts to improve or better the quality and safety metrics on the project. Following formal reviews, the team arrived at more than 20 quality engineering concepts, such as field training for subcontractor staff, schedule enhancements to optimize work planning and group similar scopes, and simplifying methods of construction for retaining walls. The project used more than 1.2 million man hours with an impeccable safety record. Walsh led an intensive MOT planning and communication effort providing the public with accurate and updated traffic information was a priority that led to the development of a smart phone traffic application, a project website and a social media page.

### F. THE ABILITY TO EFFECTIVELY MANAGE ALL ASPECTS OF CONTRACTS IN A QUALITY, TIMELY, AND EFFECTIVE MANNER AND INTEGRATE THE DIFFERENT PARTS OF ITS ORGANIZATION WITH DEPARTMENT IN A COHESIVE AND SEAMLESS MANNER

I-35E was nearly 30 miles in length. To effectively manage this large project, the team divided the project into four segments of approximately seven miles per segment. Each section was designated a team consisting of a Segment Manager and Superintendents. Due to the length, each segment was treated as an independent effort, with each Segment Manager working as a direct reporting entity to the Project Manager. This approach helped the team track simultaneous work across the corridor while creating a seamless management structure.

The team worked with 36 different utility owners and government agencies to resolve more than 282 conflicts, and complete nearly 320,000 LF of relocation. The project also required extensive coordination with Dallas Area Rapid Transit, Burlington Northern and Santa Fe Rail Line, Denton County Transportation Authority, Cotton Belt Rail Line and Kansas City Southern Rail. The team managed right-of-way acquisitions and completed routine and capital maintenance during construction. This project also involved environmental sensitivities that necessitated coordination with numerous governmental and service entities along the corridor. The roadway goes over Lake Lewisville, which required USACE mitigation and environmental compliance in addition to other stringent state and city requirements. To meet these standards, Walsh developed and implemented multiple environmental compliance plans and procedures, e.g., SWPPP, environmental documentation, and permitting and field monitoring.

RECOGNIZED FOR EXCELLENCE

*"This project represents a true partnership, not only between the Team and TxDOT, but also between TxDOT and the cities and counties along this corridor. TxDOT is proud to deliver another project that will enhance safety and improve mobility for hundreds of thousands of motorists each day."*

Phil Wilson  
TxDOT Executive  
Director

## G. THE ABILITY TO DEVELOP AND IMPLEMENT INNOVATIVE SOLUTIONS TO ACCELERATE CONSTRUCTION AND MINIMIZE IMPACTS TO THE TRAVELING PUBLIC

As the only viable north-south commuting route and given the challenge of crossing Lake Lewisville, constructing a combination of frontage roads and managed lanes while maintaining access and minimizing impacts to motorists was crucial. Innovations, accelerated scheduling, and attention to detail were the crux of this complex project. The team redesigned two roadway interchanges to increase constructability and minimize impacts to traffic. The alternative choice to move the bridge piers on two existing bridges avoided the obligation of reconstruction and cut project work time. In addition to the intentional design, construction and material choices made to accelerate schedule and improve quality and conditions, the team's work with stakeholders to revise construction phasing allowed for fewer traffic changes and a decrease in overall construction time.



Walsh field crews work to complete one of the 41 bridges constructed for the project.

### CLIENT INFORMATION AND PERFORMANCE METRICS

NAME OF CLIENT	CONTACT NAME	TELEPHONE	FAX
Texas DOT	David Leavell, PE	(214) 317-2451	(214) 320-4488
		EMAIL	
		david.leavell@txdot.gov	

#### OWNER'S PROJECT OR CONTRACT NO.

68-3XXDB003

CONTRACT VALUE	FINAL VALUE	PERCENT OF TOTAL WORK PERFORMED BY COMPANY
\$1,045,938,940	\$1,129,701,683 <sup>1</sup>	68%
COMMENCEMENT DATE	PLANNED COMPLETION DATE	ACTUAL COMPLETION DATE
06/2013	12/2016	09/2017 <sup>1</sup>
AMOUNT OF CLAIMS	ANY LITIGATION?	DISPUTE REVIEW BOARD HISTORY
None	No	None

#### ADDITIONAL NOTES:

<sup>1</sup>The Owner exercised bid options and issued change orders that affected the original schedule and budget.

## FORM B

### NAME OF PROPOSER

Walsh/Myers, a Joint Venture

**Principal Participant:** Walsh Construction Company II, LLC

### PROJECT ROLE

**Role:** DB Constructor

### NAME OF FIRM

Raleigh-Durham Roadbuilders<sup>1</sup>  
(Archer Western/Granite JV)

### YEARS OF EXPERIENCE

**Roads/Streets:** 3

**Bridges/Structures:** 3

**Utility Relocations:** 3

## PROJECT NAME, LOCATION, AND NATURE OF WORK FOR WHICH COMPANY WAS RESPONSIBLE

### I-540 WESTERN WAKE FREEWAY - RALEIGH, NORTH CAROLINA

#### NATURE OF WORK

This project was unique in North Carolina as it was the first toll road in the state and the largest contract ever awarded by NCDOT. Scope included 34 bridges built at 24 different sites over the 13 miles of proposed roadway. Of these, 14 were mainline bridges and 10 were for ramps. Also included were 6.7 miles of retaining walls and 8.22 miles of soundwall construction.



“ There is no question this project was a big success. Five years after the successful opening, tens of thousands of people use it each weekday, and traffic volumes and revenue have grown every year ”

*NCDOT Spokesman Steve Abbot (01/2017)*

## PROJECT DESCRIPTION AND SITE CONDITIONS

This design-build project is a portion of the Triangle Expressway and extends from NC 55 at Old Smithfield Road to NC 55 near Alston Avenue, a distance of approximately 12.6 miles. The proposed roadway consists of a new six-lane divided toll facility with a 78-foot median and provides a high-speed, multi-lane controlled-access road to accommodate increasing transportation demand in Western Wake County.



The project addressed the increasing transportation demand and congestion on I-540 and other local roadways in Western Wake County. The corridor location bisects suburban Raleigh communities and neighborhoods and required the use of temporary soundwalls, low-decibel equipment and sensitivity to overnight work and phasing. In aspiring to be a “good neighbor”, the project also met strict aesthetic guidelines for the bridges, MSE and noise walls, and toll gantries. The designs were inspired by the historic North Carolina Capitol Building and the Colonial Governor’s mansion, representative of the state’s rich cultural heritage. This project also crossed 72 environmentally sensitive wetland areas that required intensive coordination and planning, and are crucial to the health and survival of the region’s unique ecosystem.

## A. EXPERIENCE IN SUCCESSFULLY MANAGING AND CONSTRUCTING PROJECTS OF THE SIZE, LENGTH AND COMPLEXITY OF THIS PROJECT

### Project Size and Length

- 12.6 miles in total length;
- 6.7 miles of Retaining Walls;
- 8.22 miles of Soundwalls;
- Construction of 34 bridges;
- 894,000 SY of jointed plain concrete pavement;
- Six interchanges; ramps, loops, auxiliary lanes, collector-distributors and service roads; and
- 100+ utility relocations

### Complexity: High

Walsh managed the preconstruction and construction phases of this toll facility project, recognized as the largest highway construction project in North Carolina history. Project scope included relocation and construction of new railroad bridges; storm water management; and MSE/sound wall construction in an area with increasing traffic demands, extensive environmental considerations, and a vocal and active community concerned with both the construction and after-effects of the project. The team worked closely with the tolling contractor to confirm the backbone and other civil components were properly coordinated and best practices were established for construction of tolling infrastructure. Overall, Walsh managed more than 55 subcontractors, vendors and suppliers for the project effort while **exceeding the 14% DBE requirement**.

## B. EXPERIENCE IN CONSTRUCTING MANAGED LANE PROJECTS

This managed lanes project involved 12.6 miles of work over a 6-lane, median-divided toll road through suburban Raleigh, NC. These additions provided a high-speed, multi-lane controlled access road to accommodate increasing transportation demand in Western Wake County. As the lead JV partner, Walsh self-performed the majority of the work, including paving, bridge construction, retaining walls, noise walls, drainage and utility relocations.

## C. A RECORD OF COMPLETING CONTRACTS ON TIME AND WITHIN THE FIXED PRICE

Despite complex maintenance of traffic, 50% of the project was completed early. The schedule was re-sequenced to meet an accelerated deadline of opening half the project six months early and to mitigate owner-related delays associated with a CSX bridge. Individual choices, such as the use of stakeless technology throughout the project, and the employment of GPS from earthwork to asphalt to concrete paving, allowed for increased accuracy and precision in the final product. This dedication to precision, paired with significant adjustments in horizontal and vertical geometry, significantly reduced the cost of moving the project’s 5.5 million CY of earth, and optimized the area of retaining and sound walls.

To ensure the most holistic and effective execution of construction through suburban Raleigh communities and neighborhoods, the project team created a comprehensive Public Information and Communication Plan that established a two-way communication flow with core customer groups throughout the area. The plan's key components included managing community relations, providing preliminary public outreach, developing and implementing effective strategies for communication with the public and stakeholders, and a commitment to adjust and improve the plan throughout construction. Outreach included several open houses and town meeting forums. Providing the public with accurate and updated traffic information was a priority that led to the development of a smart phone traffic application, a project website and a social media page.

#### **D. A RECORD OF MANAGING CONTRACTS TO MINIMIZE DELAYS, CLAIMS, DISPUTE PROCEEDINGS, LITIGATION, AND ARBITRATION**

Claims were eliminated by a comprehensive discovery effort performed by the team during the design phase. Using historical data, mapping and data input from corridor utilities, and technologies including ground penetrating radar to accurately document existing conditions, Walsh created a corridor utilities inventory that was used daily by field teams. To avoid delays, Walsh created a multi-layered scheduling approach that connected management with craft workers in the field through "Play of the Day" and detailed four-week schedules. These were in addition to 60-day look-ahead schedules, and a Project Master Schedule that integrated all design and construction activities for the contract duration.

#### **E. THE TECHNICAL AND MANAGEMENT EXPERIENCE AND EXPERTISE TO PLAN, ORGANIZE, AND EXECUTE THE CONSTRUCTION OF, AND ASSURE THE QUALITY AND SAFETY OF, THE PROJECT**

During design, Walsh led constructability, quality and safety workshops to coordinate the inputs of field quality and safety managers, superintendents and foremen, and to integrate their ideas into the final project design and construction work plan. Walsh self-performed 61% of the scope of work and managed more than 65 first-tier subcontractors, vendors and suppliers. This was a 100% grind project and resulted in exceptional smoothness with average International Roughness Index readings in the 30s. This project also was the first project for the North Carolina DOT to incorporate stringless technology from excavation through the final paving sections. In addition, a plan was developed to open more than half of the project a full year earlier than the originally scheduled final completion date.

#### **F. THE ABILITY TO EFFECTIVELY MANAGE ALL ASPECTS OF CONTRACTS IN A QUALITY, TIMELY, AND EFFECTIVE MANNER AND INTEGRATE THE DIFFERENT PARTS OF ITS ORGANIZATION WITH DEPARTMENT IN A COHESIVE AND SEAMLESS MANNER**

To meet the ambitious design and aggressive construction schedule, the team modified the preliminary design concept in several locations, which reduced utility relocation costs by \$5.2M and addressed long utility relocation durations. Project management worked closely with the Transcore (tolling contractor) to confirm that the backbone and other civil components were properly coordinated. A Project Design Manual included a project-specific Design Quality Plan that included a complete discipline-by-discipline check designed to ensure compliance with North Carolina Transit Authority (NCTA) standards and the contract documents.

Large portions of the project are adjacent to floodplains and wetlands. Ten bridge structures span ESAs and required permitting and approval by the USACE and North Carolina Department of Environment and Natural Resources. All jurisdictional wetlands and streams were denoted as ESAs and given a hatch designation on the clearing and grubbing plans and final roadway plans to clearly identify their locations. Daily "task hazard" meetings were held to discuss procedure and protocol to ensure all commitments of the environmental documents and permits were met.

## RECOGNIZED FOR EXCELLENCE

- 2012 Southeastern Association of State Highway and Transportation Officials Award for the "On Time" category
- 2012 Carolinas AGC Pinnacle Award for the Best Highway Project
- 2012 Marvin M. Black Partnering Award
- North Carolina Department of Labor GOLD Award for Safety
- 2012 ACEC Award recipient
- ENR Southeast Region Best of 2013

## G. THE ABILITY TO DEVELOP AND IMPLEMENT INNOVATIVE SOLUTIONS TO ACCELERATE CONSTRUCTION AND MINIMIZE IMPACTS TO THE TRAVELING PUBLIC

To meet the ambitious design and construction schedule, it was critical to provide a comprehensive, fully integrated team that was solely committed to the project.

A Project Design Manual (PDM) was developed, which included a project-specific Design Quality Plan. A complete discipline-by-discipline check was made to ensure compliance with the NCTA standards and the contract documents. The PDM was provided to appropriate staff working on the Project to familiarize them with the standards and quality control methods. Walsh's experienced team of designers/sub-consultants and contractor/major subcontractors led to smooth local agency reviews, approvals and permitting.

Overall, **the project finished the first six miles six months ahead of the scheduled completion date.** This allowed the owner to begin collecting toll revenue much sooner than the financial plan anticipated, which resulted in additional revenue for the project. The second half of the project was opened one week early.

## CLIENT INFORMATION AND PERFORMANCE METRICS

NAME OF CLIENT	CONTACT NAME	TELEPHONE	FAX
North Carolina DOT	Andy Lelewski, NCTA Director of Toll Operations	(919) 707-2414	n/a
		EMAIL andy.lelewski@ncdot.gov	

### OWNER'S PROJECT OR CONTRACT NO.

C201993

CONTRACT VALUE	FINAL VALUE	PERCENT OF TOTAL WORK PERFORMED BY COMPANY
\$446,460,000	\$446,659,306	61%
COMMENCEMENT DATE	PLANNED COMPLETION DATE	ACTUAL COMPLETION DATE
08/2009	06/2013	12/2012
AMOUNT OF CLAIMS	ANY LITIGATION?	DISPUTE REVIEW BOARD HISTORY
None	None	None

### ADDITIONAL NOTES:

<sup>1</sup>The Owner exercised bid options and issued change orders that affected the original schedule and budget.



## FORM B

### NAME OF PROPOSER

Walsh/Myers, a Joint Venture

**Principal Participant:** Walsh Construction Company II, LLC

### PROJECT ROLE

**Role:** Prime Constructor

### NAME OF FIRM

Walsh (dba R&L Brosamer, Inc.)

### YEARS OF EXPERIENCE

**Roads/Streets:** 2

**Bridges/Structures:** 2

**Utility Relocations:** 2

### PROJECT NAME, LOCATION, AND NATURE OF WORK FOR WHICH COMPANY WAS RESPONSIBLE

## PRESIDIO PARKWAY/DOYLE DRIVE TEMPORARY BYPASS - SAN FRANCISCO, CA

### NATURE OF WORK

Presidio Parkway's Doyle Drive and Southbound Battery Tunnel project replaces Doyle Drive, a 79-year-old stretch of US-101 between the City of San Francisco and the Golden Gate Bridge. The parkway features the Battery Tunnel, a 1,000-foot-long cut-and-cover tunnel squeezed between the San Francisco National Cemetery and the Presidio Batteries. During construction, the team met major geological, structural, environmental and political challenges while partnering with various agencies and stakeholders.



“ Work during the three day closure went so smoothly that project managers were able to open the roadway eight hours early, letting the first cars through around 9 p.m. Sunday instead of the expected 5 a.m. on Monday.”

SFGate Headline Article, 2015

“Presidio Parkway, the new Doyle Drive, is now open”

## PROJECT DESCRIPTION AND SITE CONDITIONS

This award-winning, \$112M freeway alignment project realigns one mile of freeway from the Golden Gate Bridge to San Francisco at the historic Presidio of San Francisco and the Golden Gate National Recreation Area. The main feature of this complex and highly visible Caltrans project was the new 1,000-foot-long cut-and-cover Battery Tunnel that replaces a 79-year-old seismically unsound stretch of US-101. Originally built in 1936 as one of the New Deal projects, Doyle Drive had reached the end of its useful life and required extensive structural and traffic upgrades. Further, the entire project corridor is located in a high seismic hazard zone with variable soils, including liquefaction zones. As a significant route for locals and tourists alike, this project was one of Caltrans's most visible projects. It realigns one mile of freeway and creates a spectacular regional gateway from the iconic Golden Gate Bridge to San Francisco at the historic Presidio of San Francisco and the Golden Gate National Recreation Area—one of the nation's largest urban parks.

### A. EXPERIENCE IN SUCCESSFULLY MANAGING AND CONSTRUCTING PROJECTS OF THE SIZE, LENGTH AND COMPLEXITY OF THIS PROJECT

This challenging project, including the new 1,000-foot-long cut-and-cover Battery Tunnel and adjacent retaining wall construction, involved support of excavation shoring to depths of 45 feet below the ground surface immediately adjacent to the Veterans Administration Cemetery and the historic Presidio Batteries that protected the entrance to the Golden Gate.

The project scope also included 3,500 feet of viaduct, a 2,000-foot-long architecturally surfaced retaining wall, 1,100-foot soil retaining wall, 3,200 feet of areal structure demolition, one mile of temporary detour roadway, a power station, and coordination of intricate traffic shifts.

The design requirements for the shoring contained stringent deflection criteria—less than 0.5 inches—during construction. In addition, detour roads were constructed using lightweight materials to minimize surcharge loadings and settlement issues. The tight schedule allowed for very little padding in case the workers encountered unexpected problems, which increased the stakes for the construction team.

### B. EXPERIENCE IN CONSTRUCTING MANAGED LANE PROJECTS

Although managed lanes do not occur in the corridor, the project contains many elements in common to the 101 Managed Lanes project.

Prior to construction, Walsh coordinated value engineering and other critical design reviews on which the construction manager performed a predetermined series of work plan and quality reviews to optimize the methods of intended construction while ensuring compliance with contract specifications for the bypass portion of the work. Those services included design validation, input on design package timing and scope, constructability reviews, feasibility studies, staging/phasing analysis, cost estimating design alternatives and developing schedules to optimize resources.

Before project award, Walsh actively participated in all SBE/D(V)BE outreach events hosted by the San Francisco County Transportation Authority and Caltrans, and spoke weekly with the Doyle Drive DBE Program Coordinator to help identify additional participation opportunities. All subcontracted SBE/DBE firms received technical assistance and mentoring from Walsh to help ensure their success and ultimately build their capacity. Through these efforts, Walsh exceeded the original SBE contracted goal and achieved one of the highest SBE participation levels for Caltrans for a heavy civil contract in the State. In 2010, the FHWA's website featured one of the team's SBE/DBE subcontractors who had successfully completed a contract in excess of \$4M.

### C. A RECORD OF COMPLETING CONTRACTS ON TIME AND WITHIN THE FIXED PRICE

This complex project was completed on time and on-budget with the inclusion of Owner-initiated change orders and change of scope.

### D. A RECORD OF MANAGING CONTRACTS TO MINIMIZE DELAYS, CLAIMS, DISPUTE PROCEEDINGS, LITIGATION, AND ARBITRATION

Early in design, the team identified critical risks in working within National Park areas with uncertain marine soil conditions, as well as numerous historical buildings, monuments and possible prehistoric artifacts. To minimize delays, claims against the project or potential litigation, Walsh decided against using traditional pile-driving techniques for foundations and used an innovative cement / deep soil mixing (CDSM) technique. In the field, questions or clarifications between the team, utility and City have been mutually agreed upon at the lowest management level using an "escalation ladder" approach. This resulted in zero unresolved or disputed items.

Specific examples of partnering include: Walsh and Caltrans schedulers meeting to reconcile CPM scheduling items prior to schedule submission and inspection staff and Walsh field crews' identifying issues and coming to a mutual resolution in the field, followed by confirming RFIs to document the issue and the course of action taken.

As a result of these efforts, the project was named a 2013 Association of General Contractors (AGC) Construction Award Finalist for "Difficult Job in Heavy Construction."

### E. THE TECHNICAL AND MANAGEMENT EXPERIENCE AND EXPERTISE TO PLAN, ORGANIZE, AND EXECUTE THE CONSTRUCTION OF, AND ASSURE THE QUALITY AND SAFETY OF, THE PROJECT

Walsh developed and implemented a Contractor Quality Control Plan for testing, inspection of materials, and verification of construction processes for foundations, concrete structures, utilities and drainage systems. By implementing and maintaining strong safety practices throughout demolition and construction, the work was completed with no recorded incidents.

With more than 50% of the work self-performed, Walsh scope items included demolition, earthwork, support of excavation, substructure/foundation installation, drainage, bridge work, temporary noise wall, and maintenance of traffic. Walsh optimized work packages to build local workforce capacity and participation in the project. Walsh supported this focus by leading quality workshops for key subcontractor staff prior to start of work to ensure "same page" understanding with expectations and specifications for construction. Project controls maintained a constant monitoring of performance value, including checking budget expenditures and scheduling monthly project maintenance.

The highly trafficked area required special considerations for Maintenance of Traffic, especially during holidays. With careful planning, on April 27, 2012, Doyle Drive was closed to 100,000 cars per day. In the next 57 hours, Walsh orchestrated a team of 300 workers and 40 excavators to meticulously bring down 151 bridge spans and 307 columns within a vulnerable environmental and historic area. This was achieved with zero recordables for the three-day period.

### F. THE ABILITY TO EFFECTIVELY MANAGE ALL ASPECTS OF CONTRACTS IN A QUALITY, TIMELY, AND EFFECTIVE MANNER AND INTEGRATE THE DIFFERENT PARTS OF ITS ORGANIZATION WITH DEPARTMENT IN A COHESIVE AND SEAMLESS MANNER

Collaboration and a partnering approach were cornerstones of the project's success. Walsh routinely collaborated with Caltrans, the City and County of San Francisco, the National Park Service, the Presidio Trust, the Department of Veterans Affairs and the Federal Highway Administration. Extensive collaboration was also needed with stakeholders of projects in the vicinity being constructed concurrently. With this



project being located in a national park, active community involvement was essential. While Caltrans led community outreach efforts, Walsh played a major role in helping Caltrans and other involved agencies develop and maintain a positive relationship with the community.

## G. THE ABILITY TO DEVELOP AND IMPLEMENT INNOVATIVE SOLUTIONS TO ACCELERATE CONSTRUCTION AND MINIMIZE IMPACTS TO THE TRAVELING PUBLIC

The project site abutted a national cemetery, historic sites, numerous bird nesting areas, the San Francisco Bay and rich areas of parkland. Impacts to these areas were identified as a key schedule and budget risk. To ensure 100% environmental compliance within these sensitive areas, Walsh incorporated upgraded Stormwater Pollution Prevention Plan (SWPPP) requirements. Dust was monitored to achieve zero tolerance, crack and noise monitoring was conducted, and because of the project's high visibility, a heightened aesthetic standard was maintained. Because the project was adjacent to the approach to the Golden Gate Bridge, maintaining access to public spaces and parkways was paramount—especially on special event days such as the Escape from Alcatraz triathlon.

### RECOGNIZED FOR EXCELLENCE

- 2015 Greenroads Foundation Award – Bronze Certified (Greenroads Foundation advances sustainability education and initiatives for transportation infrastructure projects in the US and internationally)
- 2013 Association of General Contractors (AGC) Constructor Award Finalist for "Difficult Job in Heavy Construction:
- AGC Partnering Award Finalist
- 2013 AGC Excellence in Partnering Award Finalist
- 2013 California Transportation Foundation (CTF) Structure Project of the Year
- 2013 CTF Freeway/Expressway Project of the Year Finalist
- 2011 American Society of Civil Engineers Geotechnical Project of the Year
- 2011 AGC Contractors High Hazard Safety Award
- 2010 CalOSHA Injury and Illness Prevent Program – Recognition

## CLIENT INFORMATION AND PERFORMANCE METRICS

NAME OF CLIENT	CONTACT NAME	TELEPHONE	FAX
Caltrans	Andrew Yan	(415) 923 - 4231	n/a
		EMAIL	
		andrew.yan@dot.ca.gov	

### OWNER'S PROJECT OR CONTRACT NO.

04-163744

CONTRACT VALUE	FINAL VALUE	PERCENT OF TOTAL WORK PERFORMED BY COMPANY
\$57,712,535	\$112,205,376 <sup>1</sup>	50%
COMMENCEMENT DATE	PLANNED COMPLETION DATE	ACTUAL COMPLETION DATE
03/2010	04/2012	04/2012
AMOUNT OF CLAIMS	ANY LITIGATION?	DISPUTE REVIEW BOARD HISTORY
None	No.	None.

### ADDITIONAL NOTES:

<sup>1</sup>Cost differential is due to an increase in project scope. Even with this additional scope, Walsh delivered this project within the work days allowed.

## FORM B

### NAME OF PROPOSER

Walsh/Myers, a Joint Venture

### Principal Participant:

Walsh Construction Company II, LLC

### PROJECT ROLE

**Role:** Lead JV Partner

### NAME OF FIRM

Atkinson-Walsh Joint Venture (AWJV) (50/50)

### YEARS OF EXPERIENCE

**Roads/Streets:** 4

**Bridges/Structures:** 4

**Utility Relocations:** 4

### PROJECT NAME, LOCATION, AND NATURE OF WORK FOR WHICH COMPANY WAS RESPONSIBLE

## SR-91 CORRIDOR IMPROVEMENT PROJECT - RIVERSIDE, CA

### KEY PERSONNEL INVOLVEMENT

*Jay Titus, proposed Project Manager, is the current Project Executive for this project; Jay Simms, proposed Lead Estimator, performed a similar role in the design and preconstruction phases, then transitioned with the Walsh team to construction. He performed in a project controls role until early 2016.*

### NATURE OF WORK

Walsh was a 50/50 partner in the constructor JV. The scope encompassed one toll lane, improvements to 32 bridges, lane extensions and 24 feet of widening to include one general purpose lane, and the addition of auxiliary lanes between the interchanges to improve traffic flow.



“ The Walsh team successfully executed “Coronageddon”—a 55-hour weekend shutdown of SR-91 between I-15 and I-71 to demolish the west side of Maple Street bridge and install 48 support beams to support construction of a flyover ramp from Maple to WB 91. We removed 2,000 TN of concrete and paved nearly a mile of three EB 91 lanes near I-15 at the same time. The effort required an immensely complex stream of communication among 25 subcontractors and hundreds of workers, and led to the on-time opening of the freeway Monday morning.

*Texas State Rep. Tan Parker, R-Flower Mound*

## PROJECT DESCRIPTION AND SITE CONDITIONS

SR-91 in Riverside County ranks among the nation's worst commutes—in fact, eastbound 91 between Anaheim and Corona is routinely among the top five worst traffic areas in the nation. Stop-and-go traffic is the norm, especially during morning and late afternoon rush hours. Approximately 280,000 vehicles travel SR-91 between Orange and Riverside counties daily, and that number is expected to grow by another 140,000 daily trips over the next 20 years. With SR-91 approaching the half-century mark and a growing traffic burden that far exceeds its original 1960's design, rehabilitation was needed. The project will offer better access to Metrolink commuter rail lines, Riverside Transit Authority express bus service, Corona Cruiser and the Santa Ana River Trail to enhance travel options between Riverside County and Orange County. For motorists, studies indicate that once the project is complete, users of regular lanes can save an average of 12 minutes per day when traveling round-trip during peak morning and afternoon hours. Users of the Riverside County 91 express lanes can save an additional 78 minutes daily, compared to using the regular lanes.

### A. EXPERIENCE IN SUCCESSFULLY MANAGING AND CONSTRUCTING PROJECTS OF THE SIZE, LENGTH AND COMPLEXITY OF THIS PROJECT

#### Project Size and Length

- Eight miles of express lane extension;
- Three miles of improvements on I-15; six miles each way of PCCP concrete paving ; one mile of eastbound lane construction;
- 28.2 miles of continuous frontage roads;
- 100 retaining walls totaling nearly 1 million square feet;
- 24' roadway widening along the corridor
- Rehabilitation of 73 existing bridges and construction of 32 new bridges;
- Use of 500,000 CY of concrete for the bridges, approaches, and concrete pavement; and
- Placement of 1.2 million tons of asphalt and 200,000 cubic yards of PCCP paving

#### Complexity: High

Walsh is responsible for extending the existing Orange County Transportation Authority (OCTA) SR 91 Express Lanes eight miles east to I-15 and widening the existing interstate from five to eight lanes in each direction, which includes expanding the single HOV lane to two Express Toll Lanes, adding one general purpose lane, and adding an auxiliary lane to manage off/on traffic. The project also includes improvements to the I-15/SR 91 interchange, three miles of improvements on I-15, and a tolled express lane direct connector from eastbound SR 91 to southbound I-15.

### B. EXPERIENCE IN CONSTRUCTING MANAGED LANE PROJECTS

This managed lanes project consisted of extending the Orange County Express Lanes eight miles east to I-15 and widening the existing interstate from five to eight lanes in each direction. This meant expanding the existing single HOV lane to two express toll lanes, adding one general purpose lane, and adding an auxiliary lane to manage traffic entering and exiting the on and off-ramps in a corridor that sees approximately 280,000 vehicles per day. The project also included improvements to the I-15/SR 91 interchange, three miles of improvements on I-15, a tolled express lane direct connector from eastbound SR 91 to southbound I-15 and improvements to 32 bridges built with attention to aesthetics, which included textured surfaces and artwork that commemorates Corona's rich citrus heritage.

### C. A RECORD OF COMPLETING CONTRACTS ON TIME AND WITHIN THE FIXED PRICE

In a complex project such as this, where the roadway work is stressed under the traffic demands of one of the nation's most congested areas, success is contingent upon working smarter, not harder, and using



innovative ideas and techniques. The JV, in cooperation with the lead designer, delivered two alternate technical concepts (ATC) that reduced the initial project cost by \$127M and life-cycle costs by an additional \$133M over 25 years. The implementation of "Coronageddon," a 55-hour weekend shutdown of SR-91 between I-15 and I-71 for an intensive period of accelerated work, profoundly reduced construction time, as the alternative would have required 20 overnight closures over 10 consecutive weekends. The effort required an immensely complex stream of communication among 25 subcontractors and hundreds of workers, and led to the on-time opening of the freeway Monday morning. An Orange County Register article stated transportation officials "hailed the 55-hour closure... a "phenomenal" construction and traffic management success..."

#### **D. A RECORD OF MANAGING CONTRACTS TO MINIMIZE DELAYS, CLAIMS, DISPUTE PROCEEDINGS, LITIGATION, AND ARBITRATION**

The SR-91 project was originally procured in 2012 with a Notice to Proceed (NTP) issued in 2013. In the intervening years between procurement and letting, RCTC updated delivery standards and scope for the project. These changes resulted in a significant departure from the conditions, designs, and intent outlined in the original procurement package. Walsh collaborated with RCTC and other agencies through design, constructability, and value analysis meetings to offer innovative Alternative Technical Concepts (ATCs) and cost-savings proposals. The joint venture successfully negotiated all potential claims and disputes with RCTC so as to achieve a mutually agreed to schedule.

#### **E. THE TECHNICAL AND MANAGEMENT EXPERIENCE AND EXPERTISE TO PLAN, ORGANIZE, AND EXECUTE THE CONSTRUCTION OF, AND ASSURE THE QUALITY AND SAFETY OF, THE PROJECT**

Walsh developed two ATC's as part of best practice approach to the project. The first offered improved constructibility and simplified structures geometry. This reduced overall structure widths, which resulted in lower life-cycle costs, and reduced cost and schedule. Through a simplified solution that connected the express lanes between the west leg of SR-91 and the south leg of I-15 (SW express lanes connector), the total amount of bridge was reduced by more than 200,000 SF. The solution also minimized temporary falsework and changed the alignment to reduce the number of permanent straddlebents from nine to two, virtually eliminating the resulting "tunnel" effect on mainline SR-91 traffic. The second ATC simplified project staging and maintenance of traffic by incorporating a revision to the roadway cross-section for a short-term temporary configuration of mainline SR-91 traffic. The innovation also allowed for the offline construction of a 24-foot outside widening in both directions, which significantly reduced the need for temporary construction (e.g., asphalt widening) and accelerated permanent construction. Combined, the ATCs allowed crews to perform a significant amount of work offline behind a barrier, which allowed us to remove the construction/traffic interface and streamline operations. Because crews could build 24 feet of roadway widening outside the traveled way, eight miles (in each direction) of PCCP concrete paving could be placed in continuous operations, which improved the roadway's quality. Both ATCs also minimized right-of-way (ROW) acquisition risks by not requiring additional ROW or working within the existing ROW at the beginning of the project. The baseline concept for the Lincoln Avenue overcrossing widening to one side resulted in a substandard 16-foot vertical clearance that would have required a mandatory design exception. To address this, the designer developed a thinner bridge cross-section solution to accommodate the necessary temporary falsework clearance and ultimately meet design standards.

#### **F. THE ABILITY TO EFFECTIVELY MANAGE ALL ASPECTS OF CONTRACTS IN A QUALITY, TIMELY, AND EFFECTIVE MANNER AND INTEGRATE THE DIFFERENT PARTS OF ITS ORGANIZATION WITH DEPARTMENT IN A COHESIVE AND SEAMLESS MANNER**

Effective collaboration with key organizations, entities and stakeholders is the cornerstone of successful projects. The AWJV's strong partnership and third-party relationships aided the achievement of numerous project goals. To minimize schedule risks associated with design and parcel acquisition, the JV facilitated numerous over-the-shoulder reviews with the designer of the plans and specs to ensure acceptance

RECOGNIZED FOR EXCELLENCE

*“We’re getting it open in the spring as we projected we would do. It’s extremely challenging to build a project of this complexity and magnitude under live traffic conditions. This team has done an amazing job.”*

Anne Mayer  
RCTC Executive  
Director

by RCTC, Caltrans, City of Corona, BNSF and other key third-party stakeholders. Our design QA/QC process was planned to minimize mistakes in the design package and ensure a well-thought-out and well-coordinated design among disciplines, partnered with RCTC and third-party reviewers, provided adequate staff resources to complete GAD revisions and necessary fact sheets. The project’s environmental management approach necessitated considerable coordination to work towards zero non-compliance issues over the life of the project while simultaneously protecting the proximal ecosystems.

#### 6. THE ABILITY TO DEVELOP AND IMPLEMENT INNOVATIVE SOLUTIONS TO ACCELERATE CONSTRUCTION AND MINIMIZE IMPACTS TO THE TRAVELING PUBLIC

The highly trafficked section of the SR-91 corridor required precise planning and innovative design to reduce the potentially crippling impacts to the 280,000 daily motorists. AWJV, with URS (now AECOM), developed a staging and MOT plan that streamlined construction and minimized impacts to the traveling public and local community. It included dividing the project into two major segments, each further broken into four distinct MOT stages. This approach provided early

relief to the overburdened corridor and will allow for concurrent work to ensure substantial completion within 43 months of notice to proceed. Key to this project’s success was the extraordinary coordination efforts surrounding “Coronageddon”—a 55-hour weekend shutdown of SR-91 between I-15 and I-71. The weekend shutdown significantly reduced impact to travelers by condensing work planned for 20 overnight closures over 10 consecutive weekends into a single weekend.

#### CLIENT INFORMATION AND PERFORMANCE METRICS

NAME OF CLIENT	CONTACT NAME	TELEPHONE	FAX
Riverside County Transportation Commission	Michael Blomquist	(951) 280-6310	n/a
		EMAIL	
		mblomquist@rctc.com	

#### OWNER’S PROJECT OR CONTRACT NO.

11-31-031-00

CONTRACT VALUE	FINAL VALUE	PERCENT OF TOTAL WORK PERFORMED BY COMPANY
\$316,286,025	\$763,388,756	69%
COMMENCEMENT DATE	PLANNED COMPLETION DATE	ACTUAL COMPLETION DATE
09/2014	02/2017	03/2017
AMOUNT OF CLAIMS	ANY LITIGATION?	DISPUTE REVIEW BOARD HISTORY
None.	No.	No.

#### ADDITIONAL NOTES:

The Owner exercised bid options and issued change orders that affected the original schedule and budget.

## FORM B

### NAME OF PROPOSER

Walsh/Myers, a Joint Venture

### Principal Participant:

Myers & Sons Construction

### PROJECT ROLE

*Role:* Prime Contractor

### NAME OF FIRM

Myers & Sons Construction

### YEARS OF EXPERIENCE

*Roads/Streets:* 1

*Bridges/Structures:* 0

*Utility Relocations:* 1

### PROJECT NAME, LOCATION, AND NATURE OF WORK FOR WHICH COMPANY WAS RESPONSIBLE

**RT 101 CALABASAS PRECAST PANEL ROADWAY REHABILITATION  
LOS ANGELES COUNTY, CA**

### KEY AND VALUE ADDED PERSONNEL

Both C.C. Myers, proposed Lead for Innovation (Valued Added), and Kurtis Frailey, MOT Manager (Key), performed in identical roles in the completion of this project.

### NATURE OF WORK

This project involved rehabilitation of more than 500,000 SF of highway pavement using a new precast panel method, along with additional cold plane asphalt concrete placement and associated utilities infrastructure. It also required relocating and/or reconstructing utilities, including storm drainage, water and irrigation lines to accommodate the heavy civil improvements.



“Precast panels install quickly in any weather with no special materials needed, and they can be driven on immediately. On a high-volume corridor like RT 101, this ability to install quickly and efficiently is a critical factor that allows increased production, reduced cost and minimization of lane closures through the project”

*C.C. Myers, President  
Myers & Sons Construction*



## PROJECT DESCRIPTION AND SITE CONDITIONS

Regionally, Route 101 serves as a vital commercial transport and commuter artery and the major coastal north-south route that links the Greater Los Angeles Area, the Central Coast, the San Francisco Bay Area, and the North Coast (Redwood Empire). This project is located within a high volume urban/suburban freeway with varying terrain conditions, significant challenges for safety due to higher-than-average traffic flow and volume, and variable site access challenges.

The neighborhood in which the project was located has extensive retail and commercial stakeholders and small storefront restaurants and shops that are vital to the health of the surrounding community. These businesses are directly adjacent to the newly constructed on-ramps. To the rear side of many of these establishments was the construction of the widened freeway and on-ramps. Myers successfully met the challenge of maintaining viability to the community by addressing the unique needs of the business establishments within the corridor.

### A. EXPERIENCE IN SUCCESSFULLY MANAGING AND CONSTRUCTING PROJECTS OF THE SIZE, LENGTH AND COMPLEXITY OF THIS PROJECT

#### Project Size and Length

- 26 miles including managed lanes
- 1,410,000 SY of cold plane asphalt pavement
- 191,000 TN of Rubberized Hot Mix AC
- 236,000 SF of stamped concrete paving
- 110,000 LF of Midwest Guardrail System
- 7 new maintenance vehicle pullouts

#### Complexity: High

The challenge faced by the Myers team was the replacement of nearly half a million square feet of deteriorating roadway over 26 miles while incorporating a new construction methodology. Panels are set on fully engineered sub-grade surfaces, are interlocked with dowel bars and are set by grouting. This system allows for continuous and intermittent replacement of the previously existing pavement. The panels are pre-tensioned and cured offsite, transported to the project site and installed. In pioneering a new methodology for roadway infrastructure rehabilitation, the Myers project team leveraged every aspect of successful partnering with Caltrans to ensure specifications were understood, communicated and achieved. Myers led joint problem-solving workshops to facilitate rapid decision-making. As a result, the team developed a set of best-practices that were used in subsequent projects.

### B. EXPERIENCE IN CONSTRUCTING MANAGED LANE PROJECTS

In addressing the limited closure requirements for the HOV lane, Kurtis Frailey managed the creation of a detailed phasing approach and Traffic Control Plan that prioritized construction for lanes 2, 3 & 4. As panel replacement was occurring in these areas, MOT was established to move traffic to Lane 1 and the HOV lane, with the changeover accomplished by early changeable message sign (CMS) placement per Caltrans standards. A third CMS sign was located on the right shoulder of NB and SB lanes alerting drivers that the change to the HOV lane was allowed during construction activities. HOV lane panel replacement was accomplished under a just-in-time materials management plan.

### C. A RECORD OF COMPLETING CONTRACTS ON TIME AND WITHIN THE FIXED PRICE

In meeting critical path milestones, Myers identified the importance of including subcontractors, inspectors, and suppliers in weekly teaming meetings. As new subcontractors were hired, joint training sessions took

place to familiarize both subcontractor managers and field employees with safety and quality expectations on the project. As part of these efforts, the team held a precast conference and training session, provided training on just-in-time delivery, and held additional training sessions to ensure “same page” understanding of self-performing and subcontracting teams. These efforts directly helped to boost the team’s technical knowledge, led to the standardization of best practices for precast panel installation, and were vital to delivering this project on time, budget and to specification.

#### **D. A RECORD OF MANAGING CONTRACTS TO MINIMIZE DELAYS, CLAIMS, DISPUTE PROCEEDINGS, LITIGATION, AND ARBITRATION**

The Myers commitment to partnering resulted in zero claims for the project. The construction of the widened freeway and on-ramps was directly to the rear of many local businesses, which challenged Myers and Caltrans to work together to perform the work while still maintaining access, minimizing delays, and avoiding disputes and potential litigation resulting from construction impacts. Conversely, when retaining walls and embankment construction limited access to rear parking areas, Myers worked to construct early access to frontage parking. Because of these actions, including formal partnering, our team had no claims, disputes, litigation or arbitration on the project.

#### **E. THE TECHNICAL AND MANAGEMENT EXPERIENCE AND EXPERTISE TO PLAN, ORGANIZE, AND EXECUTE THE CONSTRUCTION OF, AND ASSURE THE QUALITY AND SAFETY OF THE PROJECT**

The Myers and Caltrans teams worked together from the beginning to plan, organize, and execute a project that not only finished below budget and ahead of schedule, but also had a perfect safety record and addressed quality concerns on the project in a proactive manner to prevent quality concerns in the field. Early in the project, the Myers value engineering team, led by C.C. Myers, identified and quantified potential issues and benefits related to potential reconfiguration of the designed 15’ panel length. Close coordination with Caltrans Resident Engineer Emile Eid led to the development of an RFI and the eventual movement to CCO#8. The Myers team worked with Caltrans Design to develop and obtain approval for the VECP, which increased the specified panel lengths from 15’ up to 36’. This effort provided significant benefits by allowing for the standardization of panel sets as well as adding the predesign and fabrication of pre-curved panels. Larger panels equated to fewer panel placements in the field, which increased safety margins for Caltrans field staff, workers and vehicular traffic; reduced impacts to traffic volume by limiting the total number of closures; and accelerated construction by allowing multiple panels of the same configuration to be laid out at a time.

In meeting the challenges of providing consistent specification-grade quality without costly rework, the Myers team recognizes the need to create a sustainable quality control culture. This is especially important in a project that uses new tools and methodologies for completion. To meet these challenges, our team has instituted ongoing training for precast construction and materials handling, just-in-time delivery and dowel bar retrofit quality. These efforts have limited rework to under 1/10th of 1%—a significant success for a project using new methods and materials to meet traditional construction goals.

#### **F. THE ABILITY TO EFFECTIVELY MANAGE ALL ASPECTS OF CONTRACTS IN A QUALITY, TIMELY, AND EFFECTIVE MANNER AND INTEGRATE THE DIFFERENT PARTS OF ITS ORGANIZATION WITH DEPARTMENT IN A COHESIVE AND SEAMLESS MANNER**

Myers self-performed the majority of the work and managed many key specialty subcontractors to maintain the accelerated project schedule. While not co-located, the Myers and Caltrans project team met regularly during all phases of the project to facilitate a collaborative team atmosphere. Communication was open and efficient among all team members to accelerate construction and facilitate quality reviews. The team’s ability to work collaboratively and productively together through construction, access and utility issues (described in previous sections) was an integral component of the partnering process and was a contributing factor to

## RECOGNIZED FOR EXCELLENCE

- 2016 AGC of California Safety Awards - Safety on a High Hazard Project
- 2016 Caltrans Partnering in Motion award
- 2015 Caltrans Partnering in Motion award.

the project's timely completion and overall success.

The project had no delays, and key elements of the project were accelerated within the schedule to ensure on-time completion. Myers coordinated and collaborated with all project stakeholders continuously to ensure that all impacts resulting from the project were minimized and mitigated. Through partnering with Caltrans and local community stakeholders, the team was able to reduce overnight closures by 13%, with a 100% on-time a.m. opening record.

#### G. THE ABILITY TO DEVELOP AND IMPLEMENT INNOVATIVE SOLUTIONS TO ACCELERATE CONSTRUCTION AND MINIMIZE IMPACTS TO THE TRAVELING PUBLIC

Early partnering meetings enabled the Myers team to not only retool the schedule to optimize delivery, but to develop the needed training and subcontractor / field personnel integration to keep this challenging and pioneering precast panel project on schedule. Under this partnership model, C.C. Myers led the team in developing and obtaining approval for a VECP, which increased the specified panel lengths from 15' up to 36'. This effort provided significant benefits by allowing for the standardization of panel sets as well adding the predesign and fabrication of pre-curved panels. In coordinating with Caltrans and local government interests, we focused on mitigating potential access impacts to local commuters by focusing on night lane closures and "early daily open" strategies that resulted in an improved public perception of the project. Our teams coordinated with the Caltrans PIO and media sources on a daily basis to notify the public of schedule and current MOT plans.

#### CLIENT INFORMATION AND PERFORMANCE METRICS

NAME OF CLIENT	CONTACT NAME	TELEPHONE	FAX
Caltrans District 7	Emile Eid	(818) 768-1939	(213) 897-3836
		EMAIL	
		emile.eid@dot.ca.gov	

#### OWNER'S PROJECT OR CONTRACT NO.

07-294704

CONTRACT VALUE	FINAL VALUE	PERCENT OF TOTAL WORK PERFORMED BY COMPANY
\$53,645,672.00	\$51,468,398.36	72%
COMMENCEMENT DATE	PLANNED COMPLETION DATE	ACTUAL COMPLETION DATE
05/2015	12/2017	10/2017
AMOUNT OF CLAIMS	ANY LITIGATION?	DISPUTE REVIEW BOARD HISTORY
None.	No.	None.

#### ADDITIONAL NOTES:

None.



## FORM B

### NAME OF PROPOSER

Walsh/Myers, a Joint Venture

### Principal Participant:

Myers & Sons Construction

### PROJECT ROLE

**Role:** Prime Contractor (A+B Project)

### NAME OF FIRM

Myers & Sons Construction

### YEARS OF EXPERIENCE

**Roads/Streets:** 1

**Bridges/Structures:** 1

**Utility Relocations:** 1

### PROJECT NAME, LOCATION, AND NATURE OF WORK FOR WHICH COMPANY WAS RESPONSIBLE

## FIX50 W/X VIADUCT RECONSTRUCTION - SACRAMENTO, CA

### KEY AND VALUE ADDED PERSONNEL

Both C.C. Myers, proposed Lead for Innovation (Valued Added) and Kurtis Frailey, MOT Manager (Key), performed in identical roles in the completion of this project.

### NATURE OF WORK

The project rehabilitated a section of U.S. Highway 50, known as the W/X Viaduct, between 18th and 24th Streets. It consisted of two 2,530-foot-long parallel structures approximately 90 feet wide that carry six lanes of traffic over city streets, freight, and light rail lines in downtown Sacramento. Approximately 250,000 vehicles travel on the Viaducts and 12,000 vehicles travel on the surface streets daily. The project included placing a 4-inch concrete deck on top of the existing deck to mitigate cracking and add structural strength to the deck. The project also added 146 steel column casings for seismic strengthening as well as new joint seals, new concrete barriers and railings, and energy-efficient lighting standards, thereby enhancing safety.



“C.C. Myers, the namesake for the company, is familiar with highly visible freeway projects, having finished ones in both the Bay Area and on Interstate 5 through Sacramento six years ago, ahead of schedule. Fix50 is another on a long list of similar accomplishments.”

*Sacramento Business Journal*

## PROJECT DESCRIPTION AND SITE CONDITIONS

The Fix50 project is similar complexity to the SR 101 project. Both projects are on highly congested routes with overpasses that link communities heavily influenced by residents, businesses, churches, schools, local governments, and emergency responders. On the Fix50 project, there were more than 16 square blocks adjacent to the project, which consisted of approximately 2,000 residents, eight schools, six churches, 16 businesses, three apartment buildings, and one assisted living facility, all of which required in-depth and thorough coordination. To minimize the impact to the traveling public, First Responders, and other stakeholders, we developed a Construction Communication Plan (CCP) that defined the lines of communication within team members. Through skillful management and proactive solution implementation, the Fix50 project was a success for all stakeholders involved and had overwhelming positive feedback from the project's Twitter feed.

### A. EXPERIENCE IN SUCCESSFULLY MANAGING AND CONSTRUCTING PROJECTS OF THE SIZE, LENGTH AND COMPLEXITY OF THIS PROJECT

#### Project Size and Length

Two 2,530-foot-long parallel structures approximately 90 feet wide carrying six lanes of traffic each through the heart of downtown Sacramento.

#### Complexity: High

The Fix50 project was technically advanced in that it required a complex mix of traffic handling, structure construction, roadway construction, public and stakeholder coordination, utility and underground construction, and a commitment to partnering. The team for this complex project required skilled and experienced management to deliver a significant amount of work in a short period of time, with a high level of expertise in the planning, organization, and execution of the construction in a safe, high-quality manner.

### B. EXPERIENCE IN CONSTRUCTING MANAGED LANE PROJECTS

Although this project did not contain managed lanes construction, parities to the 101 Managed lanes project include:

- **Traffic Volumes and Safety:** Myers managed approximately 250,000 vehicles through the work site daily, while expending 70,000 man hours on a 24/7 schedule for 47 days with no lost time due to accidents.
- **MOT:** Through careful planning and precise execution, two to three lanes on the construction side remained open at all times, as did all lanes of traffic moving in the opposite direction. Through our approach to traffic management, the amount of traffic collisions in the area decreased.
- **Field Capacity for Production:** Myers performed nearly \$300,000 worth of work a day with no significant rework required.

### C. A RECORD OF COMPLETING CONTRACTS ON TIME AND WITHIN THE FIXED PRICE

The Fix50 project was completed ahead of schedule and recognized a significant cost savings of approximately \$1.3M. Myers completed the A+B portion of the contract 33 days ahead of schedule, reducing the time by over 41%. The cost of the work to complete the project was well below the engineer's estimate. The project cost increase shown above is due to restaging costs and the bonus paid to Myers by Caltrans under the A+B contract. The A+B portion of the contract was completed on time; however, other work on the project site continued until September 2014.

#### **D. A RECORD OF MANAGING CONTRACTS TO MINIMIZE DELAYS, CLAIMS, DISPUTE PROCEEDINGS, LITIGATION, AND ARBITRATION**

The Fix50 project did not experience delays and accelerated the schedule to finish early. There were no claims and, as a result of the highly participated partnering atmosphere, there were no notices of potential claim. Myers coordinated and collaborated with all project stakeholders continuously to ensure that all impacts resulting from the project were minimized and mitigated in this award-winning project. Through partnering with Caltrans and local community stakeholders, we were able to improve the construction approach for the benefit of the public and all other stakeholders.

#### **E. THE TECHNICAL AND MANAGEMENT EXPERIENCE AND EXPERTISE TO PLAN, ORGANIZE, AND EXECUTE THE CONSTRUCTION OF, AND ASSURE THE QUALITY AND SAFETY OF THE PROJECT**

The Fix50 project was technically advanced and required complex traffic handling, structure construction, roadway construction, public and stakeholder coordination, utility and underground construction, and a commitment to partnering. The project necessitated skilled and experienced management to deliver a significant amount of work in a short period of time, with a high level of expertise in the planning, organization, and execution of the construction in a safe, high-quality manner. Myers' Safety Director coordinated directly with the Caltrans North Region Construction Safety Engineer to ensure worker and public safety. Myers ensured 100% environmental compliance with daily inspections by their QSDs and QSPs and the immediate response by construction crews when necessary.

All major work occurred over light rail passenger trains, freight trains, nine city streets, and on a 12-lane highway in the middle of Sacramento, CA. High traffic flows and congestion, coupled with an accelerated 24/7 work schedule and extreme heat, required that safety be first priority. In collaboration with Caltrans, Myers proposed and implemented the iCone traffic monitoring system. This eliminated the need for four end of queue trucks that would be required to enter and exit the traffic flow to monitor and notify the public of the traffic flow speed. The iCone system provided real time traffic flow data to the traveling public. The information provided, coupled with the elimination of the need for construction vehicles to enter and exit traffic flow, significantly minimized the potential for collisions with the traveling public. As a result of revised traffic handling and stage construction it was necessary to develop a project specific procedure for the installation and removal of the overhead signs. Through discussions and reviews with the State, our subcontractors and the CHP, Myers was able to facilitate the removal and installation of three overhead signs with traffic breaks in lieu of full highway detours.

In response to local concern over roadway and tire noise, Myers vetted an alternative approach to use a "grinding and grooving" machine finish on the finished deck. This treatment improved the coefficient of friction between tire and deck, resulting in less ambient vehicle noise as well as reduced in-cabin vibration for traveling vehicles. Myers provided constant quality and conformity inspections throughout the course of the work, with dedicated Quality Control Managers and Professional Engineers pre-qualifying work prior to final Caltrans inspection. The internal quality control effort led by Myers' QC and field engineering teams assured that all construction exceeded the contract requirements with less than 2/10th of 1% rework specified for the work completed on an accelerated schedule.

#### **F. THE ABILITY TO EFFECTIVELY MANAGE ALL ASPECTS OF CONTRACTS IN A QUALITY, TIMELY, AND EFFECTIVE MANNER AND INTEGRATE THE DIFFERENT PARTS OF ITS ORGANIZATION WITH DEPARTMENT IN A COHESIVE AND SEAMLESS MANNER**

During preconstruction and constructibility strategy sessions, Myers field and management personnel and Caltrans design, traffic, and construction personnel collaborated in the effort to develop the best possible approach to the work. This effort resulted in the Myers-Caltrans team developing and implementing a revised staging of the work to reduce ramp closures and eliminate crossovers. This helped deliver the project 33



## RECOGNIZED FOR EXCELLENCE

- 2014 Caltrans Partnering in Motion Award
- 2015 Caltrans Excellence in Partnering Award
- 2014 Sacramento Business Journal Infrastructure Project of the Year
- 2015 AGC of California Excellence in Partnering Award
- 2015 AGC of California Meeting the Challenge of a Difficult Job Award Finalist

days ahead of schedule. Early in the Fix50 project, Myers partnered with Caltrans to develop a Value Engineering Change Proposal (VECP) that created a \$1.3M cost savings, and significantly reduced the impact of construction on the traveling public. In the development of this VECP, the Caltrans-Myers team engaged stakeholders and local community partners to vet preliminary approaches, and created a revised traffic control phasing plan that reduced traffic congestion and negated schedule impacts that had been built into the original project schedule. The revised phasing took advantage of field crew mobilization opportunities that existed in the closely confined corridor. Rather than closing one side of the highway at a time to do the work, two to three lanes on the construction side remained open at all times, and all lanes in the opposite direction of the construction stayed open during the same period as well. **The new plan increased the total number of open lanes during construction from five to eight available lanes.** This also facilitated fewer days of closure for on and off-ramps, as well as connectors with Highway 99 and Interstate 5.

#### G. THE ABILITY TO DEVELOP AND IMPLEMENT INNOVATIVE SOLUTIONS TO ACCELERATE CONSTRUCTION AND MINIMIZE IMPACTS TO THE TRAVELING PUBLIC

The Myers team was able to reduce impacts to the traveling public by accelerating the project schedule and implementing innovations. The accelerated schedule reduced the potential impact to the traveling public from 20 million vehicles to approximately 11 million vehicles, and during construction, two to three lanes on the construction side remained open at all times, as did all lanes in the opposite direction.

#### CLIENT INFORMATION AND PERFORMANCE METRICS

NAME OF CLIENT	CONTACT NAME	TELEPHONE	FAX
Caltrans District 3	Meshack Okpala	(916) 718-8051	(916) 683-2096
		EMAIL	
		meshack.okpala@dot.ca.gov	

#### OWNER'S PROJECT OR CONTRACT NO.

03-0F2304

CONTRACT VALUE	FINAL VALUE	PERCENT OF TOTAL WORK PERFORMED BY COMPANY
\$17,332,574.75	\$24,114,928M with incentive	70%
COMMENCEMENT DATE	PLANNED COMPLETION DATE	ACTUAL COMPLETION DATE
04/2014	09/2014	09/2014
AMOUNT OF CLAIMS	ANY LITIGATION?	DISPUTE REVIEW BOARD HISTORY
None	No.	None

#### ADDITIONAL NOTES:

The project cost increase shown above is due to restaging costs and the bonus paid to Myers by Caltrans under the A+B contract. The A+B portion of the contract was completed on time; however, other work on the project site continued until September 2014.

## FORM B

### NAME OF PROPOSER

Walsh/Myers, a Joint Venture

**Principal Participant:** Myers & Sons Construction

### PROJECT ROLE

**Role:** Construction Manager At Risk (w)

### NAME OF FIRM

Myers & Sons Construction

### YEARS OF EXPERIENCE

**Roads/Streets:** 2

**Bridges/Structures:** 2

**Utility Relocations:** 2

### PROJECT NAME, LOCATION, AND NATURE OF WORK FOR WHICH COMPANY WAS RESPONSIBLE

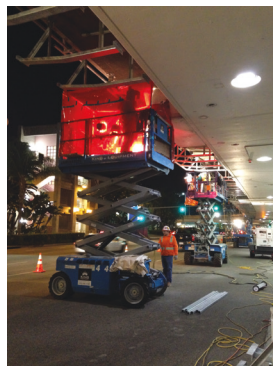
**2ND LEVEL ROADWAY RECONSTRUCTION, ET AL. - CMAR  
LOS ANGELES WORLD AIRPORTS (LAWA), LOS ANGELES, CA**

### KEY AND VALUE ADDED PERSONNEL

Both C.C. Myers, proposed Lead for Innovation (Valued Added), and Kurtis Frailey, MOT Manager (Key), performed in identical roles in the completion of this project.

### NATURE OF WORK

Myers & Sons was responsible for management and execution of preconstruction and construction services, including self-performance of bridge jacking and repair, bearing pad replacement, barrier replacement, polyester concrete deck overlay, and roadway widening. The project contained components of heavy civil engineering; road, structural concrete work, bridge work, traffic control and pedestrian guidance, architectural metals, heavy high-voltage electrical, low-voltage electrical, and traffic signal work in addition to vertical building construction and specialty concrete paving, structural steel, roofing and plumbing.



“ Working at the 4th busiest airport in the world, Myers recognized early that every element of the project, from the canopies to the light band to roadway and structures reconstruction, was affected by our closure work for the bridge joints. Conversely, all of this work had the potential to negatively impact LAX operations, passengers and the public in turn.

*Kurtis Frailey, MOT Manager  
Myers & Sons Construction*

## PROJECT DESCRIPTION AND SITE CONDITIONS

Anyone who has entered LAX understands the hectic, “controlled chaos,” which is the 2nd Level Roadway corridor that brings cars, buses, shuttles, cabs and ride share providers to the airport’s nine terminals. The typical ADT loading for this vehicle and pedestrian cross section is approximately 240,000 vehicles daily and 80 million passengers yearly. Overall work occurred on and below the 1.25-mile bridge span, with work crossing both covered (bridge span) and adjacent traffic lanes. The project area has flow-through for vehicles of all size, shape and purpose; delivery vehicles that stop at the commercial island every 1/8th of a mile, buses, cabs, commercial vehicles, maintenance vehicles, LAX operations vehicles, and security services and their need for preemption. The typical ADT loading for this vehicle and pedestrian cross section is approximately 240,000 vehicles daily and 80 million passengers yearly.

### A. EXPERIENCE IN SUCCESSFULLY MANAGING AND CONSTRUCTING PROJECTS OF THE SIZE, LENGTH AND COMPLEXITY OF THIS PROJECT

#### Project Size and Length

1.25 miles of five-lane bridge with 240,000 vehicles and 219,000 passengers daily

#### Complexity: High

In partnering with Los Angeles World Airports (LAWA) to deliver the project, Myers developed innovative and unique methods of construction, leveraged the knowledge and expertise of more than 26 specialty subcontractors and vendors, and worked shoulder-to-shoulder with dozens of LAX tenants; federal, city and state agencies; and other consultants and contractors. In delivering this successful project at the 4th busiest airport in the world, the team brought an unrelenting focus on minimizing the impacts and inconveniences of construction at nine terminals with round-the-clock operations serving 80 million passengers yearly. Myers delivered a challenging scope, which included heavy civil engineering, roadway and structural concrete and bridge reconstruction, structural steel and architectural metals, high-voltage electrical, roadway signalization, vertical building construction and specialty concrete paving—all completed in exceptionally limited, overnights-only work windows.

### B. EXPERIENCE IN CONSTRUCTING MANAGED LANE PROJECTS

The typical lane configuration from “Terminal side out” consists of a 12’ wide high-volume pedestrian sidewalk, curb and gutter, a “pickup and dropoff lane” in constant use across all hours and two “through” lanes that show equally high ADT volume. This grouping of three lanes is separated from four to six lanes of outside traffic located exterior, but adjacent to the upper roadway by a commercial access median/island. The commercial island allows for passengers and luggage to stage for bus transportation to parking, rental cars and hotels. Initial circulation flow models called for passengers to pass through the project site using a dedicated lane barricaded from a vehicle lane. Through an aggressive re-phasing and MOT approach developed by Kurtis Frailey, Myers eliminated this movement, and kept more than 68,000 passengers per day on the sidewalk.

### C. A RECORD OF COMPLETING CONTRACTS ON TIME AND WITHIN THE FIXED PRICE

In “Delivering the Impossible,” the Myers team optimized the collaborative advantages of the Construction Manager at Risk (CMAR) delivery method to create sustainable partnerships throughout preconstruction and construction phases, ultimately “de-risking” major portions of the project to meet the Guaranteed Maximum Price (GMP), the 3.5-year schedule and ultimately the vision and intent of the client for this challenging and difficult project.



#### **D. A RECORD OF MANAGING CONTRACTS TO MINIMIZE DELAYS, CLAIMS, DISPUTE PROCEEDINGS, LITIGATION, AND ARBITRATION**

All project issues to date have been mutually agreed upon at the lowest management level, resulting in zero unresolved or disputed items. Specific examples of partnering include: contractor and owner schedulers meet to reconcile CPM scheduling items prior to schedule submission; contractor, owner, and designer meeting to discuss the best way to introduce design improvements and/or RFI responses prior to formal documentation; inspection staff and field crews' identification of issues and coming to a mutual resolution in the field, followed by confirming RFIs to document the issue and the course of action taken.

#### **E. THE TECHNICAL AND MANAGEMENT EXPERIENCE AND EXPERTISE TO PLAN, ORGANIZE, AND EXECUTE THE CONSTRUCTION OF, AND ASSURE THE QUALITY AND SAFETY OF THE PROJECT**

Myers focused on simplifying work at the 48 individual bridge joints starting with falsework plans that called for a 36" tall multi-beam support (on the lower, passenger pickup roadway) in a full width configuration, supported by structural piers located in the center of sidewalk and commercial island locations, thus requiring those areas to be closed off during construction. The team, led by C.C. Myers, first created a detailed analysis of the existing proposed formwork to determine and quantify specific impacts to both people and vehicles, and then championed a discovery process to identify, develop and vet alternative methodologies to reduce or eliminate the substantial formwork needed. He eventually developed an "inline hinge support method" in lieu of traditional "lift from below" falsework applications. This inline method involved using structural steel members mounted directly to the underside of the bridge deck at the "landing side" of each hinge joint. These were cantilevered across the joint under repair and pneumatic lifts were positioned at the "free end" of each to raise the bridge deck to facilitate structural concrete repairs and replacement of bearing pads. The advantages of the inline design were significant and included (a) safety - no temporary take of either pedestrian pathways or the passenger staging areas on the commercial island and no physical falsework footprint for lower level areas—thereby eliminating site maintenance, barricading and the associated hazards related to work directly adjacent to pedestrian pathways. This method also eliminated the need for extensive and higher risk field work including beam lifts, bracing, tie downs and the associated netting and closure requirements. (b) quality - unitary placement of steel members resulted in short timelines for installation.

The significant reduction of impacts within the existing pedestrian and vehicular traffic flow increased safety and was directly tied to the following metrics. Passengers: 81% reduction in sidewalk take and zero rerouting of passengers to areas adjacent to live traffic; MOT: no significant impact to commercial island staging areas and less than 13% related site closures with no reroute of passenger staging areas to high density sidewalk locations; and Site Operations: the Inline Hinge Support method reduced lower level footprint and intrusion into public space by 77% overall. In total, we eliminated movement of more than 68,000 passengers per day into street lanes.

#### **F. THE ABILITY TO EFFECTIVELY MANAGE ALL ASPECTS OF CONTRACTS IN A QUALITY, TIMELY, AND EFFECTIVE MANNER AND INTEGRATE THE DIFFERENT PARTS OF ITS ORGANIZATION WITH DEPARTMENT IN A COHESIVE AND SEAMLESS MANNER**

A primary factor in the success of this project and the ongoing atmosphere of positive relations between the key players within the contractor's, owner's, and designer's teams is a true mutual dedication to partnering. Quality, timeliness and, in general, the ability of the respective organizations to effectively react to and manage project issues, are directly related to the ability of team members to effectively communicate, cooperate, achieve concurrence when needed, and execute work as an integrated team. This project has

# RECOGNIZED FOR EXCELLENCE

- 2017 ENR California Airport/Transit Project of the Year
- 2017 CTF Transportation Awards Aviation Project of the Year
- 2016 AGC of California Safety Awards - Safety Efforts of a Project Team
- 2017 AGC of California Project Award - Meeting the Challenge of a Difficult Job Heavy Engineering

been characterized by solid cooperation between members of each part of the contractor's organization and each corresponding part of the owner's organization, resulting in an integrated owner-contractor project team.

## 6. THE ABILITY TO DEVELOP AND IMPLEMENT INNOVATIVE SOLUTIONS TO ACCELERATE CONSTRUCTION AND MINIMIZE IMPACTS TO THE TRAVELING PUBLIC

For this project, the Myers Team understood that minimizing impacts to departing and arriving passengers, as well as airport operational personnel, was of paramount importance. In conjunction with detailed constructability reviews, the project team identified, developed, designed, and implemented two VECPs that saved more than \$2.5M in contractor and owner project costs. VECP 1 involved eliminating a ground-based temporary bridge support and jacking system, and instead using a bridge-mounted suspended system that substantially reduced the volume of work required and the footprint required to construct the work. As the work progressed, the project team identified additional engineering modifications to the temporary and permanent design in order to facilitate further reduction in the volume of work (effort, cost, and time) as well as further reduce impact to project stakeholders and the public. VECP 2 consisted of eliminating a complicated bridge-mounted structural steel support system for new custom light poles by designing and constructing a structurally enhanced section of concrete barrier rail and bridge deck, with a custom embedded steel anchorage.

## CLIENT INFORMATION AND PERFORMANCE METRICS

NAME OF CLIENT	CONTACT NAME	TELEPHONE	FAX
City of Los Angeles, Los Angeles World Airports	Larry Gonsalves	(424) 646-5960	(424) 646-5900
		EMAIL	
		lgonsalves@lawa.org	

### OWNER'S PROJECT OR CONTRACT NO.

DA-4789

CONTRACT VALUE	FINAL VALUE	PERCENT OF TOTAL WORK PERFORMED BY COMPANY
\$79,995,062	\$82,385,264 <sup>1</sup>	63%
COMMENCEMENT DATE	PLANNED COMPLETION DATE	ACTUAL COMPLETION DATE
01/2014	12/2015	10/2016
AMOUNT OF CLAIMS	ANY LITIGATION?	DISPUTE REVIEW BOARD HISTORY
none	none	none

### ADDITIONAL NOTES:

Expansion of cost and budget due to change orders issued by LAWA that affected the original schedule and budget.

## FORM B

### NAME OF PROPOSER

Walsh/Myers, a Joint Venture

**Principal Participant:** Myers & Sons Construction

### PROJECT ROLE

**Role:** Prime Contractor (A+B Project)

### NAME OF FIRM

Myers & Sons Construction

### YEARS OF EXPERIENCE

**Roads/Streets:** 1

**Bridges/Structures:** 1

**Utility Relocations:** 1

### PROJECT NAME, LOCATION, AND NATURE OF WORK FOR WHICH COMPANY WAS RESPONSIBLE

**US ROUTE 99 RECONSTRUCTION (GOLDEN STATE HIGHWAY REHABILITATION)-TURLOCK /CERES/MODESTO, CA**

### KEY AND VALUE ADDED PERSONNEL

Both C.C. Myers, proposed Lead for Innovation (Valued Added), and Kurtis Frailey, MOT Manager (Key), performed in identical roles in the completion of this project.

### NATURE OF WORK

Myers & Sons Construction self-performed 46% of the work on this complex highway project. Myers overcame significant challenges to complete work on 24.7 miles of freeway, including overlay work, concrete pavement replacement, reinforced rapid set concrete and lean concrete base, upgraded guard railing, new traffic loops for traffic count stations at various locations, and 1,000,000 LF of pavement delineation. This was completed all while maintaining mobility and ultimately delivering within one third of the set schedule.



“ Myers delivered this A+B project in 140 days, 360 days ahead of Caltrans' original contract working days. The project was delivered on budget and on schedule for the nearly 22.4 million drivers who use this corridor. ”

Clinton Myers, Vice President  
Myers & Sons Construction



## PROJECT DESCRIPTION AND SITE CONDITIONS

Regionally, US Route 99 serves as a vital commercial transport artery for the most populous state in the nation. This highway connects the agricultural industries of the northern part of the state to the populated markets and distribution centers in the south while bisecting several cities and environmentally sensitive areas. Knowing that this highway is a vital vein of the region, Myers implemented work schedule changes that accommodated regional events, with more than fifteen subcontractors throughout the project life cycle, and spearheaded a campaign with affected businesses. The Myers Team also successfully reduced traffic delays, which reduced the impact on regional travelers. Route 99 is the deadliest highway in the US, according to 2016 reports from the National Traffic and Highway Safety Administration database of fatal crashes. The 400-mile highway that runs through the centers of Sacramento, Stockton, Modesto and other valley cities is the deadliest section of the highway with a record of 35 fatalities over five years. These statistics reflect the difficulty of roadway work in this area, especially night work, and represent the critical role of Myers' safety programs and the maintenance of mobility and accessibility of the highway.

### A. EXPERIENCE IN SUCCESSFULLY MANAGING AND CONSTRUCTING PROJECTS OF THE SIZE, LENGTH AND COMPLEXITY OF THIS PROJECT

#### Project Size and Length

- 24.7 miles of freeway
- 76.2 lane miles of crack, seal and overlay work
- 36.5 lane miles of concrete pavement replacement
- 10,000 LF of guardrail
- 1,000,000 LF of pavement delineation
- 165,299 TN of hot mix asphalt pavement
- 107,723 TN of rubber hot mix asphalt pavement
- 96,900 CY of JPCP rapid set concrete
- 32,300 CY of lean concrete base

#### Complexity: High

The Route 99 project is similar in size and complexity to the 101 Managed Lanes project. Both projects are on highly congested interstates that link communities to regional resources and commuter corridors. Both require a large volume of production work to be completed in a short amount of time in order to achieve substantial completion milestones. With a contract valued at nearly \$80M, the Myers Team had to schedule people and resources to perform an average of \$500K of work in a shift to keep the project on schedule. This project had up to six separate traffic closures per shift that interacted with the local community. This project had utility relocation and repair, as well as a nuisance environmental plan developed by Myers that included sound and dust control, ultimately leading to negligible impacts to local residences by the project.

### B. EXPERIENCE IN CONSTRUCTING MANAGED LANE PROJECTS

In addressing the limited closure requirements, Myers implemented innovative solutions to accelerate construction and avoid impacts to the traveling public. Myers used two separate crews with two portable batch plants, with both crews working in the same closure to reduce the number of traffic closures needed for the project. In addition, Myers used an innovative demolition technique normally used in crack and seed asphalt paving in order to breakup the concrete prior to the main demolition scope. This increased the amount of concrete removal that Myers could perform in a night. These innovations allowed Myers to reduce the original project schedule by one year.

### C. A RECORD OF COMPLETING CONTRACTS ON TIME AND WITHIN THE FIXED PRICE

In the design process, the number of work days was estimated to be 500; Myers & Sons committed to completing this project in less than a third of the projected estimate. This resulted in Myers delivering this project per the projected schedule, and on budget, for the nearly 22.4 million drivers who use this corridor. The project increase in final contract value was due to two miles of additional concrete replacement requested by the owner, but even with this increased scope, the project finished on the original schedule.

### D. A RECORD OF MANAGING CONTRACTS TO MINIMIZE DELAYS, CLAIMS, DISPUTE PROCEEDINGS, LITIGATION, AND ARBITRATION

Myers prides themselves in a successful, meaningful partnership approach to projects, and the Route 99 Turlock project was no exception. The project had formal partnering and held regular partnering sessions, in which we discussed project-based issues or concerns. This honest and frank approach to partnership resulted in two Caltrans Partnering Success in Motion Gold Awards, and the project was an AGC finalist for partnering on projects in excess of \$50M. This project had no delays, claims, dispute proceedings, litigation, or arbitration.

### E. THE TECHNICAL AND MANAGEMENT EXPERIENCE AND EXPERTISE TO PLAN, ORGANIZE, AND EXECUTE THE CONSTRUCTION OF, AND ASSURE THE QUALITY AND SAFETY OF THE PROJECT

The Myers team, alongside Caltrans, planned and executed the construction of this project with great success. Outside of finishing on time and on budget, the project team stressed both safety and quality. The Route 99 project used 140,000 man hours with a perfect safety record. Quality on this project was of the utmost importance to both Caltrans and Myers. This was the first major Superpave project for Caltrans, and our team achieved the quality bonus available on the project. The Rapid Strength Jointed Plain Concrete Paving mix design achieved strength in record times without compromising quality. The concrete was mixed out of two portable batch plants, with independent QA and QC functions at both the batch plants and on site. This attention to detail and verifiability of material could not have been achieved using traditional volumetric concrete mixers. In addition to ensuring material quality, Myers worked directly with Caltrans to ensure that the product the public received would last.

### F. THE ABILITY TO EFFECTIVELY MANAGE ALL ASPECTS OF CONTRACTS IN A QUALITY, TIMELY, AND EFFECTIVE MANNER AND INTEGRATE THE DIFFERENT PARTS OF ITS ORGANIZATION WITH DEPARTMENT IN A COHESIVE AND SEAMLESS MANNER

From the beginning of the project, the Project Manager for Myers went with Caltrans' RE to local businesses to explain what was going to happen on Route 99 as well as when and how their respective businesses could be affected. In addition, during local events that would generate greater traffic on Route 99 and local streets, Myers either shut down the project or rearranged the work in areas to avoid potential traffic impacts. Myers and Caltrans worked with other contracts, both within and adjacent to our project limits, to ensure that no conflicts existed with ramp closures or any work that would affect the public. As a team, we were able to effectively manage the contract, even as issues arose during construction. An example: when the local irrigation district approached Caltrans to replace a large-diameter irrigation pipe that ran under Route 99, Myers agreed to do the repairs and re-sequence the project, because the pipe could only be replaced at low water levels, which occurred in tandem with our project schedule.

Another example of collaboration is reflected in the quality of doing what is best for the project. In one instance, excessive spalling was discovered in the No. 1 lane. The Myers job site foremen felt the amount of spalls being identified by the on site inspector would lead to long-term problems with driving quality, maintainable sustainability, and function of the roadway. On inspection and evaluation, it was determined that it would lead to both future increased maintenance repairs and a degraded ride quality for commuters. In concert with Myers, Caltrans agreed to limit the repairs to spalls wider than the specifications (over 3" wide and 6" long). The smaller-sized spalls were instead filled with liquid joint sealant during the joint seal process.

## RECOGNIZED FOR EXCELLENCE

- Caltrans Partnering Success in Motion Gold Award in 2012
- Caltrans Partnering Success in Motion Gold Award in 2013
- Finalist for AGC of California Partnering Award for Project Over \$50 Million

## 6. THE ABILITY TO DEVELOP AND IMPLEMENT INNOVATIVE SOLUTIONS TO ACCELERATE CONSTRUCTION AND MINIMIZE IMPACTS TO THE TRAVELING PUBLIC

To minimize impacts to freight movement and the general traveling public, the project was designated as an A +B contract. The controlling items of work had to be completed at night to minimize disruption. 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.

Myers implemented innovative solutions to accelerate construction, beyond any other bidder, based on the days bid on the project. Myers used two crews with two portable batch plants, with both crews working in the same closure to reduce the number of traffic closures needed for the project. This reduced the impacts to the public. In addition, Myers used an innovative demolition technique normally used in crack and seed asphalt paving to breakup the concrete prior to the main demolition scope. This increased the amount of concrete removal that Myers could perform in a night. These innovations allowed Myers to reduce the original project schedule by one year less than the original engineer's estimate.

### CLIENT INFORMATION AND PERFORMANCE METRICS

NAME OF CLIENT	CONTACT NAME	TELEPHONE	FAX
Caltrans – District 10	Renee M. Sutti, Resident Engineer	(209) 607-8741	n/a
		EMAIL	
		renee_sutti@dot.ca.gov	

#### OWNER'S PROJECT OR CONTRACT NO.

10-0M8004

CONTRACT VALUE	FINAL VALUE	PERCENT OF TOTAL WORK PERFORMED BY COMPANY
\$75,961,116.00M	\$80,591,472.03M	46%
COMMENCEMENT DATE	PLANNED COMPLETION DATE	ACTUAL COMPLETION DATE
04/2012	10/2013	10/2013
AMOUNT OF CLAIMS	ANY LITIGATION?	DISPUTE REVIEW BOARD HISTORY
None	None	None



## FORM B

### NAME OF PROPOSER

Walsh/Myers, a Joint Venture

### Principal Participant:

Myers & Sons Construction

### PROJECT ROLE

Construction Manager / General Contractor (CMGC)

### NAME OF FIRM

Myers-Wadsworth, A Joint Venture

### YEARS OF EXPERIENCE

*Roads/Streets:* 3

*Bridges/Structures:* 0

*Utility Relocations:* 0

### PROJECT NAME, LOCATION, AND NATURE OF WORK FOR WHICH COMPANY WAS RESPONSIBLE

## RT 140 FERGUSON SLIDE RECONSTRUCTION (PRECONSTRUCTION & GMP 1)

### KEY AND VALUE ADDED PERSONNEL

Both C.C. Myers, proposed Lead for Innovation (Valued Added) and Kurtis Frailey, MOT Coordinator (Key) performed in identical roles in the completion of this project.

### NATURE OF WORK

The purpose of this project is to restore two-lane access on SR 140 and reconnect communities currently separated on either side of the slide. This will be accomplished by (a) stabilizing the currently active talus of the slide to allow for the safe uncovering of the existing SR 140 alignment currently under slide material and (b) then constructing a "rock shed" structure over the SR 140 alignment at the base of the slide. The structure will allow for safe passage of vehicles through the rock slide area and will mitigate further closures due to movement of the slide face.



## PROJECT DESCRIPTION AND SITE CONDITIONS

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. On April 29, 2006, a rock slide occurred at Ferguson Ridge in Mariposa County. Caltrans worked to establish one-way traffic along SR 140 but this effort was stalled as the prehistoric Ferguson slide became active and buried the entire route on May 25, 2006. A total closure of State Route 140 occurred at that location. Originally an interim measure, a one-way bypass bridge has been used to convey traffic around the slide location for the past 10+ years. On average, 4 million people visit Yosemite each year, impressing a higher demand for two-lane access along RT 140 instead of the one-way bypass bridge that is now being used to convey traffic around the slide location.

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

Significantly, the Rt 140 Ferguson Rock Slide Permanent Restoration Project is the first Caltrans CMGC project to arrive at a successful and approved Guaranteed Maximum Price (GMP1) and the project has received Notice to Proceed for Construction. GMP1 is the subject of this Form B and, as we will demonstrate, a complex and ongoing effort that is a success due to commitment and determination of Caltrans and the project team to communication, innovation and collaboration.

### A. EXPERIENCE IN SUCCESSFULLY MANAGING AND CONSTRUCTING PROJECTS OF THE SIZE, LENGTH AND COMPLEXITY OF THIS PROJECT

#### **Complexity:** High

In beginning this CMGC project, the roles of the Contractor and Owner were well defined. The Caltrans and Myers teams benefited from an early, formalized partnering process that involved a partnering facilitator and attendance of nearly all the stakeholders and major subcontractors. As the first Caltrans CMGC project to arrive at a successful and approved Guaranteed Maximum Price (GMP1), the Caltrans/Myers team began work in 2016. As construction activities started, work was halted when approximately 60,000 CY of material hurtled down the face of the slide, burying the site. It was mere coincidence that no people or equipment were onsite when the slide occurred. Continued movement of the rock face required major scope changes to provide a safe environment for workers.

The unexpected slide catapulted the project into unfamiliar territory with no well-defined scope, schedule or expectation of the parties. In response to these external changes, the Caltrans-Myers team decided to decrease the SOW and to reallocate a portion of the GMP1 funds to conduct a test anchor program. With the reduced scope of work, formal partnering sessions and surveys were discontinued, but the true partnering effort had just begun.

### B. EXPERIENCE IN CONSTRUCTING MANAGED LANE PROJECTS

This project does not contain a managed lanes element.

### C. A RECORD OF COMPLETING CONTRACTS ON TIME AND WITHIN THE FIXED PRICE

The project was significantly and unavoidably delayed by unexpected geologic movement of the slide face. Current contract time is 3 years, 11 months. 22 months past the anticipated completion of the original scope of work for GMP1.

### D. A RECORD OF MANAGING CONTRACTS TO MINIMIZE DELAYS, CLAIMS, DISPUTE PROCEEDINGS, LITIGATION, AND ARBITRATION

CMGC projects can often prove to be very challenging because of the newness of the process. For many, if not all of the stakeholders involved, this challenge was a reality and a perfect setting for partnering. The stakeholders who participated in the partnering process included owners, designers, construction managers, contractors and consultants. Involvement was accomplished by holding a scoping meeting at the beginning of the project. The team then discussed CMGC expectations to ensure everyone was on the same page with the intent of the process before moving on to the preconstruction phase. This included a detailed discussion of roles and responsibilities, establishing the overall goals for the project, and discussing the communication plan and issue escalation process for the design phase.

### E. THE TECHNICAL AND MANAGEMENT EXPERIENCE AND EXPERTISE TO PLAN, ORGANIZE, AND EXECUTE THE CONSTRUCTION OF, AND ASSURE THE QUALITY AND SAFETY OF THE PROJECT

The safety record is exceptional; there are no recordables (recordable rate of zero) even with a particularly perilous site, with consistent geologic movements, steep grades, and a massive, unstable rockface.

The team focused on the process elements of preconstruction, such as design reviews, constructability reviews, bidability reviews, cost estimate expectations, risk analysis, and innovation analysis. This focus on the process elements included analysis of when the elements would be accomplished and the involvement of the Independent Cost Estimator in the process. The team included the design schedule to maintain accountability. The focus also included the additional elements of allowances and contingencies, along with the definition of a change order when the project goes to construction (this is a very important aspect, as the definition changes to reflect the contractor's involvement in the design process).

Caltrans recommended that Myers hire world-renowned geologists Wyllie and Norrish to study the slide, a tumultuous effort that culminated in critical data that informed Caltrans and Myers' plans. The study included surveys of hundreds of points on the slide to detect minute movements, SAA cables and piezometers, and advanced instrumentation installed in holes 160' deep into the middle of the unstable slide. Additional subcontractors were employed to drill the holes via helicopter access and to install the instrumentation that collected data over the winter of 2016, the wettest on record in the area.

This geographically diverse group worked in concert to develop the best alternatives to meet the geological study requirements without the benefit of well-vetted design and the support available to most projects. If the instrumentation couldn't be installed where originally planned, Caltrans revised the plans. When water was needed 800' up slope, the Myers team delivered. Whatever the challenge, everyone focused on solving problems through the fundamentals of partnering to aid innovation, avoid any disputes, keep costs down, and keep moving forward.

The team and its consultants worked on monitoring and safety protocols that could be employed. Together, Caltrans and the Myers team developed a staged construction plan and safety program for construction. In the summer of 2017, test anchor installation was cleared to resume, and final testing completed on February 2, 2018.



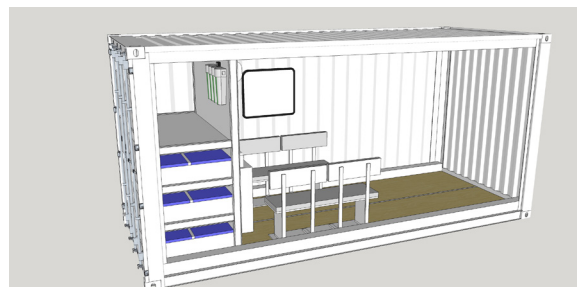
## F. THE ABILITY TO EFFECTIVELY MANAGE ALL ASPECTS OF CONTRACTS IN A QUALITY, TIMELY, AND EFFECTIVE MANNER AND INTEGRATE THE DIFFERENT PARTS OF ITS ORGANIZATION WITH DEPARTMENT IN A COHESIVE AND SEAMLESS MANNER

The unexpected rock slide immediately halted construction activities and resulted in a drastically changed and reduced scope of work. As a result, formal partnering sessions and surveys were discontinued, but the goals identified for this project were reviewed as part of the self-directed partnering sessions. The proof of this commitment to partnering is the resulting success in navigating the complex path back toward successful completion of GMP1 activities.

## G. THE ABILITY TO DEVELOP AND IMPLEMENT INNOVATIVE SOLUTIONS TO ACCELERATE CONSTRUCTION AND MINIMIZE IMPACTS TO THE TRAVELING PUBLIC

The Caltrans-Myers project team used an innovation matrix that Myers personnel updated and shared with the design group to keep track of ideas. The team used this as a tool each meeting or workshop and amassed more than 25 innovations on the matrix for group consideration and vetting. The matrix tracked potential cost and schedule impacts associated with these innovations to help determine viability. As a result, Myers actively supported Caltrans with updated Opinion of Probable Construction Cost (OPCC) estimates. This allowed the project to be re-planned with additional risks quantified, evaluated and allocated. Innovative solutions to difficult challenges, such as the safety pods used to protect workers along the rockslide area and the drilling of instrumentation holes via helicopter, were borne from the collaborative partnering process inherent to CMGC.

*Myers proposed using a Mobile Refuge Chamber (MRC) during all phases of construction. The MRC was a structurally reinforced 20' shipping container that provided emergency shelter, supply storage and protection. The MRC concept is modeled on similar successful safety strategies developed for the mining industry. The use of cost-effective, easily procured shipping containers not only provides ease of development, but allows for the MRC to be quickly transported and set within yards of active work areas.*



### CLIENT INFORMATION AND PERFORMANCE METRICS

NAME OF CLIENT	CONTACT NAME	TELEPHONE	FAX
Caltrans District 4	Corey Casey, P.E.	(209) 532-2947	(209) 607-8789
		EMAIL	
		corey.casey@dot.ca.gov	

### OWNER'S PROJECT OR CONTRACT NO.

10-OP9224

CONTRACT VALUE	FINAL VALUE	PERCENT OF TOTAL WORK PERFORMED BY COMPANY
\$15,929,721	\$14,899,326	43%
COMMENCEMENT DATE	PLANNED COMPLETION DATE	ACTUAL COMPLETION DATE
02/2015	03/2018 (revised)	02/2018
AMOUNT OF CLAIMS	ANY LITIGATION?	DISPUTE REVIEW BOARD HISTORY
None	None	None



An aerial, high-angle photograph of a multi-lane highway. The road is filled with various vehicles including cars, SUVs, a van, and a pickup truck. The image is in a dark, monochromatic blue-grey tone. The text 'WALSH/MYERS' is overlaid in the upper left quadrant in a bold, white, sans-serif font.

**WALSH/MYERS**

A Joint Venture

## **Section 5**

## **Key Personnel**





RFQ Section 3.6



PROPOSER KEY PERSONNEL RFQ SECTION 3.6

3.6 ROLES, BENEFITS AND AUTHORITY: KEY TEAM MEMBERS



The Walsh/Myers team offers Caltrans a dynamic and experienced team of collaborative professionals. We bring strong experience in managing the critical elements found in the SR 101 Managed Lanes project. In assembling this team of professionals, our goal was to provide Caltrans with personnel with three vital team characteristics: proven ability to successfully deliver similar complex, multi-stage infrastructure projects; experience working on similar projects locally and regionally; and recognition for supporting innovative design and construction practices that minimize risk and promote acceleration. Per Section 3.6.1, resumes for these team members can be found in the following section.

Personnel and Role	Key Benefits	Job Description and Authority	Preconstruction Role	Construction Role
 Jay Titus	<ul style="list-style-type: none"><li>Senior Project Manager with 23 years experience delivering managed lanes and complex infrastructure projects.</li><li>Design-Build experience, proven communication and partnership.</li><li>Similar roles on SR91 Corridor Improvement DB, I-5 Reconstruction, Tri-State Tollway and Dan Ryan Expressway reconstructions.</li></ul>	<p><b>Role:</b> Project Manager. Jay will be directly responsible for overall project performance, including preconstruction phase integration of the project team and seamless movement to construction, quality, safety, contract administration, and will act as the Caltrans Point of Contact throughout the contract working with Caltrans PIO to interact with the local communities..</p> <p><b>Authority:</b> Jay has the independent authority to negotiate a GMP on any Task Order with Caltrans. Jay will negotiate and enter into agreements with local agencies on behalf of the Joint Venture.</p>	<ul style="list-style-type: none"><li>Single Point of Contact (POC) for Caltrans and direct accountability to the Project Executive Group;</li><li>Oversees integration of Caltrans design, Walsh/Myers preconstruction and construction group members for constructability and value engineering efforts and integrates Safety and Quality leads for early planning and integration during preconstruction;</li><li>Ensures adequate personnel and resources are available to the project; and</li><li>Oversees negotiation of GMP.</li></ul>	<ul style="list-style-type: none"><li>Ensures seamless transition and continuity from preconstruction to construction phase;</li><li>Continues as single POC for Caltrans and direct accountability to the Project Executive Group;</li><li>Ultimately responsible for successful delivery including: schedule, budget, quality and safety, to ensure the project is executed in accordance with the design and project contract requirements; and</li><li>Ensures adequate personnel and resources are available throughout the life of the project.</li></ul>
Education: B.S., Construction Engineering and Management, Purdue University, 1998   3.6.1(a) % Commitment to this project: 100%   3.6.1(b) % time on other projects: None.				
 Dan Hobbs	<ul style="list-style-type: none"><li>30 years experience in constructing managed lanes and complex infrastructure projects.</li><li>Expertise in leveraging constructability and best-practice construction methods to achieve project acceleration.</li><li>Similar roles on State Route 4 (East) Widening; I-880 Mission Lanes Widening; and Sperry Road Extension.</li></ul>	<p><b>Role -</b> Project Construction Manager. Dan is a direct report to Jay Titus, Project Manager. Responsible for ensuring that the project is constructed in accordance with design and project requirements while keeping safety and quality at the forefront of everyone's minds.</p> <p><b>Authority:</b> Dan has the authority to enter into subcontracts and purchasing agreements on behalf of Walsh/Myers. He has stop-work authority, and direction over daily construction operations. He manages field and subcontractor staff to ensure that the project stays on schedule.</p>	<ul style="list-style-type: none"><li>Participates in Design Task Force efforts for constructability, value engineering and work force planning;</li><li>Ensures that the design intent is matched with the best construction means and methods, and that opportunities for innovation are seized;</li><li>Collaborates with safety and quality leads to ensure early integration and planning for field execution; and</li><li>Ensures that preconstruction planning intent is captured in construction-phase planning and execution.</li></ul>	<ul style="list-style-type: none"><li>Provides seamless movement to construction execution;</li><li>Oversees the staff, equipment and materials necessary to build the project;</li><li>Collaborates with Quality Assurance and Safety lead to ensure compliance, tracking and documentation;</li><li>Manages and supervises subcontractors; and</li><li>Responsible for ensuring that the project is constructed in accordance with design and project requirements.</li></ul>
Education: Hayward Regional Occupational Trade School - Carpentry   3.6.1(a) % Commitment to this project: 50% Precon. / 100% Const.   3.6.1(b) % time on other projects: (50%) during preconstruction, Dan will prioritize this project and only engage in other project efforts as time allows.				
 Jay Simms	<ul style="list-style-type: none"><li>29 years experience as Project Sponsor, Manager and Sr. Estimator roles on managed lanes and highway widening projects.</li><li>Experience in Opinion of Probable Construction Cost (OPCC) and GMP negotiation and acceptance.</li><li>Similar roles on SR91 Corridor Improvement DB and Van Ness BRT CMGC.</li></ul>	<p><b>Role -</b> Lead Estimator. Jay will lead the development of the iterative percentage OPCCs and final GMP using an open cost model. He will lead Task Force workshops for the identification, vetting, and incorporation of constructability and value engineering concepts for both cost and potential acceleration of project timelines.</p> <p><b>Authority:</b> Jay has the authority to enter into subcontracts and purchasing agreements on behalf of Walsh/Myers. He will work directly with Caltrans and the project team to achieve verification and buy-in from the Department and/or ICE estimator.</p>	<ul style="list-style-type: none"><li>Manages the integration of Caltrans design, Walsh/Myers preconstruction and construction group members for constructability, innovation, and value engineering efforts;</li><li>Leads the members of the Preconstruction Group to guide incremental issuance of OPCC estimates; and</li><li>Leads negotiation of the GMP in collaboration with the ICE.</li></ul>	<ul style="list-style-type: none"><li>Collaborates with the Construction Group to provide value and cost-centered design modifications when necessary;</li><li>Ensures seamless transition from preconstruction to construction phase; and</li><li>Oversees forward planning for project closeout to ensure project consistently tracks to budget.</li></ul>
Education: B.S., Construction Management, Colorado State University, 1991   3.6.1(a) % Commitment to this project: 100% Precon. /As Needed Const.   3.6.1(b) % time on other projects: During construction, Jay will prioritize this project and only engage in other project efforts as time allows.				
 Kurtis Frailey	<ul style="list-style-type: none"><li>18 years of local and relevant experience in Maintenance of Traffic (MOT) coordination, operations and construction.</li><li>Performed a similar role on the Caltrans I-215 Barton Road CMGC, LAX 2nd Level Roadway and Caltrans Fix50 reconstruction.</li></ul>	<p><b>Role -</b> Maintenance of Traffic Manager. Kurtis will lead the development of Traffic Management Plans (TMPs), working side-by-side with Caltrans, the Walsh/Myers team and corridor stakeholders to minimize traffic impacts to the general public during construction.</p> <p><b>Authority:</b> Kurtis has the authority to work with Caltrans independently on behalf of Walsh/Myers. He has stop-work authority in the field and direction over daily MOT operations.</p>	<ul style="list-style-type: none"><li>Participates in Design Task Force efforts for constructability, value engineering and TMP creation;</li><li>Ensures that preconstruction MOT planning meets Caltrans goals for public impacts reduction and mobility;</li><li>Works collaboratively with the Safety Manager to successfully develop and vet work zone safety approaches; and</li><li>Ensures that preconstruction planning intent is captured in construction-phase planning and execution.</li></ul>	<ul style="list-style-type: none"><li>Collaborates with the construction team and manages crews responsible for the installation and maintenance of traffic management and calming devices;</li><li>Responsible for scheduling coordinating operations, and drafting MOT and traffic management plan revisions as needed; and</li><li>Collaborates with Circlepoint Community Relations Manager to communicate and update alternative routes, and ensure multi-modal safety and access for buses, bicyclists and pedestrians.</li></ul>
Education: Yuba Community College, Yuba, CA   3.6.1(a) % Commitment to this project 50% / 100%   3.6.1(b) % time on other projects: Preconstruction (50%) Kurtis will prioritize this project and only engage in other project efforts as time allows.				





ROLES, BENEFITS AND AUTHORITY: VALUE-ADDED TEAM MEMBERS

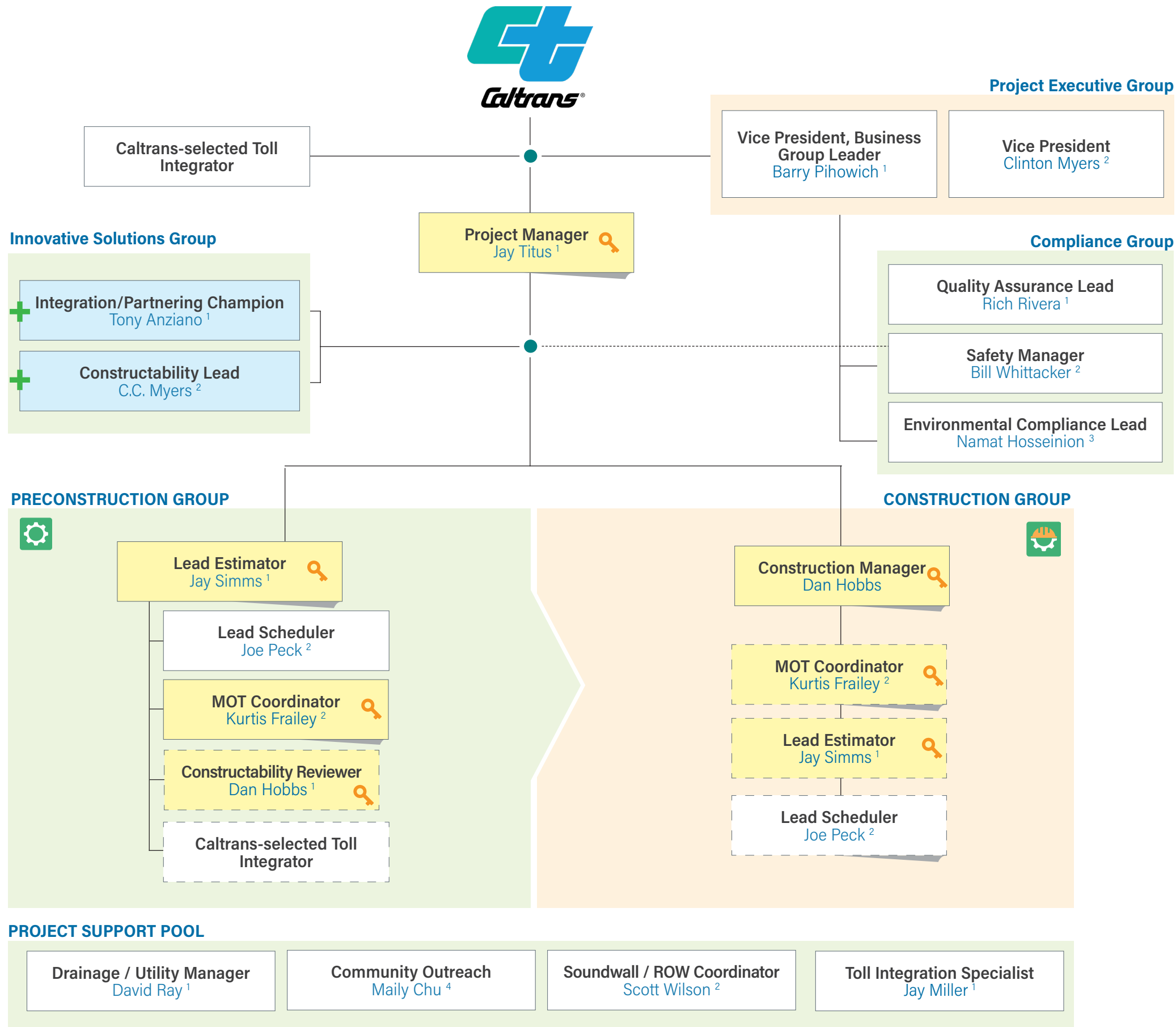
Experience is everything. Value-added team members were chosen for their unique experience and success in delivering similar complex transportation projects and their ability to guide the team in our goal of building smart and fast. Tony and C.C. provide Walsh/Myers and the Caltrans team with institutional knowledge honed from years of successful experience, direct knowledge of Caltrans preferences, and expertise unmatched in the market. Per Section 3.6.1, resumes for these team members can be found in the following section.

Personnel and Role	Key Benefits	Job Description and Authority	Preconstruction Role	Construction Role
 Tony Anziano	<ul style="list-style-type: none"><li>30 years experience in Caltrans executive and management roles.</li><li>Current Member, Dispute Resolution Board Candidates, Caltrans.</li><li>10 years experience as SFOBB Toll Bridge Program Manager.</li></ul>	<p><b>Role</b> - Integration/Partnering Champion. Tony will use the collaborative relationships he has built with local jurisdictional entities and stakeholders within the 101 Managed Lanes project to facilitate project progress, resolve potential or unforeseen risks, and support the Walsh/Myers team in building smart and building fast.</p> <p><b>Authority:</b> Tony has the authority to work with Caltrans and all corridor entities and stakeholders independently on behalf of Walsh/Myers.</p>	<ul style="list-style-type: none"><li>Coordinates directly with Caltrans and the project manager to ensure the collaboration and integration necessary to achieve the benefits of the CMGC framework;</li><li>Participates actively in public forums and community meetings; meets directly with jurisdictional entities and stakeholders to identify, assess and resolve issues that may impact the project schedule, scope or cost; and</li><li>Available to Caltrans staff throughout the life cycle of the project to shape and optimize CMGC experience and delivery.</li></ul>	<ul style="list-style-type: none"><li>Collaborates with Circlepoint Community Relations Manager to support communication and public information releases;</li><li>Ensures construction execution meets Caltrans goals for public impacts reduction, mobility and local requirements; and</li><li>De-risks project challenges relative to local jurisdictional entities and stakeholders.</li></ul>
Education: Juris Doctor, University of San Francisco, School of Law, 1985   3.6.1(a) % Commitment to this project: As needed all phases   3.6.1(b) % time on other projects: Tony will prioritize this project and only engage in other project efforts as time allows.				
 C.C. Myers	<ul style="list-style-type: none"><li>60+ years of transportation infrastructure delivery.</li><li>Recognized expert in construction phasing, innovation and acceleration.</li><li>Similar roles on LAX 2nd Level Roadway CMAR, Caltrans I-215 Barton Road CMGC and SR 140 Ferguson Slide CMGC.</li></ul>	<p><b>Role</b> - Constructability and Innovation Lead. C.C. will lead the Walsh/Myers team in building smart and building fast through the identification and development of optimized work planning, innovations analysis, constructability analysis, risk workshops, and value engineering.</p> <p><b>Authority:</b> C.C. has the authority to work with Caltrans, Walsh/Myers project team members, other Subject Matter Experts, subcontractors and vendors independently in support of the project.</p>	<ul style="list-style-type: none"><li>Leads focus and task force groups to include Caltrans design, Walsh/Myers preconstruction and construction group members for constructability and value engineering efforts;</li><li>Collaborates with Kurtis Frailey for MOT development and optimization of phasing and workforce planning; and</li><li>Acts as a "10th person" reviewer - verifying that plans and specifications arrived at during preconstruction are optimized for field delivery and match the capacity of the Walsh/Myers team.</li></ul>	<ul style="list-style-type: none"><li>Ensures acceleration and innovation options developed during preconstruction are effectively executed in the field; supports the project manager for evaluation of production rates and optimized use of subcontractor labor;</li><li>Supports construction teams as a "best practice" manager during construction; providing expertise, planning and guidance for implementing optimized means and methods for constructing the project; and</li><li>Ensures construction execution meets Caltrans' goals for public impacts reduction, innovation, mobility and local requirements.</li></ul>
Education: Journeyman Carpenter, 1958   3.6.1(a) % Commitment to this project: As needed all phases   3.6.1(b) % time on other projects: C.C. will prioritize this project and only engage in other project efforts as time allows.				

ROLES, BENEFITS AND AUTHORITY: SUPPORTING FIRMS AND STAFF MEMBERS

In addition to the key personnel outlined above, we have identified critical supporting staff that bring added value to the team. If requested, these staff would be made available to Caltrans as "extension of staff" to provide project support and expertise as needed to advance project goals.

Firm	Firm in Brief	Key Personnel	Experience
 Circlepoint, Inc.	Established in 1987, Circlepoint has unparalleled experience in providing communications expertise on large-scale transportation projects for Caltrans and other local transportation agencies. They are experts at clearly communicating project information to stakeholders, including local, regional, statewide and national audiences.	Maily Chu, Project Manager has eight years of project planning experience, and has worked successfully with public agencies, local jurisdictional authorities and community groups within the corridor. With a background in communications, she has familiarity designing and conducting public surveys, preparing informational materials, coordinating events, and developing communications strategy.	<ul style="list-style-type: none"><li>BAIFA Express Lanes, Metropolitan Transportation Commission (MTC)</li><li>Santa Clara Valley Transportation Authority (VTA-Alum Rock Bus Rapid Transit)</li><li>I-680 HOV Direct Access Ramps Project, Contra Costa Transportation Authority (CCTA)</li><li>I-680 Auxiliary Lanes Project (Diablo Road to Bollinger Canyon Road) Communications Program, Contra Costa County Transportation Authority</li></ul>
 Dokken Engineering	Established in 1987, Dokken Engineering is a multidiscipline, professional services firm specializing in the delivery of transportation projects for public agency clients. Dokken Engineering has worked extensively with Caltrans throughout California and is very familiar with Caltrans design procedures and Caltrans Standard Plans and Specifications. Their established relationships with Caltrans staff affords the Walsh/Myers team the ability to work directly and effectively with the Department to successfully achieve environmental compliance. The firm has paired with Myers on three projects, including the SR 140 Ferguson Slide CMGC.	Dokken's Environmental effort will be led by Mr. Namat Hosseinion. Namat is an Environmental Compliance Manager with Dokken Engineering and will be responsible for various stages of environmental compliance during preconstruction activities, technical studies, and environmental permits. Namat, 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.	<ul style="list-style-type: none"><li>SR-140 Ferguson Slide Reconstruction CMGC - Caltrans</li><li>I-10/605 Interchange Design-Build, Baldwin Park, CA</li><li>SR-99/Pelandale Avenue Interchange, Modesto, CA</li><li>SR-4 / Wagon Trail Improvements, Calaveras County</li><li>US-50 / Western Placerville Interchanges, Placerville, CA</li><li>I-215 / Scott Road Interchange, Riverside County, CA</li><li>US-101 / Los Osos Valley Road Interchange, San Luis Obispo, CA</li><li>I-205/Chrisman Road Interchange, Tracy, CA</li><li>Avenue 416 / El Monte Way Widening, Dinuba, CA</li></ul>



### KEY BENEFITS OF THE WALSH/MYERS TEAM

Walsh/Myers personnel shown here are dedicated to the US 101 Project from pre-construction through construction and closeout.

Project Manager Jay Titus will be the Primary Point of Contact for the project team. Constructability Lead 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.

Jay Simms, will manage the pre-construction services and then provide start-up support at the beginning of the construction phase.

The Walsh-Myers Team has experience in all of the major elements of construction detailed by Caltrans and brings industry leading experience to this contract.


### Myers & Sons Construction


- Significant Caltrans CMGC experience
- Proven reputation with District 4
- Specialist accelerated construction techniques

### Walsh Construction

- Specialist in complex roadway construction
- Experience on similar managed lanes projects
- \$2B in annual alternative delivery project revenues

**LEGEND**


**Key Personnel**


**Value Added Personnel**  
*Two positions allowed per 3.6.1(e)*

**Indicates “dual role” capacity**

- Firm
- 1 Walsh Construction Company, II, LLC  
2 Myers & Sons Construction, LLC  
3 Dokken Engineering, Inc.  
4 Circlepoint, Inc.

**Form D**  
**PROPOSED KEY PERSONNEL INFORMATION**

Name of Proposer **WALSH/MYERS, A JOINT VENTURE**

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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. [Note to Drafter: Edit positions for Project, refer to Section 3.6.1.]

Position	Name	Years of Experience	Education and Registrations	Parent Firm Name
Project Manager	Jay Titus	23	B.S. Construction Engineering and Management, Purdue University; Executive MBA Certificate from Notre Dame Mendoza School of Business	Walsh Construction Company, II, LLC
Construction Manager	Dan Hobbs	31	Hayward Regional Occupational Trade School - Carpentry; CA CSLB 743323	Walsh Construction Company, II, LLC
Lead Estimator	Jay Simms	29	B.S., Construction Management, Colorado State University	Walsh Construction Company, II, LLC
Maintenance of Traffic Manager	Kurtis Frailey	18	Yuba Community College, Yuba, CA	Myers & Sons Construction, LLC
Constructability Lead	C.C. Myers	63	Journeyman Carpenter, 1958; California Class A Contractor's License #331400	Myers & Sons Construction, LLC
Integration / Partnering Champion	Tony Anziano	31	Juris Doctor, University of San Francisco, School of Law, 1985; Artium Baccalaureus, Kenyon College, 1977	Tony Anziano, Consultant







# CONTRACTORS STATE LICENSE BOARD

Pursuant to Chapter 9 of Division 3 of the Business and Professions Code and the Rules and Regulations of the Contractors State License Board, the Registrar of Contractors does hereby issue this license to:

**MYERS & SONS CONSTRUCTION LLC**

**License Number 1033752**

to engage in the business or act in the capacity of a contractor in the following classifications:

- A - GENERAL ENGINEERING CONTRACTOR
- B - GENERAL BUILDING CONTRACTOR

Witness my hand and seal this day,

December 8, 2017

**Issued December 7, 2017**

Kevin J. Albanese, Board Chair

David R. Fogg, Registrar of Contractors

This license is the property of the Registrar of Contractors, is not transferable, and shall be returned to the Registrar upon demand when suspended, revoked, or invalidated for any reason. It becomes void if not renewed.



An aerial, high-angle photograph of a multi-lane highway. The road is filled with various vehicles including cars, SUVs, a van, and a pickup truck, all moving in the same direction. The image is in a dark, monochromatic blue-grey tone. The text 'WALSH/MYERS' is overlaid in the upper left quadrant, and 'Section 6' and 'Project Understanding and Approach' are overlaid in the lower left and center respectively. A vertical blue bar is on the right side of the page.

**WALSH/MYERS**

A Joint Venture

## **Section 6**

## **Project Understanding and Approach**

RFQ Section 3.7



# PROJECT UNDERSTANDING AND APPROACH RFQ SECTION 3.7

## 3.7A UNDERSTANDING OF PROJECT SCOPE

Traffic on Bay Area freeways has increased 70 percent since 2010, while population continues to grow by more than 100,000 people per year.

This segment of the US 101 corridor—spanning San Francisco, Santa Clara and San Mateo counties—is experiencing massive capacity demand. Traffic has escalated due to the exponential growth and movement of technology firms to the region; double-digit increases in higher-density housing in corridor cities, including San Bruno, Burlingame, San Mateo and Palo Alto; and the sustained increase in average incomes across the region, compounded by new job-to-housing “starts” that exceed 2:1. The project corridor also contains numerous major economic forces ranging in size and sphere of influence that generate traffic and impact corridor connectivity. Among these are several universities and colleges; major medical facilities; airport and transportation hubs; shopping centers; entertainment facilities; and large-scale employers such as Electronic Arts Inc., Facebook Inc., Genentech Inc., Gilead Sciences Inc., Oracle Corp., Google, Microsoft, and the National Aeronautics and Space Administration.

The purpose of the US 101 Managed Lanes project is to reduce congestion through a multi-strategy approach, which includes providing managed lanes to achieve on-demand travel time reliability, minimizing operational degradation of the general purpose lanes, providing continuous traffic management through technology integration, and encouraging increased carpooling and transit use.

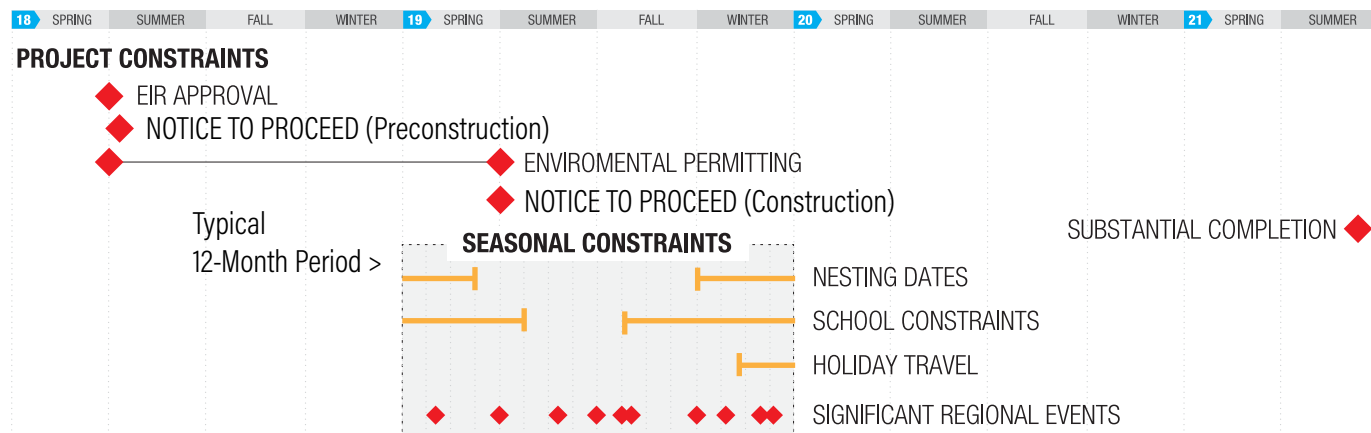
Caltrans recognizes the opportunities CMGC provides to achieve collaborative success in meeting its eight identified

goals—safety, mobility, quality, public interaction, environmental compliance, project delivery, innovation and incorporation of local requirements. In addition, CMGC allows Caltrans and the selected contractor to “de-risk” the project while identifying opportunities for acceleration and pricing consistency. **Walsh/Myers is committed to an approach of “Build Smart. Build Fast.” with zero daytime lane restrictions and minimal impact to drivers during construction.**

Walsh/Myers offers strong expertise in meeting Caltrans CMGC delivery goals through the successful development of the first accepted Guaranteed Maximum Price (GMP) package for the *SR140 Ferguson Slide CMGC*, and our recent completion of preconstruction services and receipt of Notice to Proceed (NTP) for the *I-215 Barton Road CMGC*. Using the successful strategies and lessons learned from these projects and over \$2B in annual nationwide alternative delivery, we will partner with Caltrans, SMCTA, and C/CAG to rapidly improve the existing corridor while delivering schedule certainty and an award-winning effort for this project.

**Figure 1 - Project quantities generated from the Walsh/Myers “green sheet” estimate created as part of our project discovery effort.**

Item	Quantity
Remove and Replace Soundwalls	13,333 LF
Construct New Retaining Walls	2146 LF
Asphalt/Concrete Pavement	300,260 SY
Mill and Overlay	922,240 SY
Median Barrier Shift/Reconstruct	19,853 LF
Excavation	380,000 CY
City Frontage Roads Reconstruction	12,487 LF
Pedestrian Bridge (Monte Diablo)	1
Project wide ITS Elements	



1. IDENTIFICATION OF PROJECT ELEMENTS AND THEIR EFFECT ON THE PROJECT SCHEDULE



Owner	Project
	SR 91 Corridor Extension
	RT 605 Walnut Creek Reconstruction
	RT 8/805 El Cajon Widening
	San Rafael and Bay Bridge Rehabilitation
	Rt. 101/405 Reconstruction (Santa Monica)
	RT 680/242 Precast Panel Replacement
	RT 101/Calabazas Precast Panel Replacement
	710 Freeway Freeway Improvments
	RT 92 Reconstruction - Dumbarton
Florida DOT	I-295 Express Lanes
Illinois DOT	Dan Ryan Express Lanes
TXDOT	I-35 Express Corridor Extension
Georgia DOT	Northwest Corridor

Element 1. Wall Construction (demolition, reconstruction or new)			
Feature	Constraints	Potential Schedule Impact	Mitigation Measures
<b>a</b>  13,333 LF of Soundwall Reconstruction in 9 Locations	<ul style="list-style-type: none"><li>✓ <b>Labor</b> - Soundwall block work is labor intensive. For this project a minimum of 7 crews and specialty masonry subs to complete the work; worker availability relative to schedule will be a constraint.</li><li>✓ <b>Public Interaction</b> - Significant coordination with the community and impacted cities/ counties will be needed to maintain safe traffic flow and limit disturbance to the adjacent businesses/property owners.</li></ul>	<b>HIGH</b>  Delays with soundwall work due to limited labor and materials resources , as well as unknown utility conflicts and restricted work areas could impact freeway widening (critical path).  Failure to communication with local jurisdictions could delay approval of agreed-upon easement resulting in coordination delays along the critical path.	<ul style="list-style-type: none"><li>+ Develop <b>multiple subcontractor packages</b> to help ensure schedule certainty.</li><li>+ <b>Reuse existing soundwall pile foundations</b> to accelerate soundwall construction by negating the need for new pre-cast pile; reuse also avoids potential impacts with existing frontage road utilities (see Innovation section).</li><li>+ If new foundations are required, vet use of <b>Pier Tech System’s helical piles</b> as a pre-cast pile alternate. The method provides low-noise/zero-vibration installation, and hassle-free minimal excavation.</li><li>+ Evaluate alternatives to reduce labor and time impacts, such as using <b>pre-cast panels vs. traditional masonry block</b>, or new masonry block design that eliminates mortar joints.</li><li>+ Use <b>subsurface imaging</b> and Dig Alert to identify utilities during preconstruction and to avoid them during construction</li><li>+ <b>Tony Anizano</b> will coordinate with local agencies; <b>Maily Chu</b> will work with Caltrans PIO to alert community members of changes</li></ul>
<b>b</b>  2,146 LF of Retaining Wall Construction in 4 Locations	<ul style="list-style-type: none"><li>✓ <b>MOT</b> -Challenge in maintaining existing traffic conditions (e.g., capacity, safety, metering) during construction.</li><li>✓ <b>Environmental</b> - Constructing near ESAs and adjacent to sensitive sound receptors.</li></ul>	<b>LOW</b>  Permit constraints relative to ESAs (e.g., avoiding construction during protected species’ nesting periods) and work-window constraints due to location near noise-sensitive areas such as the Palo Alto Medical Foundation (PAMF) San Carlos Medical Center could alter the schedule. Accommodating grade-differential during retaining wall construction maintains ramp functionality.	<ul style="list-style-type: none"><li>+ Work with <b>WRA</b> to understand seasonal timing of construction to <b>mitigate environmental permit constraints</b> (e.g., bird nesting).</li><li>+ Use <b>sound-dampening</b> measures on all equipment.</li><li>+ Use <b>low-impact shoring installation equipment</b> as appropriate to mitigate vibration and noise impacts.</li><li>+ Carefully <b>evaluate wall types</b> to balance cost/schedule/site conditions.</li><li>+ Use <b>phased/segmented construction</b> to minimize traffic impacts and maintain existing ramp metering.</li></ul>
<b>c</b>  Soundwall Aesthetics	<ul style="list-style-type: none"><li>✓ <b>Providing community-desired vegetation/wall aesthetics.</b> Current soundwalls have ivy/vegetation growth that is part of the wall aesthetic. The Community would like to see this on the reconstructed walls as well.</li></ul>	<b>LOW</b>  Any aesthetic element will require time to develop and implement, and some could require addressing plant irrigation installation/cost and ongoing maintenance. Time investment, however, should be minimal and planned for easily.	<ul style="list-style-type: none"><li>+ Continue to <b>evaluate frontage road lane widths</b> to accommodate plantings. Conduct early wall re-design as necessary to allow for planting boxes.</li><li>+ Develop <b>one-way circulation scheme</b></li><li>+ As an alternative to planting, use <b>back-of-wall mural/blocking designs</b> that reflect community culture.</li><li>+ Use <b>drought-resistance plants</b> to eliminate the need for irrigation</li></ul>

2. Local and Regional Significance

SR 101 is one of only 21 highways that were designated as major transcontinental transportation routes in 1925 by the American Association of State Highway Officials. This historical connection is significant today, as development and mobility have grown over the last century around these core routes. Today, SR 101 is an element of the National Highway System, the Primary Highway Freight System, the National Network for Conventional Combination Trucks, and is part of a the Strategic Highway Network (STRAHNET), a designation given to roads that provide “defense access, continuity, and emergency capabilities for movements of personnel and equipment in both peace and war.” Current traffic volumes of almost 270,000 vehicles per day in the project corridor are among the highest in the country. Projected growth and demand mean that congestion in this corridor will only increase, and so will delay absenting any improvements designed to increase capacity.

The project area traversed by US 101 connects three rapidly growing technology centers – San Francisco, San Mateo and Santa Clara counties – including the home of tech giants such as Google, Facebook, Oracle, Apple, Genentech, Gilead Sciences, Microsoft, NASA, Stanford University and many others. Mobility between these technology centers is vital. Long commutes drive employees to relocate in search of work-life balance, and this affects regional employers’ ability to maintain a quality workforce. This stretch of SR 101 also provides connectivity between major international and regional airports (San Francisco International, Mineta San Jose International, San Carlos Airport, Palo Alto Airport and Moffatt Federal Airfield). The corridor is dense with residential neighborhoods, commercial areas, and sensitive natural resources.

San Mateo County occupies a unique role concerning this transportation facility. Residents and businesses have the benefit and bear the burden of the facility. They use and host the corridor. They deal with increased congestion on local streets from regional traffic seeking alternatives to the congested 101 corridor as well as traffic backing up onto local streets at interchanges with metered access to US 101. They live and do business behind soundwalls that are not necessarily aesthetic but protect them from freeway noise.

Walsh/Myers understands the significance of this corridor and the project to the economy of California and the Bay Area. The team is also sensitive to the needs and concerns of the communities that abut the freeway, and will insure that the project addresses mobility, productivity and livability.



Element 2. Ramp/Bridge Construction and Auxiliary Widening

Feature	Constraints	Potential Schedule Impact	Mitigation Measures
Auxiliary Through-Lanes <div>d</div>	<ul style="list-style-type: none"><li>✓ Maintaining traffic capacity and driver safety with narrowed lanes.</li><li>✓ Optimizing work zone efficiency for construction.</li><li>✓ Establishing safe egress access to work zones.</li><li>✓ Constructing drainage system modifications.</li><li>✓ Maintaining corridor ramp monitoring ITS.</li><li>✓ Maintaining freeway lighting.</li></ul>	MEDIUM <p>Potential for schedule impacts in these areas include undiscovered soil conditions or conditions requiring remediation, complexity of drainage and utility relocations/modifications and associated delays, and per-site installation of temporary facilities, including ramp metering, lighting and signage/signalization.</p>	<ul style="list-style-type: none"><li>+ To the extent possible, <b>use existing drainage pipeline</b> and outfalls to minimize impact to receiving waters. Alternatively, <b>build in storage capacity</b> to new drainage pipes to allow for existing outfall use.</li><li>+ Minimize use of temporary lighting - <b>install new lighting</b> before removing existing lighting.</li><li>+ Augment soil with lime; incorporate existing base material to <b>augment R value</b> instead of trucking out over excavated and trucking in new fill material.</li><li>+ Evaluate <b>alternating partial ramp</b> closures</li><li>+ Mobilize <b>two batch plants</b> to guarantee material and driver availability</li></ul>
ROW/TCE Acquisition for Tolling System Equipment Locations	<ul style="list-style-type: none"><li>✓ Available PG&amp;E power as it relates to plan locations for tolling power drops.</li></ul>	HIGH <p>If tolling redesign is needed based on power availability and locations.</p>	<ul style="list-style-type: none"><li>+ <b>Early integration of toll integrator</b> input helps ensure conflicts are addressed during design rather than in the field.</li><li>+ Conduct preconstruction design charettes with system subject matter experts, such as ETC and TransCore, to build in schedule certainty.</li><li>+ Tony Anizano will begin to <b>coordinate with PG&amp;E early</b> to identify potential power constraints.</li></ul>
Monte Diablo Pedestrian Overcrossing <div>e</div>	<ul style="list-style-type: none"><li>✓ <b>Pedestrian and bicycle access</b> while constructing new pedestrian bridge.</li></ul>	LOW <p>Roadway widening must be complete (widen, demo, construct new column and bridge) to allow space for foundation construction while maintaining traffic volumes at current levels.</p>	<ul style="list-style-type: none"><li>+ Install <b>clear span bridge</b> to eliminate need for center column (see innovation section for description).</li><li>+ <b>Time bridge reconstruction</b> to minimize impacts to users (e.g., school summer break).</li><li>+ Minimize any lane closures required for bridge demo and center column construction.</li></ul>

Element 3. Center Barrier Realignments

19,853 LF of Center Barrier Reconstruction and Equipment Foundations/Mast Construction <div>f</div>	<ul style="list-style-type: none"><li>✓ Limited nighttime access via lane closure.</li><li>✓ Limited laydown area.</li><li>✓ Sequencing of outside widening with new inside median barrier construction</li></ul>	MEDIUM <p>Medium. Working hours are limited each night in areas where outside widening do not occur. Challenges to reliable material delivery because of project length have the ability to impact the project.</p>	<ul style="list-style-type: none"><li>+ Access from side with less traffic during <b>night working hours</b>; explore possibility of <b>extending the work hour start time</b>.</li><li>+ Use specialty equipment that allows work in a limited work area during peak traffic times with minimal impacts, e.g., <b>high track work platform</b> on which excavators can sit for barrier demo, drilling new foundations, and rubble load out.</li></ul>
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Element 4. Utility Access and Construction

Electrical and ITS Installations <div>g</div>	<ul style="list-style-type: none"><li>✓ Boring multiple times to the middle of the freeway requires drilling at consistent elevations to minimize length of cable runs for integrator.</li><li>✓ Having <b>PG&amp;E power available</b> per design.</li><li>✓ Understanding <b>O&amp;M accessibility</b> needs vs. real-world conditions.</li></ul>	HIGH <p>Strong coordination with the future integrator can allow the lanes to be opened up to tolling months in advance. The opposite is true if there is a lack of coordination adding months to opening tolling and reducing congestion.</p>	<ul style="list-style-type: none"><li>+ Communicate changes in base infrastructure design early to <b>minimize/eliminate impacts on toll integrator</b>. Embed integrator into project team early to minimize integrator's installation period and foster <b>timely system operation turnover</b>.</li><li>+ Visual <b>inspection and survey of existing utility</b> poles as well as utilizing underground survey data, <b>ground penetrating radar</b>, and advanced potholing techniques during design/preconstruction will avoid improvements conflicting with existing utilities.</li></ul>
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Element 5. Maintenance of Traffic (MOT)

Maintain Capacity on RT 101	<ul style="list-style-type: none"><li>✓ <b>Safely managing traffic</b> through a highly active construction zone.</li><li>✓ Maintaining existing lane capacity during construction</li></ul>	MEDIUM <p>A system gridlock impacts construction material deliveries and worker/equipment movement, which will affect the schedule.</p>	<ul style="list-style-type: none"><li>+ To the extent possible, <b>provide lane widths that are the same</b> or just marginally reduced.</li><li>+ <b>Eliminate daytime lane closures</b>.</li><li>+ Institute lane closures at night as needed, and from the side with the least traffic count and flow.</li><li>+ <b>Erect gawk screens to eliminate driver distractions</b> and keep them focused on the road.</li><li>+ Maximize on-site material recycling as a way to minimize off/in haul.</li><li>+ Mobilize two batch plants at either ends of the project to meet the material needs.</li></ul>
Local Construction Traffic <div>h</div>	<ul style="list-style-type: none"><li>✓ Accommodating <b>extensive craft and subcontractor workforce</b> on an already congested corridor.</li><li>✓ Addressing employee parking on/off job site proper.</li><li>✓ Providing convenient equipment and material staging locations.</li></ul>	LOW <p>Loss of productivity due to travel times between work locations within the corridor.</p> <p>Increased local traffic resulting from deliveries, worker egress/ingress and day-to-day construction activities results in negative public pushback, resulting in schedule delays</p>	<ul style="list-style-type: none"><li>+ <b>Procure off-site parking</b> and transportation (shuttle) for workers.</li><li>+ Provide real-time plan sets on tablets to limit and/or eliminate need to go to job office.</li><li>+ Provide QC documentation on tables to limit traveling within the corridor for non-work-producible activities.</li><li>+ Conduct daily safety meetings by Skype at jobsite vs. at job office prior to dispatching to job site.</li><li>+ Establish <b>micro-staging yards</b> within ROW</li><li>+ Utilize <b>prescriptive delivery routes</b> to minimize impacts to local roll facilities.</li></ul>



“ I spend 90 minutes in 101 traffic every morning - how much impact will construction have?

On most days it takes Nayla nearly 90 minutes to travel 22.4 miles from Hillsborough to reach her job at Googles’ offices in Mountain View. According to US News and World Report, she has one of the slowest commutes nationwide. **Creating immediate relief for the technology workers who commute along the US 101 daily will be a priority for our team.**



“ We get a lot of walk-in business. The frontage road on North Amphlett Blvd. is vital to keeping us open and in business.

Rudolph’s Interior has been a staple in San Mateo since 1952. Soundwall construction will have a significant impact on both parking and access to their small, storefront business.

**Focusing on micro-impacts to small business stakeholders in the corridor will limit economic stress during construction.**

Our phased approach (Section 3.7C) accelerates work across the corridor and our temporary soundwall innovation (Section 3.7f) provides protection for Rudolph’s storefront which is only 72’ from the US 101 soundwall.



“ I use the Monte Diablo bridge every morning. What route will I need to take during construction?

Sam bikes to San Mateo High School every morning. The school is one of six schools within a one-mile radius of the Monte Diablo Pedestrian Bridge. On a recent site visit, our team counted more than 120 students pedaling, skateboarding and walking over the structure between 7:30 and 8:30 am. Detouring to 3rd Avenue on the south or Peninsula Avenue on the north would add more than a mile to each one-way trip. **Mitigating impacts to all transportation modes—not just vehicles—is an important feature of our phasing approach.** We also detail an innovative approach to keep the Monte Diablo bridge 100% open for pedestrian traffic in Section 3.7F, Innovations.



## 3.7B APPROACH TO CMGC

Successful CMGC delivery requires a Contractor who understands that partnership, communication, and collaboration are as important as asphalt, concrete, and rebar.

### PEOPLE - KEY TO CMGC SUCCESS

Walsh/Myers' proven CMGC approach—based on collaboration, innovation, and creativity—meets and exceeds Caltrans' established CMGC process while supporting the team in attaining each of the Project Goals that we address in Section 3.7C. **Standardized processes are vital to project success, and from our experience in Alternative Project Delivery (CMGC, CMAR and Design-Build), we know that people are the key to collaboration.** Our Key and Value-added Personnel provide the following integration and benefits to the project:

*"The Rt 140 Ferguson Slide CMGC is a technically challenging project from both the design and construction perspective.*

*Myers' integrity, creativity and flexibility make them an ideal partner for the CMGC delivery method and a true asset to this project. I would highly recommend their team for the SR 101 Managed Lanes Project."*

*Corey Casey, P.E. Resident Engineer  
Caltrans District 10  
(209) 607-8789*

Name/Role	Integration and Benefit	Caltrans Team Member/s
<b>Jay Titus</b> Project Manager	<ul style="list-style-type: none"> <li>Single point of responsibility for JV performance</li> <li>Daily collaboration with Caltrans, C/CCAG and design staff</li> <li>Leads constructability focus groups and manages ongoing partnering efforts to meet cost and schedule benchmarks through collaborative innovation</li> </ul>	<ul style="list-style-type: none"> <li>Project Manager</li> <li>Design Manager</li> <li>Risk Manager</li> <li>Schedule Manager</li> </ul>
<b>Dan Hobbs</b> Construction Manager	<ul style="list-style-type: none"> <li>Works with Design Team to provide a "from-the-field" viewpoint and "over-the-shoulder" value-engineering reviews</li> <li>Identifies opportunities for incorporating innovative methods and techniques, materials and project phasing</li> <li>Manages early-risk items, including utility relocations, permitting and site discovery</li> </ul>	<ul style="list-style-type: none"> <li>Civil Design Manager</li> <li>Risk Manager</li> <li>Safety Manager</li> </ul>
<b>Jay Simms</b> Lead Estimator	<ul style="list-style-type: none"> <li>Develops comprehensive GMP by incorporating innovation, lowest cost and risk</li> <li>Works shoulder to shoulder with Caltrans and the Independent Cost Estimator (ICE) to ensure open-book, transparent cost estimating</li> <li>Provides accurate and current cost modeling data in support of Caltrans decision making</li> </ul>	<ul style="list-style-type: none"> <li>Caltrans Cost Estimator</li> <li>Independent Cost Estimator</li> </ul>
<b>Kurtis Frailey</b> MOT Manager	<ul style="list-style-type: none"> <li>Preconstruction: Quantifies and prioritizes impacts to SR 101 corridor users, local communities and all forms of multi-modal traffic; develops MOT in support of Caltrans goals and to meet local requirements</li> <li>Construction: Responsible for overall execution of MOT plans; works directly with Community Outreach Lead in support of Caltrans Public Information Officer (PIO)</li> </ul>	<ul style="list-style-type: none"> <li>Design Manager</li> <li>Civil Design Manager</li> <li>Safety Manager</li> <li>Public Info. Officer</li> </ul>
<b>Tony Anziano</b> Integration / Partnering Champion	<ul style="list-style-type: none"> <li>Develops strong working relationships with key external project partners, e.g., County, City, local jurisdiction, utilities and other agencies</li> <li>Integrates with Caltrans Project Management and Design for early project coordination with regulatory agencies to avoid project delay at the permitting stage</li> <li>Supports proactive approach to media relations and public outreach</li> </ul>	<ul style="list-style-type: none"> <li>Project Manager</li> <li>Design Manager</li> <li>Risk Manager</li> <li>Public Info. Officer</li> </ul>
<b>C. C. Myers</b> Innovation and Constructability Lead	<ul style="list-style-type: none"> <li>Develops alternative/innovative design and construction specifications in support of Caltrans decision making to accelerate the project timeline, mitigate public impacts, and simplify cost and execution of construction</li> <li>Works shoulder to shoulder with Caltrans Design Team to incorporate best-practice methods for construction, which increases margins for both safety and quality</li> <li>Continues to provide field innovation and best-practices support during construction</li> </ul>	<ul style="list-style-type: none"> <li>Design Manager</li> <li>Civil Design Manager</li> <li>Safety Manager</li> <li>Public Info. Officer</li> </ul>

## CMGC METHODOLOGY

We embrace Caltrans' vision to build a "performance-driven, transparent and accountable organization that values its people, resources and partners, and meets new challenges through leadership, innovation and teamwork".

### BUILDING A PROFESSIONAL AND COLLABORATIVE TEAM

Beginning with a commitment from the executive level of the Walsh/Myers JV, all of our proposed team members will actively participate in Caltrans' formal partnering program, in addition to establishing open lines of communication and sustainable relationships with District 4 staff. We will use an Executive-level Partnering Workshop—held immediately after NTP—to set the tone for trust, collaboration and alignment of individual project goals into a common set of program goals. These program goals align with Caltrans' project objectives and Agency values of integrity, commitment, teamwork and innovation, which ultimately support the Walsh/Myers "Build Smart. Build Fast." approach. Project Manager Jay Titus will ensure that effective partnering and communication is a central theme throughout the life of the project. As a result, we provide these benefits to Caltrans:

- Overall project risk is minimized as construction sequencing, schedule and safety approaches are developed early in the discovery process. The early coordination of public utility relocations and integration of the Caltrans selected toll contractor will also reduce risk.
- Project time is shortened by the overlapping of construction and design and the seamless movement from "Construction Management" to "General Contractor"
- Early coordination and planning between construction and design teams results in a dramatic reduction in public impacts.
- CMGC allows Caltrans, the design and construction teams the option to flexibly partner to respond to the project goals established by Caltrans

Our approach to CMGC Contracting is to provide "CM Consulting" services during preconstruction and "GC Delivery" services during construction. This approach is best executed by assigning a team of experienced construction professionals for the preconstruction 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 Walsh/Myers, the Caltrans Project Team and corridor 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.

### PROVEN TOOLS AND APPROACHES TO OPTIMIZE CMGC DELIVERY

#### 1. Design Review Task Force:

Immediately following the project Executive-level Partnering Workshop and kickoff meetings, Walsh/Myers will create a Design Task Force to review, validate the basis of design, and ensure both all team members 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

### ASSEMBLE

Assemble task groups of Caltrans and Walsh/Myers core and supporting team members. Use small groups to facilitate rapid communication and clear decision making.

### REVIEW

Review basis of design, schedule and budget, reviewing prior 101 Project performance metrics, limiting factors, risks and prior lessons learned.

### BRAINSTORM

Walsh/Myers continues to develop different innovative means and methods to accomplishing the work. Creative ideas are encouraged with no idea rejected outright.

### ILLUSTRATE

Using clear and accurate metrics and data from iterative OPCC estimates, schedule scenarios, materials and production rates, we clearly illustrate the cost/value analysis of each option in support of Caltrans decision-making

### EVALUATE

The project team evaluates potential solutions based on Caltrans input and reaches consensus. To ensure we meet the Caltrans' vision for the project, Caltrans' retains ultimate control of the value analysis decision.

as structures/soundwall (with geotechnical), Roadway, Maintenance of Traffic, , Environmental, Safety and Utilities.

**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. **Key Team Members:** Jay Titus (Project Manager), Jay Simms (Lead Estimator), Dan Hobbs (Construction manager), MOT Manager, Kurtis Frailey, Tony Anziano (Integration Partnering Champion), C.C. Myers (Innovation and Constructability Lead) , Joe Peck (Scheduler), Namat Hosseinion (Environmental Lead), and Maily Chu (Community Outreach)

## 2. Value Engineering and Constructability Analysis:

Leveraging innovation with a solid approach to constructability is core to our' preconstruction approach. Our 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 Walsh/Myers' proposed value options reviewed at our initial value engineering team meeting. Walsh/Myers will provide ongoing constructability analysis during all phases of design. Formal constructability reviews will be performed by Walsh/Myers during design milestone reviews.

**Benefit:** During this stage of preconstruction, 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. **Key Team Members:** Jay Titus (Project Manager), Jay Simms (Lead Estimator), Dan Hobbs (Constructino manager), MOT Manager, Kurtis Frailey, C.C. Myers (Innovation and Constructability Lead), Joe Peck (Scheduler)

## 3. Innovation & Cost Savings Tracking

Walsh/Myers understands the value to Caltrans to document the benefits created by the CMGC process in order 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. Jay Simms will work with the project team to update the 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:** Jay Simms (Lead Estimator), C.C. Myers (Innovation and Constructability Lead), Joe Peck (Scheduler)

## 4. Schedule and Forecasting Analysis

One of the greatest advantages of the CMGC process is the capacity to draw upon the Walsh/Myers' ability to compare the costs and schedule impacts of alternate designs, innovations and ideas. When a decision may impact user, design or maintenance costs, Walsh/Myers, with Caltrans, will provide cost analysis.

## Cost Saving Success in Innovation and Project Delivery

### LAWA 2nd Level Roadway - \$2.5M

The team replaced a ground-based temporary bridge support and jacking system with a bridge-mounted suspended system, which dramatically reduced the volume of work. They also eliminated a complicated bridge-mounted structural steel support system for new custom light poles by designing and constructing an enhanced section of concrete barrier rail and bridge deck with a custom embedded-steel anchorage.

### I-540 Western Wake - \$281M

Detouring the active CSX Railroad allowed construction of the permanent bridge in the existing CSX footprint, and permitted simultaneous construction of both the CSX Railroad and the old US1 bridges. This provided a cost savings of \$750,000 and accelerated the schedule by six months.

### RT 101 Calabasas - \$600K

Caltrans/Myers team has saved more than \$600K of project funds through constructability review and re-engineering of precast panel specifications.

### SR 91 - \$633M

A redesign of the express lane connector reduced the total amount of bridge work by more than 200,000 SF. The team also simplified the staging and MOT plan, which accelerated and streamlined operations.



As the design is being refined, our P6 Scheduling Specialist, Joe Peck, will develop and maintain resource loaded project schedules. Upon NTP, our scheduling team will develop an initial CPM schedule with all preconstruction and construction activities and that encompasses all project elements to include:

- Design-path milestones, project administration and program-level schedule constraints
- Potential elements external to the project that are outside the team's direct execution scope but have the ability to impact benchmarks (utilities, the community, regional events, ROW acquisitions, other construction projects in the area/along the corridor)
- Anticipated construction sequencing and work item dependencies, including acceleration and recovery scenarios based on discovery work performed during project pursuit and preconstruction discovery
- Application and approvals for permits, reviews and submissions
- Material procurement of long-lead items
- Quality assurance, project controls and subcontractor selection

Key benchmarks, decisions and updates will not only be reflected in the schedule, but will be tracked in Risk and Decision Tracking matrices through the preconstruction phase. Innovations and opportunities for acceleration will also be identified, tracked and vetted for inclusion in the CPM schedule. Our team will use the schedule to manage and analyze changes that occur in the dynamic field environment as well. During construction phase activities, Project Scheduler Joe Peck will develop the CPM and will be tasked with tracking performance and forecasting the remaining work. If potential schedule impacts are identified on key risk items, we will have recovery scenarios predefined. C. C. Myers and Tony Anziano will be at the ready to examine alternate strategies using best practices that are in concert with stakeholder and community interests and concerns.

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.

Our schedule certainty is enhanced by our ability to self-perform work critical to the project success or that is on the critical path. This approach allows Walsh/Myers to better control the overall project schedule and ensures that key project elements are constructed according to the highest expectations and standards.

**Benefit:** Provides a quick, accurate and meaningful Cost and Schedule Comparison Analyses during all phases of design. **Outcomes/Deliverables:** Primavera P6 Project Schedules, Sequencing Recommendations, Construction Phasing Plan, Updated Risk Register. **Key Team Members:** Jay Titus (Project Manager), Jay Simms (Lead Estimator), C.C. Myers (Innovation and Constructability Lead), Joe Peck (Scheduler)

## Success in Accelerating the Project Schedule

### 33 Days Early

#### Caltrans Fix50 Viaduct Reconstruction

Myers completed the A+B portion of the contract 33 days ahead of schedule. This reduced the time by more than 41% by using multiple crews and just-in-time materials scheduling while avoiding significant impacts to the community.

### 6 Months Early

#### I-540 Western Wake

Walsh's innovative scheduling approach allowed multiple phases to be combined for parallel construction to occur. As a result, the team delivered this project 6 months early.

### 6 Closures Eliminated

#### Presidio Parkway/ Doyle Drive

Over a full 57-hour rather than multiple weekend closures, Walsh orchestrated a team of 300 workers and 40 excavators to meticulously bring down 151 bridge spans and 307 columns within a vulnerable environmental and historic area.

## 5. Scope Resolution and GMP Creation

Walsh/Myers will participate in estimating reviews with Caltrans, to discuss assumptions, risk amounts, allocation of risk, and negotiate GMP (Guaranteed Maximum Price). With Key Principal oversight our team will create a cost model that will be compatible with Caltrans' Engineer's estimate format. Jay Simms will lead the Walsh/Myers Estimating Team in developing and submitting the contract construction price including direct costs, risk contingency, and CMGC fee. Through an open book negotiation process, Walsh/Myers will share our detailed cost breakdown of our production rates, quantities, crew sizes, work shifts, labor rates, equipment rates, material prices, and subcontractor prices. Our team, led by Jay Titus, and with support from the Executive Team, will start negotiating the final GMP at final design after the following: all alternative methods of performing the work under the Subcontracting Plan have been discussed, the DBE plan 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, DBE Performance Plan, GMP with all backup. **Key Team Members:** Jay Titus (Project Manager), Jay Simms (Lead Estimator), Tony Anziano (Integration Partnering Champion), C.C. Myers (Innovation and Constructability Lead), and Joe Peck (Scheduler)

## 6. Building Subcontractor Capacity and Sustainability

Subcontractor selection is an important part of the Walsh/Myers process and a key component to this project. **All CMGCs will need to use a subcontractor workforce to meet delivery and schedule expectations on the project.** Project Manager Jay Titus and Lead Estimator Jay Simms will directly oversee and manage subcontracts, with the focus being to identify opportunities relevant to and manageable for qualified local workforce and DBE participation. To achieve these goals, we use an early action approach that begins in preconstruction, and we rapidly develop a competitive subcontractor field by using the following strategies:

- Incorporating ongoing preconstruction-phase design, constructability and innovation efforts to develop iterative and final procurement trade packages, including any self-performed packages that are clear, detailed and complete;
- Defining a scope of work description for each package to ensure "same-page" understanding between the design and construction intent;
- "Right sizing" bid packages to encourage subcontractor participation;
- Advertising packages easily with sufficient time for all levels of subcontractors to participate; and
- Validate the qualifications and assess the expertise of certified DBE subcontractors/suppliers to determine if they are capable of performing the scopes of work identified in the contract.

To the right, we outline our Red Zone approach, a key element of our "Build Smart. Build Fast." strategy and vital to project success.

**Organizational Chart for the Firm appears in Section 5, Page 5-3**

### Red Zone: Facilitate Quality Project Completion

Walsh/Myers will use our "red zone" approach as a key tool ensuring successful project completion and closeout for Caltrans, the CMGC Team, and all stakeholders.

The "Red Zone" is typically identified as the point that 80% or more of the project scope or schedule is completed. Based on an award-winning sports methodology that focuses on, Walsh/Myers 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 specific post-80% completion schedule that encompasses all items needed 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 project completion date.

This approach ensures that the project punch list, final landscaping, removal of construction area signs and the presence of construction yards do not linger and leave the public with the impression that we are not actively trying to complete the project.

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#### I-540 Western Wake

Walsh's innovative scheduling approach allowed multiple phases to be combined for parallel construction to occur. As a result, the team delivered this project 6 months early.

### 6 Closures Eliminated

#### Presidio Parkway/ Doyle Drive

Over a full 57-hour rather than multiple weekend closures, Walsh orchestrated a team of 300 workers and 40 excavators to meticulously bring down 151 bridge spans and 307 columns within a vulnerable environmental and historic area.

## 5. Scope Resolution and GMP Creation

Walsh/Myers will participate in estimating reviews with Caltrans, to discuss assumptions, risk amounts, allocation of risk, and negotiate GMP (Guaranteed Maximum Price). With Key Principal oversight our team will create a cost model that will be compatible with Caltrans' Engineer's estimate format. Jay Simms will lead the Walsh/Myers Estimating Team in developing and submitting the contract construction price including direct costs, risk contingency, and CMGC fee. Through an open book negotiation process, Walsh/Myers will share our detailed cost breakdown of our production rates, quantities, crew sizes, work shifts, labor rates, equipment rates, material prices, and subcontractor prices. Our team, led by Jay Titus, and with support from the Executive Team, will start negotiating the final GMP at final design after the following: all alternative methods of performing the work under the Subcontracting Plan have been discussed, the DBE plan 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, DBE Performance Plan, GMP with all backup. **Key Team Members:** Jay Titus (Project Manager), Jay Simms (Lead Estimator), Tony Anziano (Integration Partnering Champion), C.C. Myers (Innovation and Constructability Lead), and Joe Peck (Scheduler)

## 6. Building Subcontractor Capacity and Sustainability

Subcontractor selection is an important part of the Walsh/Myers process and a key component to this project. **All CMGCs will need to use a subcontractor workforce to meet delivery and schedule expectations on the project.** Project Manager Jay Titus and Lead Estimator Jay Simms will directly oversee and manage subcontracts, with the focus being to identify opportunities relevant to and manageable for qualified local workforce and DBE participation. To achieve these goals, we use an early action approach that begins in preconstruction, and we rapidly develop a competitive subcontractor field by using the following strategies:

- Incorporating ongoing preconstruction-phase design, constructability and innovation efforts to develop iterative and final procurement trade packages, including any self-performed packages that are clear, detailed and complete;
- Defining a scope of work description for each package to ensure "same-page" understanding between the design and construction intent;
- "Right sizing" bid packages to encourage subcontractor participation;
- Developing a sequence and schedule for trade bid package procurement;
- Advertising packages easily with sufficient time for all levels of subcontractors to participate; and
- Validate the qualifications and assess the expertise of certified DBE subcontractors/suppliers to determine if they are capable of performing the scopes of work identified in the contract.

To the right, we outline our Red Zone approach, a key element of our "Build Smart. Build Fast." strategy and vital to project success.

### Red Zone: Facilitate Quality Project Completion

Walsh/Myers will use our "red zone" approach as a key tool ensuring successful project completion and closeout for Caltrans, the CMGC Team, and all stakeholders.

The "Red Zone" is typically identified as the point that 80% or more of the project scope or schedule is completed. Based on an award-winning sports methodology that focuses on, Walsh/Myers 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 specific post-80% completion schedule that encompasses all items needed 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 project completion date.

This approach ensures that the project punch list, final landscaping, removal of construction area signs and the presence of construction yards do not linger and leave the public with the impression that we are not actively trying to complete the project.



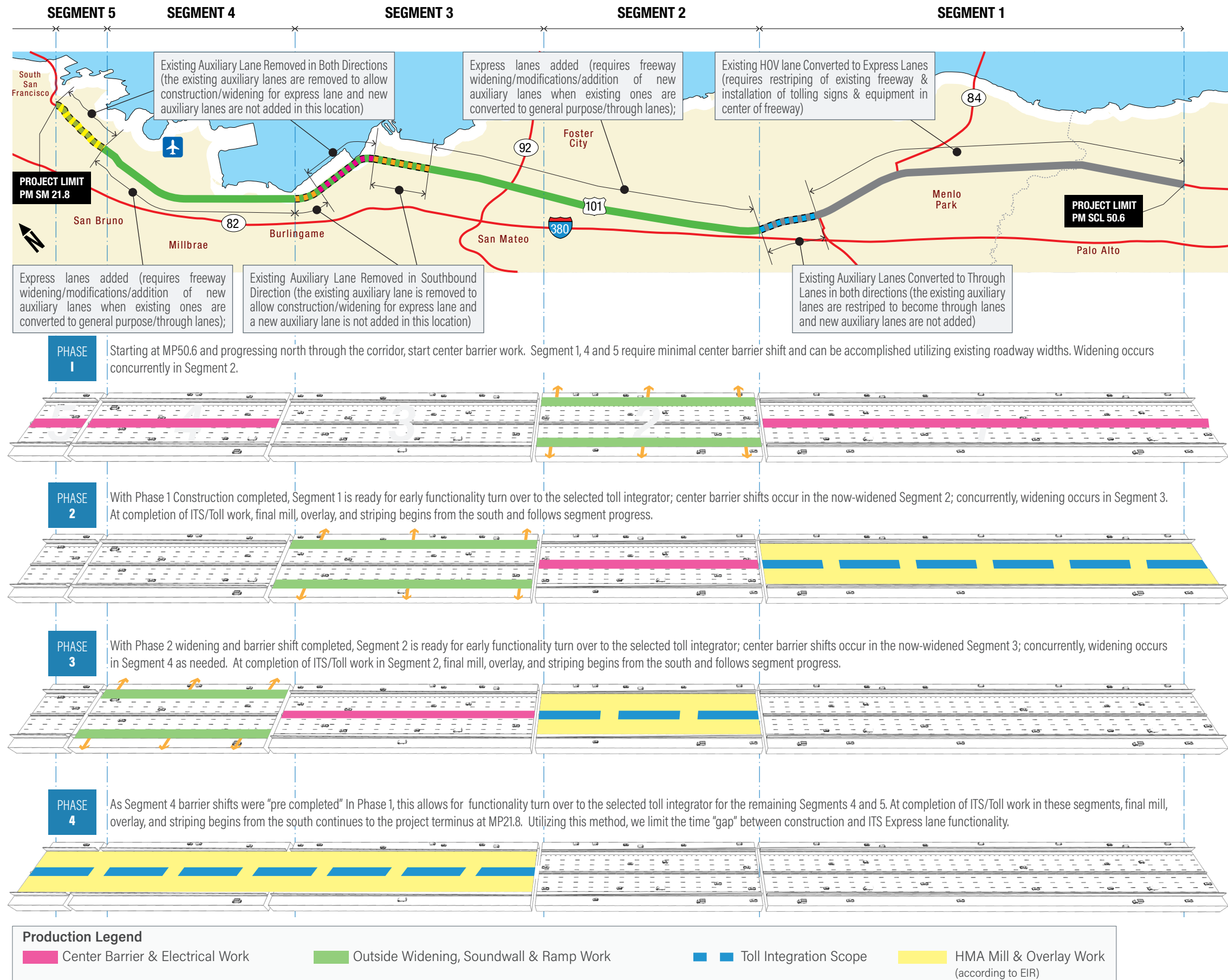
## 3.7C MEETING THE GOALS AND SCHEDULE OF THE PROJECT

The CMGC process is an opportunity for contractors and designers to tackle tough project issues through collaboration and innovation.

Walsh/Myers will achieve the eight 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 Section B. Our team has more than \$1B in CMGC experience. This experience gives us the foresight to match each person's strengths to our team's role on the project. Our team will implement our risk management and GMP development plans to improve project safety, maintain mobility throughout the project, build quality work, treat the local community and agencies the way we would want to be treated, achieve environmental compliance, and create an environment for innovation. The CMGC process is a co-partnership to educate each other on the opportunities and risks throughout the project. This co-education will result in a project that is built smarter and faster.

Figure 1 Personnel, Experience & Strategies to meet Caltrans goals for the project

Goal	Who is Involved	Section 4, Form B Experience	Strategies, Tools & Approaches	
<b>A</b> Safety	<ul style="list-style-type: none"> <li>✓ Project Manager</li> <li>✓ Construction Manager</li> <li>✓ Safety Manager</li> <li>✓ MOT Manager</li> <li>✓ All members of project team</li> </ul>	<ul style="list-style-type: none"> <li>✓ No lost time accidents in California for either Walsh or Myers in 2017</li> <li>✓ Rt 101 Calabassas Reconstruction - Early Action Barrier System developed (see Section 3.7f)</li> </ul>	<ol style="list-style-type: none"> <li>1. Safety Manager will work with CMGC team during preconstruction to incorporate safety into design and construction of the project to protect Caltrans, Walsh/Myers employees, and the traveling public</li> <li>2. Indoctrinate Subcontractors into the JV's safety program</li> <li>3. Provide early construction-zone messaging for traveling public</li> <li>4. Secure job site on local streets at night to protect a curious public from injury</li> </ol>	<ol style="list-style-type: none"> <li>5. Use value-engineering workshops to identify means and methods to safely construct and stage the project</li> <li>6. Create Job Hazard Analysis (JHA) during preconstruction</li> <li>7. Empower all employees of both the contractor and owner with stop-work authority</li> <li>8. Crews perform safety observations throughout the day to keep safety top of mind, using Safety Mojo</li> <li>9. Perform daily safety meetings and weekly safety audits</li> </ol>
<b>B</b> Mobility	<ul style="list-style-type: none"> <li>✓ Construction Manager</li> <li>✓ Innovation and Constructibility Lead</li> <li>✓ Project Scheduler</li> <li>✓ MOT Manager</li> </ul>	<ul style="list-style-type: none"> <li>✓ I-35E - Divided 30-mile corridor into segments to accelerate completions and mitigate driver impacts through the corridor</li> </ul>	<ol style="list-style-type: none"> <li>1. Analyze the use of night and 55-hour closures to reduce impacts to the traveling public during peak periods</li> <li>2. Meet with local stakeholders to understand how not to impact local events</li> <li>3. Use value-engineering workshops to identify traffic handling and staging improvements</li> <li>4. Ensure that the project schedule matches the traffic management plan</li> </ol>	<ol style="list-style-type: none"> <li>5. Update emergency responders</li> <li>6. Conduct regular audits on traffic control closures</li> <li>7. Develop and implement strong approach to public outreach plan</li> <li>8. Use traffic modeling to identify alternative routes during construction and peak travel periods</li> </ol>
<b>C</b> Quality	<ul style="list-style-type: none"> <li>✓ Quality Manager Leads</li> <li>✓ Construction Manager</li> </ul>	<ul style="list-style-type: none"> <li>✓ Walsh/Myers has been recognized with 14 quality awards for concrete and asphalt paving in the last 5 yrs.</li> </ul>	<ol style="list-style-type: none"> <li>1. Quality Manager leads the quality process during preconstruction and construction</li> <li>2. Make quality part of the process during innovation evaluation and constructibility reviews</li> <li>3. Work with Caltrans to create a quality plan specific for RT 101 Managed Lanes</li> </ol>	<ol style="list-style-type: none"> <li>4. Require field staff to self-perform inspections prior to Caltrans inspection</li> <li>5. Integrate subcontractors into Quality Program</li> <li>6. Perform weekly trainings and audits</li> </ol>
<b>D</b> Public Interaction	<ul style="list-style-type: none"> <li>✓ Project Manager</li> <li>✓ Integration Partnering Champion</li> <li>✓ Community Outreach Lead</li> <li>✓ MOT Manager</li> </ul>	<ul style="list-style-type: none"> <li>✓ Rt 550 Scofield Reconstruction - in response to community concerns a shuttle route was created to ensure senior citizens safe passage across the work zone.</li> </ul>	<ol style="list-style-type: none"> <li>1. Establish continuous feedback with Caltrans so community issues are identified and handled quickly</li> <li>2. Survey local residents to regularly identify and report trends</li> <li>3. Use 3D modeling to illustrate what will happen during construction</li> <li>4. Use technology, such as an mobile application, to allow community members to quickly report concerns</li> <li>5. Work with Caltrans to create a project-specific PIO plan</li> </ol>	<ol style="list-style-type: none"> <li>6. Assign a dedicated full-time Project Interface Manager on the Walsh/Myers team</li> <li>7. Install variable message boards early in the project as a communication tool</li> <li>8. Establish relationships with traffic applications to provide real-time traffic updates and alternative routes</li> <li>9. Establish response protocol and timelines for community concerns</li> <li>10. Plan work to minimize disruptions to the community (night work around businesses and day work in residential areas)</li> </ol>
<b>E</b> Environmental Compliance	<ul style="list-style-type: none"> <li>✓ Project Manager</li> <li>✓ Environmental/Permit Manager</li> <li>✓ Construction Manager</li> </ul>	<ul style="list-style-type: none"> <li>✓ Rt 140 Ferguson CMGC - Myers Environmental Engineer - Dokeen Engineering, Inc. - provided "extension of staff" services to Caltrans for the environmental scope of work.</li> </ul>	<ol style="list-style-type: none"> <li>1. Environmental professional that creates an environmental plan - Permitting &amp; Monitoring</li> <li>2. Leverage Dokken's Environmental/Permit Manager expertise and relationships with local agencies</li> <li>3. Use innovative, less-impactful construction techniques</li> <li>4. Become a Greenroads-certified Project</li> <li>5. Work with Caltrans to review and analyze environmental risks</li> </ol>	<ol style="list-style-type: none"> <li>6. Ensure that design and project schedule comply with environmental commitments and permit requirements</li> <li>7. Create early work packages around environmental restrictions</li> <li>8. Train staff and craft on environmental restrictions</li> <li>9. Create an environmental tracking matrix for regular reporting</li> <li>10. Educate subcontractors on environmental requirements and restrictions</li> </ol>
<b>F</b> Project Delivery	<ul style="list-style-type: none"> <li>✓ Project Manager</li> <li>✓ Project Scheduler</li> <li>✓ Construction Manager</li> <li>✓ Lead Estimator</li> </ul>	<ul style="list-style-type: none"> <li>✓ Fix50 Viaduct Reconstruction - Accelerated production to safely meet "early open" mandate - reduced project duration by 41%.</li> </ul>	<ol style="list-style-type: none"> <li>1. Coordinate with toll integrator to turn sections over early to expedite overall project completion</li> <li>2. Develop early GMP to accelerate project completion</li> <li>3. Have flexibility to self-perform or subcontract portions of work depending on the best interest of the project</li> <li>4. Have a single master schedule that includes design and construction</li> </ol>	<ol style="list-style-type: none"> <li>5. Create project acceleration plans for critical path items with associated costs during preconstruction to give Caltrans options to finish ahead of schedule</li> <li>6. Establish recurring meetings</li> <li>7. Coordinate early and often with local agencies and utility owners to identify issues that could slow design or permitting</li> </ol>
<b>G</b> Innovation	<ul style="list-style-type: none"> <li>✓ Project Manager</li> <li>✓ Construction Manager</li> <li>✓ Lead Estimator</li> <li>✓ Innovation and Constructibility Lead</li> </ul>	<ul style="list-style-type: none"> <li>✓ I-540 Western Wake - Optimized design and innovative approaches reduced utility relocation costs by \$5.2M</li> </ul>	<ol style="list-style-type: none"> <li>1. Use our database of past innovations as a basis to begin brainstorming</li> <li>2. Use our Innovation Expert, C.C. Myers, and others in our organization to identify potential innovations</li> <li>3. Bring in discipline experts to provide input</li> <li>4. Foster an open-minded approach to early design</li> </ol>	<ol style="list-style-type: none"> <li>5. Create an innovation tracking matrix</li> <li>6. Provide cost and schedule impacts to all innovations</li> <li>7. Evaluate innovations relative to the project goals</li> <li>8. Plan to reduce project cost by 8 figures and reduce project schedule (see innovation section)</li> </ol>
<b>H</b> Local Requirements	<ul style="list-style-type: none"> <li>✓ Project Manager</li> <li>✓ Risk Mitigator</li> <li>✓ Environmental/Permit Manager</li> </ul>	<ul style="list-style-type: none"> <li>✓ LAX 2nd Level Roadway - collaborated with 23 local jurisdictional entities during preconstruction</li> </ul>	<ol style="list-style-type: none"> <li>1. Our Construction Manager and Risk Mitigator will use their local experience to identify means and methods for Caltrans to consider that allows the project to meet the local requirements</li> <li>2. Involve local stakeholders early in the process to ensure requirements are met</li> <li>3. Use formal partnering and incorporate local agencies</li> </ol>	<ol style="list-style-type: none"> <li>4. Migrate key personal from preconstruction to construction to ensure continuity</li> <li>5. Coordinate with utility owners to reduce conflicts</li> <li>6. Create matrix for local agency permitting requirements</li> </ol>



## ACHIEVING THE PLANNED SCHEDULE

We propose a **scalable model that optimizes production, limits impacts, and integrates the Toll Integrator early** to achieve accelerated segment completion.

Starting in 2017, the Walsh/Myers team met in small groups and workshops; drove the corridor at night, in commuter traffic and on weekends; and visited with the people in communities that border the alignment. From these efforts, several precepts became clear:

- 1) In many areas, work occurring in the center of the roadway (light mast installation, barrier shift, etc.), cannot occur without adding to the total width of roadway without requiring lane reductions;
- 2) To the communities bordering the alignment, soundwall construction represents the work expected to have the largest impact, which makes accelerating this work critical;
- 3) The total volume of work and related production rates needed to achieve the schedule will require multiple crews working at multiple headings simultaneously. No matter how large the firm, staffing the project will require subcontractor resources;
- 4) Toll integration work, provided under a separate contract, is intensely impacted by any proposed phasing and has a high-risk potential to delay the project. Addressing the needs of this separate contractor will be vital to meeting the 2021 completion mark overall. As key components of our Build Smart. Build Fast approach, we will:

- ✓ Establish five high-capacity, continuous, linear areas for high-volume, high capacity work to be completed using self-performing or subcontractor forces
- ✓ Of these, we identify three "like scope" segments between SR-84 and I-380.
- ✓ North of I-380 and South of SR-84, we accelerate areas of dissimilar work (mast installation and lane repurposing, respectively) to gain early advantage for toll integration.
- ✓ Between SR-84 and I-380, pursue an outside-in approach whereby we widen the freeway before constructing the center barrier. This allows for consistent 11' lanes and a 2' shoulder in the greatest number of areas;
- ✓ Overall, we construct South to North through the corridor. On completion of the Walsh/Myers scope, these same large, linear areas are immediately ready for toll integration work and testing to occur.

As a result, we maintain lane capacity, accelerate construction schedules and definitively meet the substantial completion date of March 2021, all while mitigating impacts to communities and local interests across the corridor.



# 3.7D KEY PROJECT RISKS AND SOLUTIONS

No project is without design and construction risk; however, we are confident that with the collective talents and experience of Caltrans and the Walsh/Myers Team, the 101 Managed Lanes Project will be successful and achieve each of the project goals. The team will be proactive in identifying risks and creating the plans to eliminate or minimize them. The table below provides a summary and evaluation of top project risks our team has identified in the due diligence process, project constraints that the Walsh/Myers Team with Caltrans will aggressively address, mitigation measures we propose, and the benefit of our approach.

Figure 1 - Key Project Risks and Evaluation Criteria

Key Risks Identified		Probability	Cost Impact	Schedule Impact	Mitigation Measures Proposed	Benefits Realized	Experience Applied	Safety	Mobility	Quality	Public Interact	Environment	Project Deliv	Innovation	Local Requirements
DESIGN	<b>Preconstruction Phase Completion.</b> Inability to achieve timely completion of preconstruction phase activities and go/no-go resolution of all design, constructability and value engineering options.	H	M	H	<ul style="list-style-type: none"><li>Input Caltrans Design schedule into the overall project schedule.</li><li>Integrate Caltrans Design lead into schedule workshops.</li><li>Use collaborative task forces as Caltrans identifies priority design tasks for early GMP.</li></ul>	<ul style="list-style-type: none"><li>Lead Scheduler Joe Peck will develop a P6 Schedule to identify potential project delays and allow the team to take corrective actions early while use of early GMP allow early investigations to occur in parallel with design completion.</li></ul>	On the RT 140 Ferguson Slide CMGC, Caltrans and Myers collaborated to create multiple, early GMP to facilitate needed discovery work while final plans for a vehicular rockshed were finalized.			✓		✓	✓		✓
	<b>Undiscovered Conditions.</b> Unmarked or mis-marked utilities; unknown or differing soil conditions.	H	M	H	<ul style="list-style-type: none"><li>Develop a collaborative outreach program early to identify the utility owners within the project ROW.</li><li>Establish during early design a partial or early GMP to verify utility location through non-intrusive means (vacuum truck, ground penetrating radar, etc.).</li></ul>	<ul style="list-style-type: none"><li>Early preconstruction focus leads to early discovery, which prevents utility strikes and keeps the public and the environment safe.</li><li>Construction Manager Dan Hobbs will lead the early discovery to reduce project contingency utilization, increases safety margins, and optimizes production rates and efficiencies.</li></ul>	Myers worked with LAX on the \$300M Progressive Design Build project to pothole utilities for the purposes of finishing relocation design plans and to prevent utility strikes once construction began.	✓		✓	✓		✓		✓
CONSTRUCTION	<b>Soundwall Foundations.</b> The potential to significantly impact time due to slower production rates; earthwork may raise utility, geotechnical, or environmental delays.	H	M	H	<ul style="list-style-type: none"><li>In partnership with Caltrans, vet the use of the existing soundwall's foundation system, tied in with a spread footing. This approach would eliminate the 2.5 miles of piling work required for new soundwall construction.</li></ul>	<ul style="list-style-type: none"><li>Reduces an activity on the critical path overall.</li><li>Reduces noise impacts.</li><li>Reduces amount of large equipment needed.</li><li>Reduces construction-area footprint.</li><li>Reduces risks/impacts to existing utilities.</li><li>Limits major disturbance of soils.</li></ul>	Innovation Expert C. C. Myers brings 50+ years experience meeting similar acceleration challenges. He recently developed innovative approaches to structure and footing design for the I-215 Barton Road CMGC for Caltrans.	✓	✓	✓	✓	✓	✓	✓	
	<b>MOT Effectiveness.</b> Construction may slow vehicle throughput if MOT is not effectively implemented.	H	L	L	<ul style="list-style-type: none"><li>Use “gawk screen” to create visual barrier.</li><li>Kurtis Frailey &amp; C.C. Myers will develop phasing alternatives that maintain traffic configurations for longer lengths to reduce driver confusion and allow multiple crews in a single closure.</li><li>Create work zones that minimize line shifts.</li></ul>	<ul style="list-style-type: none"><li>Traffic will continue to move efficiently when drivers cannot view construction; reducing distractions yields fewer vehicular accidents within the corridor.</li><li>Proper signage, such as use of advanced message boards, and MOT will help prevent drivers from using arterial and connector streets as alternatives.</li></ul>	On RT 99 Turlock, Traffic Manager Kurtis Frailey collaborated with Caltrans District 10 to plan and execute longer weekend closures using multiple crews. This reduced the total number of closures by 50%, and vehicular accidents decreased during construction.	✓	✓	✓	✓		✓		✓
	<b>Corridor Configuration.</b> Length of the project corridor will require construction on multiple headings at the same time. This exacerbates complex materials and personnel movement across distances.	H	L	M	<ul style="list-style-type: none"><li>Just-in-time segment turnover and materials staging (specific staging areas, micro staging, placing heavy materials within specific work areas) provides significant opportunities to accelerate work and reduce the project schedule.</li><li>We establish large, linear areas for high-volume, high-capacity work to be completed using a combination of self-perform and subcontractor work.</li></ul>	<ul style="list-style-type: none"><li>On completion, these same large, linear areas are immediately ready for toll integration work and testing to occur. Additional segments can be added to accelerate production rates (using the same prioritization of widening over center barrier construction detailed in Section 3.7C) based on Caltrans prioritization and input (see Section C Project Staging).</li></ul>	On the Crenshaw/LAX Transit Corridor project, Dan Hobbs manages construction activities occurring 80’ below grade along the centerline of a busy urban 6-lane street. Activities include continuous access of people, equipment and materials into the site while working with the project team to ensure established MOT plans are consistently executed.	✓	✓	✓	✓		✓	✓	
	<b>Materials Availability.</b> The overhead signage and trusses needed for the job may not be readily available due to supply pressure from other large, regional projects.	M	M	H	<ul style="list-style-type: none"><li>Collaborate with Caltrans early in preconstruction to establish early GMP for materials.</li><li>Identify and integrate potential suppliers into preconstruction</li><li>Develop multiple soundwall bid packages to leverage multiple suppliers.</li></ul>	<ul style="list-style-type: none"><li>Early GMP allows for flexible procurement options early in preconstruction while eliminating the risk of materials cost inflation.</li><li>Smaller packages and multiple suppliers can be integrated into supply chain management.</li></ul>	On VanNess CMGC Walsh worked with one of our core subs to order material in advance reducing material cost escalation risk. By buying the subcontractor’s material for them, we reduced material cost by \$150K while ensuring material would be available when needed.			✓			✓		
	<b>Labor Availability.</b> The CMGC will use subcontractors to perform portions of the soundwall and center barrier work. Qualified masonry craftsmen and electric subcontractors may not be available due to other large regional projects; DBE firms will be especially difficult to attract due to volume of work available.	H	M	H	<ul style="list-style-type: none"><li>Whenever possible, we will “unbundle” subcontractor scopes across work areas to focus on “opportunity detection” to integrate local and DBE firms.</li><li>Outreach and Assistance. We are committed to ensuring that communications with the local small businesses and suppliers are thorough and respectful, and deliver the intended mobilization results.</li></ul>	<ul style="list-style-type: none"><li>Build capacity to meet the segment construction schedule and acceleration needs of this project by securing early buy-in and interest from local and DBE subcontractors.</li><li>We Build Smart by providing quality assurance training to ensure production consistency, while building local workforce capacity for the future.</li></ul>	Myers is the founder of the LinkedIn Group California DBE/ UDBE Businesses in Construction. Myers & Sons Vice President Clinton Myers is a board member for the AGC Construction Education Foundation. On the Crenshaw/LAX Transit Corridor project, Dan Hobbs worked directly with the public outreach coordinator to attract workers from zip code areas bisected by the project.			✓	✓		✓	✓	✓



On the Caltrans District 3 Fix50 project, Myers completed the A+B portion of the contract 33 days ahead of schedule and accelerated the project schedule by more than 41%. The Caltrans social media site for the project received numerous positive comments from stakeholders and the community.

Fix 50 retweeted  
CHP Golden Gate @CHP\_GoldenGate · Jun 19  
Headed out of town through #Sacramento this weekend? Good news! @Fix\_50 project is complete ahead of schedule! Good work @D3PIO @CaltransHQ!

Fix 50 retweeted  
Anne Stausboll @AnneStausboll · Jun 19  
Well done @Fix\_50 workers! Thank you from @CalPERS employees, friends, and family.  
ow.ly/i/5XkSh

Fix 50 retweeted  
Matt Sidor @MattSidor · Jun 19  
Congrats @Fix\_50!! Your outstanding public engagement throughout the project should be a model for all future transportation projects.

Fix 50 retweeted  
Tammy Walls @tammywalls · Jun 19  
Fix 50 nearly wrapped up.. and well ahead of schedule\_fantastic! bizjournals.com/sacramento/blo... via @Sacbiz #sacramento #WestSac #fix50

Key Risks Identified		Probability	Cost Impact	Schedule Impact	Mitigation Measures Proposed	Benefits Realized	Experience Applied	Safety	Mobility	Quality	Public Interaction	Environment	Project Delivery	Innovation	Local Requirements
RIGHT OF WAY	<b>Third-party Impacts.</b> Untimely issuance of construction easements and permits by third parties.	M	M	H	<ul style="list-style-type: none"><li>Walsh/Myers will conduct early outreach to local jurisdictions and permitting agencies. We will create a Temporary Construction Easement (TCE), and permitting and local requirements matrix to track progress on these items.</li><li>We will work with Caltrans to fast-track TCEs and permitting when needed and help ensure partner agencies' satisfaction and focus.</li></ul>	<ul style="list-style-type: none"><li>Early risk coordination allows Caltrans Project Management and the CMGC to stay focused on the permitting process.</li><li>As a value-added personnel, consultant and team memeber, Tony Anziano's focused responsibility will be to keep local agencies in a continuous communications loop, engaging throughout preconstruction to ensure potential ROW issues are identified and resolved quickly.</li></ul>	<ul style="list-style-type: none"><li>On the Rt 140 Ferguson Slide CMGC, Caltrans used the Myers team as an extension of environmental permitting staff. As the means and methods of construction were defined, the Myers team worked with Caltrans District 10 to restate the environmental document.</li></ul>			✓		✓	✓		✓
	<b>ROW/TCE Issues.</b> Early or overtake of ROW or TCE may result in higher project cost, damage to the local economy and ultimately dissatisfaction among the community and local agencies.	L	L	L	<ul style="list-style-type: none"><li>Walsh/Myers will work with Caltrans to explore construction means and methods in ROW and TCE areas to determine the most efficient quantity of take. We will research whether temporary or permanent construction easements are a more economical solution.</li><li>Our team will hold a ROW/TCE evaluation workshop to review the project staging and schedule to determine ideal timing of ROW and TCE take similar to a "just-in-time" approach.</li></ul>	<ul style="list-style-type: none"><li>Targeted and timed ROW and TCE take reduces the total impacts to corridor stakeholders and reduces public push back, costs and potential delays.</li><li>Forward planning for ROW/TCE allows safety planning earlier, thus increasing safety margins for workers and members of the public alike.</li><li>Just-in-time ROW take allows the public time to find alternate routes and parking on the frontage road portion of the project.</li></ul>	<ul style="list-style-type: none"><li>On the SR 91 project, Walsh developed an ATC that improved constructability and simplified structures geometry. This reduced overall structure widths, which resulted in lower life-cycle costs, reduced cost and schedule and reduced or eliminated portions of the ROW take.</li></ul>	✓	✓	✓	✓		✓		✓
ENVIRONMENTAL	<b>Water Ways.</b> Work can be shut down due to water quality concerns as Bay Area waters are adjacent to the project corridor.	L	M	H	<ul style="list-style-type: none"><li>Create an environmental commitments matrix to educate and train employees and subcontractors.</li><li>Develop a site-specific SWPPP plan and have it monitored by a QSD on site full time; use BMPs that exceed permit requirements.</li><li>Schedule construction in environmentally high-risk areas during low-risk times of the year.</li></ul>	<ul style="list-style-type: none"><li>Ensures environmental compliance with storm water runoff, which keeps the local communities and jurisdictions in the loop and a concerned public informed.</li><li>Proper compliance and inspection eliminates the risk of project shutdowns and delays.</li></ul>	<ul style="list-style-type: none"><li>On the Rt 140 Ferguson Slide CMGC, Myers ensured compliance for construction activites that occurred within feet of the protected waters of the Merced River. Work was completed with zero citations or incursions into the river space.</li></ul>			✓		✓			✓
	<b>Risk Design.</b> Recovery from risk design that is not consistent with approved environmental document, causing potential project delays.	L	H	H	<ul style="list-style-type: none"><li>Avoid potential conflicts and support integrity of the environmental process by utilizing risk workshops including Caltrans Design, environmental and contractor.</li><li>Identify, track, and document decisions and alternatives available in a Decision Tracking Matirix.</li><li>Development of multiple, iterative, sequenced GMPs as</li></ul>	<ul style="list-style-type: none"><li>Support integrity of the environmental process</li><li>Minimize exposure to environmental impacts</li><li>CMGC process provides the broadest exposure and opportunity for input and resolution</li><li>Reduces cost and schedule impacts</li></ul>	<ul style="list-style-type: none"><li>Myers &amp; Sons Construction and Dokken Engineering Environmental Permitting Manager Namat worked with Caltrans District 10 to restate the environmental document as the design changed and finished the needed permitting process acting as an extension of Caltrans staff.</li></ul>	✓	✓	✓	✓	✓	✓	✓	✓
LOCAL REQUIREMENTS	<b>Point Impacts to Local Communities.</b> Circulation and traffic impacts are more likely during paving activities. Local streets, residents and businesses could be adversely affected.	H	L	L	<ul style="list-style-type: none"><li>Create 3-week supplier lookahead schedule.</li><li>Use different asphalt plants depending on where project paving is occurring.</li></ul>	<ul style="list-style-type: none"><li>Optimized routing of commodity materials such as asphalt and concrete reduces congestion on local roads as materials take less time to transfer from plant to project.</li><li>Allows for project consistencey with local agencies for traffic and noise.</li></ul>	<ul style="list-style-type: none"><li>On the RT 99 Turlock project, Kurtis Frailey used two concrete and asphalt plants located at optimal positions within the corridor to limit haulage. Using this method, the team completed this A+B project within the 140 days bid.</li></ul>	✓	✓	✓	✓		✓		✓
	Failure to address community and local agency concerns early and often will negatively impact multiple project elements (cost, schedule, partnering participation etc)	M	L	M	<ul style="list-style-type: none"><li>Ensure consistency in staffing. Walsh/Myers will transition preconstruction team member to construction responsibilities to ensure 100% continuity for commitments to stakeholders.</li><li>Circlepoint will create materials and modeling to help Caltrans in the PIO process.</li><li>Preconstruction team will collaborate with Caltrans to create a comprehensive PIO plan that includes outreach by traditional (fliers, media, etc.) and digital (social media, web, etc.).</li></ul>	<ul style="list-style-type: none"><li>Outreach to the local community and traveling public creates increased driver safety and mobility.</li><li>Treating local agencies as team members allows the team to identify and resolve issues that have a disproportionate effect on the project schedule during construction.</li><li>When issues are resolved early, the team can focus on building a quality, environmentally compliant project.</li></ul>	<ul style="list-style-type: none"><li>On Fix 50, Kurtis Frailey and C.C. Myers worked directly with the Caltrans PIO to support communication efforts for upcoming traffic shifts, with the cities of Sacramento and West Sacramento to coordinate first responders access, and with local community groups to ensure pedestrian and bicycle access through the project.</li></ul>	✓	✓	✓	✓		✓		✓

## 3.7E APPROACH TO MANAGING RISKS

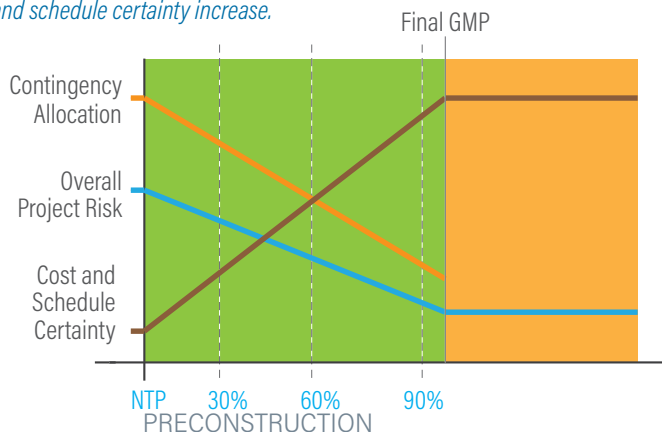
Our approach to risk management centers on collaboration and communication with Caltrans. We will use risk analysis and mitigation workshops to identify and vet cost mitigations, as well as assess the cost of “no action.”

### OVERALL APPROACH

Formalized risk management begins with reviewing the preliminary engineering plans and developing a clear scope of work. Each member of the Walsh/Myers preconstruction team will review the plans issued by Caltrans after NTP and will develop risk items based on past experience and local knowledge. These risks will be entered into the Risk Register. These might include materials price acceleration, delayed completion of key utility relocations, uncertainty in toll integrator scope, or potential pushback from local jurisdictions or major employers bordering the corridor alignment. All of these elements pose risks to the cost and schedule, impact the segment construction, and require iterative reviews as the project team progresses through the preconstruction phase.

We will enter these as risk items in our Risk Register and assign probabilities based on our knowledge of the project and experience. For example, we will review plans and assign a probability that the estimated cost of utility delays may grow or shrink as much as 30%. The severity of a risk can be measured by multiplying the % probability by the anticipated “baseline” quantity and unit cost. Likewise, schedule impact severity can be determined by increasing (or decreasing) the duration of activities by the % probability of occurrence. In both cases, the result is a bracket of the cost from lowest possible to highest cost.

*The Walsh/Myers Risk Approach focuses on identifying, understanding, quantifying, assigning and managing risk. As this strategy is implemented during preconstruction, risk allocations are assigned to the party best able to manage the risk. As a result, contingency cost and risk is reduced, while cost and schedule certainty increase.*



Our approach to risk mitigation plans is to collaboratively discuss risk with Caltrans within Risk Analysis and Mitigation Workshops. We will determine if there is a solution to eliminate the risk, the cost of doing so, and what potential cost and schedule impacts exist for not eliminating the risk. In the case of utility delays, Walsh/Myers will leverage the partnership goals of the CMGC process to identify and develop multiple mitigation plans to manage this risk. These may include performing previously identified work in other areas of the project in the interim, using the flexibility of our segmented approach to incorporate the affected area into an adjacent work zone, or may involve Tony Anziano, Integration/Partnering Champion, holding a “risk summit” that incorporates stakeholders and representatives from affected utility agencies and key members of our project team.

### BUILD SMART. BUILD FAST. TOOLS TO MANAGE RISK

#### 1. Executive-level Partnering Meeting at NTP

Creating an environment of partnership between key team members is a vital first step. Immediately after NTP, Project Executive Team members Barry Pihowich and Clinton Myers will hold an Executive-level Partnering Workshop to include Caltrans District 4 Project Management, Designers and Program Managers, and Walsh/Myers personnel. The purpose is to

- 1 **Identify:** Identified risks are captured, evaluated and managed collaboratively using the Risk Register.
- 2 **Understand:** A clear understanding of the risk is developed. Smaller risks are mitigated outright, and contingency planning and mitigation “triggers” are identified. Risks are tracked on a number of factors.
- 3 **Quantify:** Potential impacts are quantified or qualified for cost, impact and probability. This data is used to establish the value of the contingency cost.
- 4 **Assign & Act:** Transparency and accountability is maintained using the Decision Tracking Matrix. Team collaborates to determine risk assignment (Caltrans, Walsh/Myers or shared).
- 5 **Manage:** Risk mitigation is tracked for effectiveness and modified as needed. Risks are removed as they expire, which allows contingency costs to be returned to the owner.

CONSTRUCTION

develop an understanding of the project vision and “lessons-learned” experience of District 4 and Design Team. We will also establish operational goals, partnership commitments and communications plans. These efforts will be formalized and then be presented to the project team within one week of the meeting. This sets both the expectations for the project and the structure to meet them.

## 2. Risk Analysis and Mitigation (RAM) Workshops

Building on the Baseline Risks Assessment, RAM Workshops identify the status of project risk—classifying the risk relative to the project plan, quantifying the risk in terms of price and schedule impacts, and identifying preliminary opportunities for constructability and innovation. As the preconstruction advances, our RAM approach catalyzes collaboration between project team members while allocating and assigning risks, managing known risks, and eliminating or mitigating risks to the greatest extent possible. Keys to this approach are task force meetings and constructability reviews.

## 3. Task Force Meetings and Constructability Reviews

As project risks are identified, alternatives, strategies and opportunities are developed, vetted and approved in response. Design Task Force and constructability review meetings include Walsh/Myers and Caltrans Design and Management personnel and serve as brainstorming sessions. The meetings provide the collaborative opportunity to develop approaches and arrive at innovative ideas and best practices that, ultimately, result in cost and schedule certainty. The goal is to integrate the team’s expertise into the design review process to seek opportunities to reduce construction cost, minimize impacts to the schedule and stakeholders, and identify and achieve opportunities for project scope expansion.

## 4. Risk Register and Decision Tracking Matrix

Within the **Risk Register**, risks are identified and evaluated, with opportunities for minimization, mitigation or elimination. Risks are quantified and the specific anticipated contingency costs are assigned for each.

Using the Risk Register, we separate risks from the cost model by isolating the risks and their impacts separate from the direct cost of the work. Separating the risk from the cost model maintains transparency of the individual bid items and provides for effective documentation of the risk, increases the efficiency of the cost comparison, and reduces material and construction costs.

We track:

- Initial contractor-included risks and associated costs
- Risk elimination or mitigation and related cost savings
- Innovations that manage risk and related cost savings
- Risk ownership (Caltrans, Walsh/Myers, or other parties)
- Risk status (Accepted, Mitigated or Eliminated)
- Risk IDs throughout preconstruction and construction.

By defining and assigning risks appropriately up front, the project can be most accurately estimated, and scope can be added as we evolve from 30% OPCC to the final accepted GMP.

The **Decision Tracking Matrix** provides a detailed accounting of project direction, decisions and mutual understanding. Similar in format to the Risk Matrix, the Decision Tracking Matrix includes detailed information, data and source reports that are part of critical decision-making paths. This provides transparency and accountability in tracking project benefits, anticipated cost savings, and benchmarks for overall budget and schedule.

## IDENTIFYING & PRICING RISK

Typically, the first phase of our estimate is to “green sheet” the project. As part of this project pursuit, Walsh/Myers has created an initial green-sheet estimate in support of both our segment phasing and project innovations proposed. Based on the Draft EIR issued in November 2017, we reviewed the plans and reports and identified the typical Caltrans bid items. We then developed preliminary estimates using historical bid data (from our files as well as Caltrans bid information), and material and production study estimates from current projects.

At the initial stage (15 - 30%) of our cost model development, we will work to establish quantities and production rates using recent experience and a “cost-per-unit” basis of major project elements. We will also work to reconcile scope, units of measure, quantities, escalation factors and assumptions. Understanding that all contractors pursuing this project will need to use subcontractor labor to complete the project within the established schedule, we will share our pricing efforts through open-book negotiations to ensure Caltrans receives the most competitive price for self-performed and subcontracted work.

From 30% through 90%, we will consistently revise and reissue interim estimates at design milestones. We will reconcile quantities and assumptions with the ICE, address design changes and develop new and independent estimates as design progresses. If discrepancies and differences are discovered during our estimate development, we will work collaboratively with Caltrans and the ICE to find alternative construction or design methods that meet the budget, while continuing to deliver on Caltrans’ goals.



## DESIGN AND CONSTRUCTION RISK

One aspect of CMGC that our team has identified from our experiences on the Caltrans Barton Road CMGC, RT140 Ferguson Slide CMGCs, and Van Ness Corridor Improvement CMGC for SFMTA is that at the 30% OPCC, two risk categories exist:

- Design Risk: The risk that grows or declines with the level completeness and optimization of the final design.
- Construction Risk: The execution of construction activities.

Lead Estimator Jay Simms will lead the preconstruction team in the clear tracking of these as separate risks within the Risk Matrix. This is a critical step in achieving first-round acceptance with the ICE and documenting progress between OPCC iterative estimates.

### Design Risk

At design kickoff, the Walsh/Myers team will partner with Caltrans Design to review the Basis of Design, as well as community concerns, to ensure project features and goals are fully vetted. Project Manager Jay Titus and Lead Estimator Jay Simms will convene weekly task force meetings with District and Design personnel to review design progression, discuss issues encountered, and identify and resolve potential problems that can cause design scope to creep, costs to increase. We will track these potential impacts, with each issue assigned an owner (and with solution timelines monitored).

### Scheduling Risk

In Section C, we have included a phasing plan that reflects our current understanding of the project and incorporates opportunities for acceleration. We will refine this plan and establish a true baseline CPM schedule at NTP that incorporates design package milestones, critical procurements, right-of-way clearances, third-party utility relocations (if any), permits, community events, and other critical items. Our approach is to share these schedules with our overall team, teams on adjacent projects, and stakeholders along the corridor to keep all appropriate parties aware of work so they can be properly prepared. This comprehensive approach ensures that everyone on the project is involved in developing and executing the schedules.

## Managing the Risk of Toll Integration Scope

Although the toll integration scope is contained in a separate, follow-on contract, Walsh/Myers views the selected toll integrator as a key member of the 101 Managed Lanes project team effort. The earlier the integrator is involved during the preconstruction period, the easier it is to influence any design changes that may be needed. Innovative Strategies include:

Design	Review, Vetting and Potential Revision of Toll Specifications to meet Integrator Capabilities and industry-established standards for performance.	Key items such as conduit sizes, routing, distances etc. may seem to be "static," but provide a higher-than-average risk for redesign if early integrator review is not provided. Conduit sizes should be optimized for future expansion. Pad Site locations may be designed to optimize civil construction, but might not meet the routing, communication and technical needs of the toll integrator (e.g. control cabinets shown as non-adjacent to fiber optic trunk alignments). <b>Cabinet access should be prioritized and digitally mapped for future maintenance and/or upgrades.</b>
	Approach: Walsh/Myers will hold an Integrator Workshop to capture market knowledge and experience relative to Caltrans projects.	
Construction	Build with sensitivity to Toll Integrator needs and technical expectations, track and vet changes that have the potential to impact Toll Integration scope.	Understand that small changes to the civil execution scope may cause exponentially large impacts to the Toll Integrator schedule. If possible, utilize specialized staff/subcontractors (IT/Electrical) rather than general civil staff to construct PG&E connections. Facilitate toll installation and testing scope through construction and turnover of largest sections possible (3+ toll gantries in each direction). Early turnover allows the integrator to vet any issues at the first site and any "lessons learned" can then be applied to remaining sites.
	Weekly, structured field collaboration between Walsh/Myers and the Toll Integrator; establish a "change matrix" that tracks potential Toll Integrator impacts before field changes are made.	
Innovation	Just-in-time segment turnover also provides significant opportunities to accelerate work and reduce the project schedule. We establish large, linear areas for high-volume, high capacity work to be completed using self-performing or subcontractor forces. Additional segments can be added to accelerate production rates (using the same prioritization of widening over center barrier construction) based on Caltrans prioritization.	

## 3.7F INNOVATION

Walsh/Myers will collaborate with your team in the preconstruction phase to identify, develop, and implement innovative ideas that will advance the project goals.

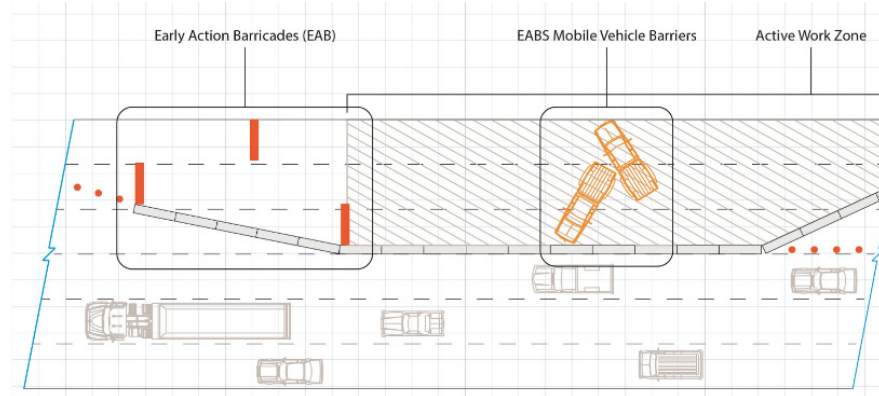
We will use task force groups, concentrating on specific project elements, to foster brainstorming and encourage innovative thinking. We feel that there are several opportunities for incorporating innovative approaches and strategies into the project that provide for acceleration, optimize construction and advance our focus on safety. The following exhibits and narrative describe a few of those potential innovation opportunities.

*For each of the innovations outlined below, we have indicated the positive effect on Caltrans' goals for the project*

**A** Safety **B** Mobility **C** Quality **D** Public Interaction **E** Environmental **F** Delivery **G** Innovation **H** Local Requirements

Innovation or Strategy	Benefit/s	
<b>1</b> <b>Soundwall construction plan</b> on City property will aid Caltrans' Right of Way (ROW) requirements by obtaining a solid commitment and agreements from the CMGC to provide flexibility during negotiations.	Early Temporary Construction Easements (TCEs) and gaining early buy in and cooperation from property owners will de-risk the project schedule and ensure access for rapid start to the project.	<b>D</b> <b>H</b>
<b>2</b> <b>Elimination of ROW &amp; TCE</b> using careful, through review of construction elements, means and methods and the implementation of a Just-in-Time materials management strategy.	Eliminating ROW and TCEs provides immediate cost savings and reduces risk to the project schedule. Elimination of TCEs whenever possible engenders positive community perception of the project.	<b>D</b> <b>H</b>
<b>3</b> <b>Just-in-Time Segment Turnover strategy</b> provides the toll integrator (working under a separate contract) with optimized sections of the project to begin work.	Facilitate toll installation and testing scope through construction and turnover of largest sections possible (3+ toll gantries in each direction).	<b>A</b> <b>C</b> <b>F</b>
<b>4</b> Use <b>precast concrete panels</b> for paving sections at on and off ramps to the US 101.	Reduces ramp closure periods required for concrete cure. Precast panels can be set overnight for morning openings.	<b>A</b> <b>M</b>
<b>5</b> <b>Beautification of the community-side of the soundwall structures.</b> Walsh/Myers will identify and vet ways to improve soundwall acceptance in the community including vegetation (vine or drought resistant plantings), panel or local art installation.	Community engagement encourages third party stakeholder participation and improves public perception of the project. Re-vegetation of the soundway structure meets Caltrans sustainability goals.	<b>D</b> <b>E</b> <b>H</b>
<b>6</b> <b>Mobile/Social Outreach</b> - Similar to the Fix50 project, District could utilize social media / twitter feed and website to communicate with corridor stakeholders.	Keeps the traveling public and end users informed and involved in the progress of construction; greater market penetration for advancing important news, lower cost than traditional media.	<b>A</b> <b>D</b> <b>M</b>
<b>7</b> Use of <b>LiDAR and Ground Penetrating Radar (GPR)</b> to model the existing conditions both above and below ground as a first step to modeling the corridor for clash detection and existing conditions survey.	Unidentified utilities or other improvements discovered during construction can be both costly to project delivery schedules and costs. Early identification of potential conflicts will ensure timely project delivery, digital modeling meets Caltrans overall goals of integrated project delivery.	<b>A</b> <b>B</b> <b>C</b> <b>F</b>
<b>8</b> <b>Intelligent Compaction (IC)</b> uses modern vibratory rollers equipped with an integrated measurement system, an onboard computer reporting system, Global Positioning System (GPS) based mapping, and feedback control	Compaction is one of the most important processes in roadway construction. It is necessary in order to attain high quality and uniformity of pavement materials. Intelligent compaction optimizes materials density, reduces maintainence and increases long-term performance.	<b>C</b> <b>F</b> <b>G</b>
<b>9</b> Use <b>two batch plants</b> , located at the north and south terminus of the project to support Just-in-Time materials management planning. Integrate with dedicated materials haulage routes to mitigate impacts to corridor communities.	Use of two batch plants improves delivery times; increases quality and consistency; allow for rapid acceleration of segments and work progresses; reduces the number of miles trucks travel, reducing congestion within the project.	<b>C</b> <b>F</b>
<b>10</b> Explore the use of <b>precast concrete soundwalls</b> in lieu of traditional masonry construction.	Precast soundwalls increase productions and reduce critical path durations on the project schedule.	<b>G</b>





**Build Smart, Build Fast.**

**[Build Safely]**

**EARLY ACTION BARRIER SYSTEM**

*Associated General Contractors 2017 Safety Innovation Award Winner*

Walsh/Myers will utilize our Early Action Barrier System (EABS) approach on this US 101 Managed Lanes project. This concept was originally catalyzed by field superintendents and craft workers who witnessed the sharp increase of wrong-way and impaired drivers accessing construction work sites from the “egress” (or “end of barrier”) side of the work.

Wrong-way driving (WWD) and impaired drivers are becoming an increasingly critical risk in heavy civil construction. WWD is the act of driving a motor vehicle against the direction of traffic. In the United States, about 355 people are killed each year in crashes caused by drivers headed in the wrong direction on the highway. The key element in protecting workers from a vehicular threat is the (a) establishment of appropriate stand-off distance between workers and vehicular threats and the (b) slowing (or “trapping”) of the ingressing vehicle to provide increased response time for workers to react and move clear of the area. Use of the EABS approach exceeds standard Caltrans closure guidelines, has zero impact on driver experience within the workzone and provides minimal impact to vehicles exiting a workzone parallel to the flow of traffic.

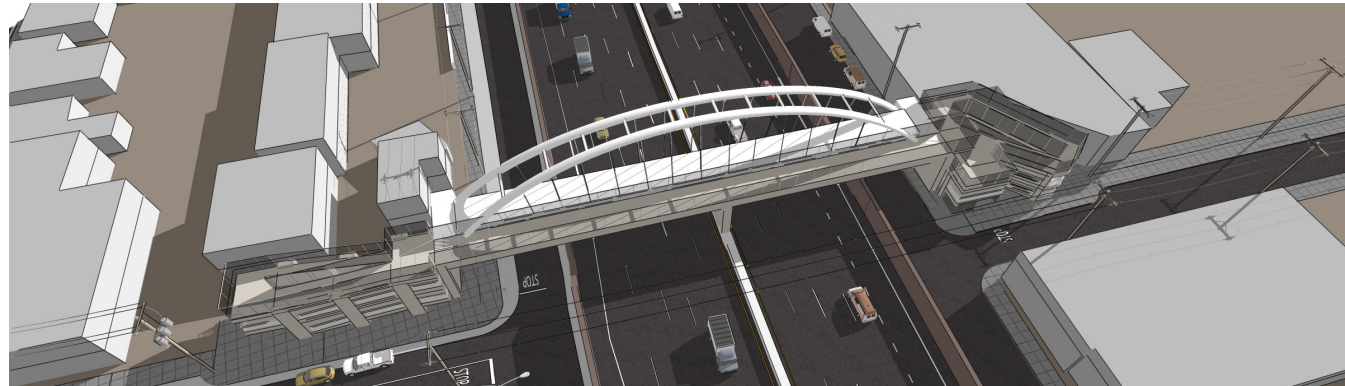


*On a cool summer morning in 2015, crews from our team arrived on site to the Scofield Bridge Deck Replacement Project located on Route 580 in Contra Costa County to find a 1996 Honda Civic perfectly parked within a 7” vertical drop atop the bridge deck formwork. This portion of the specially-engineered formwork had been installed in open sections of the deck to protect refinery oil pipelines owned by Chevron nearly 50’ below. The vehicle driver, while impaired, had managed to access the project site through the “egress” end of the workzone – essentially navigating the “exit” of the workzone backwards and causing substantial damage to ongoing work behind the protective line of the temporary k-rail barrier sitting adjacent to traffic.*

**[ Build for Accessibility ]**

**PARALLEL BRIDGE CONSTRUCTION**

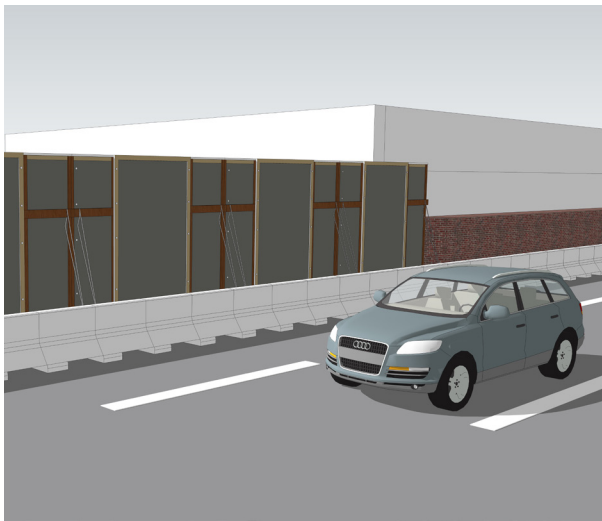
Another alternative explored by Walsh/Myers was centered on maintaining 100% pedestrian access on the Monte Diablo Blvd. Pedestrian Bridge for the project duration. We can achieve this by building a tied arch pedestrian bridge either next to or over the existing bridge structure, then using ABC bridge construction to slide or lower the new bridge into place after the existing bridge is demolished. Another option uses a tied arch bridge style built next to the existing bridge with the ramp slabs of the existing pedestrian structure modified to accept the new bridge location. A key concept in accelerating the project, the tied arch bridge would not require the construction of a new center column at the midpoint of US 101, which would reduce overall project schedule and accelerate the completion of this segment, since the center bent would be on the critical path. In addition, the tied arch bridge would improve the visual appeal of the corridor and create a gateway to the Technology Center of the World.



**[ Build to Mitigate Impacts ]**

**TEMPORARY SOUNDWALLS**

Bringing lessons-learned from previous soundwall projects, Walsh/Myers will examine the use of temporary soundwalls. Consisting of an engineered wood frame with sound attenuating blankets and braced to withstand winds and movement, this represents a low-cost, high impact solution. Use of the temporary soundwall will improve public of the project as nearby residents and businesses along the corridor will receive continuous relief from the sound of freeway traffic and construction equipment noise. If noise variance permits are needed from local agencies this innovation will make it easier to comply with those restrictions. Not only do these temporary walls reduce noise, but they improve safety and mobility by blocking the view of construction activities from the traveling public and local traffic.



**[ Build with Innovation >**

**SPREAD FOOTINGS**

As part of our team’s due-diligence efforts, we invited Bob Valentine, PE to review potential soundwall innovations with the Walsh/Myers team. Bob collaborated with C.C. Myers and Kurtis Frailey to develop the successful and award winning “inline hinge method” used on the LAX 2nd Level Roadway project. In discussions, the team began to focus on driven piles (which are both labor and time intensive) to examine if an alternative to accelerate the overall project schedule was viable. One alternative is to use a spread footing, tied back to the existing pile line. This method eliminates pile driving, eliminates potential frontage road utility relocation, accelerates construction of soundwalls after demolition, and eliminates no sound impacts as there is no pile to drive.

**[ Build Sustainably ]**

**GREENROADS® CERTIFICATION**

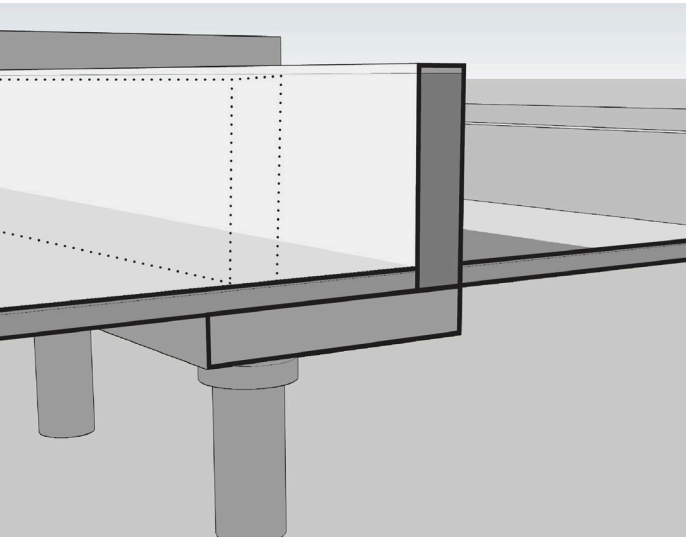
Greenroads is a sustainability rating system for roadway design and construction. The system is applicable to all heavy civil projects including new roadways, reconstruction and rehabilitations. In brief, Greenroads is a collection of sustainability best practices, called “credits,” that relate to design and construction. Achieving these credits can earn points toward a total score for the US 101 project, and in general, this Greenroads score can be used as an indicator of sustainability for the completed roadway alignment. Greenroads has been tested on over 120 design and construction projects. Greenroads certification of the US 101 project would garner intense and positive public interest and perception as well as position Caltrans as a state best practice leader in sustainable construction.

PR-1 Ecological Impact Analysis	
PR-2 Energy & Carbon Footprint	
PR-3 Low Impact Development	
PR-4 Social Impact Analysis	
PR-5 Community Engagement	
PR-6 Lifecycle Cost Analysis	
PR-7 Quality Control	
PR-8 Pollution Prevention	
PR-9 Waste Management	
PR-10 Noise & Glare Control	
PR-11 Utility Conflict Analysis	
PR-12 Asset Management	

*Our team has consulted with a Greenroads Sustainable Transportation Professional (STP) and believe that initial prerequisites for certification may be met on the project.*



*Potential spread footing at the relocated soundwall condition*





## 3.7G SAFETY CONSIDERATIONS

Last year both Walsh and Myers had recordable and lost time rates that are less than half of the industry standard.

Safety is a top priority for the Walsh/Myers Team. As we have detailed in Section 3.4, our approach to safety for projects of a similar size, scale, and scope is both successful and proven; a number of the innovations detailed previously in Section 3.6(f) are focused on improving the safety of the project.

### APPROACH

Walsh/Myers is focused on effective risk mitigation and ensuring the safety of our employees. Equally important to us is the safety of Caltrans employees and the public before, during, and after construction of the project. We empower all Walsh/Myers employees at all levels with stop work authority to prevent unsafe situations. We further drive our safety values down to the craft level by requiring crews to perform safety observations through out the day. These observations create a frame of mind, where people focus on safety throughout the day and not just at a morning meeting. During the discovery work that has preceded this Statement of Qualifications, Proposed Safety Manager Bill Whittaker and MOT Manager Kurtis Frailey identified several lessons-learned from previous projects

which have been incorporated into an early risk/solutions matrix. During preconstruction, Bill will work with Caltrans and the project team to identify, vet and mitigate these risks and any additional risks that have the ability to impact staff, the traveling public and the local community. At the same time, he will begin the process of creating JHA (Job Hazard Analysis) for critical scopes within the project in collaboration with Dan Hobbs, Proposed Construction Manager and C.C. Myers, Lead for Innovation and Constructability and will establish the project specific safety plan. This effort ensures means and methods for construction are optimized and vetted for best safety practices before production rates, phasing and work plans are finalized in the 90% iterative OPCC.

### LESSONS-LEARNED SAFETY STRATEGIES TO IMPLEMENT ON THIS PROJECT

Strategically place tow trucks in the project limits to quickly respond to traffic accidents | Coordinate with 1st responders early in preconstruction to review detours and traffic flows on the project | Allow 1st responders direct access to project staff to route emergency vehicles through closed construction zones in cases of emergency | Implement Caltrans, CMGC and Subcontractor Joint Safety Training | The use of k-rail to create a 100% positive barrier | Vet bicyclist traffic plans with local organizations early in preconstruction | Create "no go" zones near residential areas with multi-lingual signage and graphics targeted at discouraging children from "exploring" active sites | Driver education program to keep drivers informed and safe when moving through the project limits | Use of Mobile Message Boards and social media to inform the traveling public of accidents | Traffic Control plans that use Myers EABS system to prevent the traveling public from entering the work zone and injuring employees | Use of a beadblaster to remove striping rather than traditional methods. This eliminates "ghost striping" in areas not re-paved and provides an increased level of safety for drivers traveling the corridor at night after construction is complete.

### EARLY ACTION BARRIER SYSTEM

Walsh/Myers will utilize our Early Action Barrier System (EABS) approach on this 101 Managed Lanes project. This concept was originally catalyzed by field superintendents and craft workers who witnessed the sharp increase of wrong-way and impaired drivers accessing construction work sites from the "egress" (or "end of barrier") side of the work. We discuss this innovative strategy in Section 3.5, Safety.



An aerial, high-angle photograph of a multi-lane highway with several cars and a van traveling in the same direction. The image is in a dark, monochromatic blue-grey tone. The text 'WALSH/MYERS' is overlaid in the upper left quadrant.

**WALSH/MYERS**

A Joint Venture

# **Appendix A**

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## **Resumes**

RFQ Section 3.6(b)





“ As a leader, Jay succeeded in delivering quality projects without claims, while meeting the high expectations of IDOT and the communities he worked in. Jay’s approach to up-front planning and communication catalyzed cost savings in design, revisions and value engineering benefiting all parties involved. I enjoyed working with Jay and look forward to the next opportunity to do it again.

*Thomas M. Collins, PE, CWI  
Executive Vice President, Collins Engineers, Inc.  
Illinois State Toll Highway Authority Consulting PM*

## JERRALD “JAY” L. TITUS, JR. PROJECT MANAGER

### Relevant Licensing, Registration or Training

- OSHA 30
- Executive MBA Certificate from Notre Dame Mendoza School of Business

**Years of Similar Experience:** 23

### Relevant Education:

B.S. Construction Engineering and Management, Purdue University

### Exceptional Qualifications

- 20+ years experience managing complex infrastructure projects
- 12 years experience managing design and construction of major urban freeways
- 7+ years experience managing major design build urban freeways

As a Senior Project Manager for Walsh, Jay has delivered success to some of our clients’ most challenging projects nationwide. He brings over 23 years of experience in managing challenging civil infrastructure work for cities, counties, local transportation agencies and state DOTs.

Jay’s expertise in delivering to both the vision and specification of clients, design teams and stakeholders includes projects with diverse scopes, multiple interfaces, critical path schedules and including dynamic stakeholder groups. He has a strong background in urban highway reconstruction projects paired with key expertise in alternate project delivery. He has managed more than \$1.4B in projects with challenges and opportunities similar to the current 101 Managed Lanes CMGC.

Jay is a dynamic, innovative, and critical thinker with strong skills in assessing and balancing the parameters of design, specification, schedule and cost. As he demonstrated in his recent role as Deputy Project Manager on the SR 91 Corridor Improvements for the Riverside County Transportation Commission (RCTC), Jay brings expertise in identifying and mitigating risks, uncovering and vetting opportunities for delivering efficiencies and acceleration, and driving success among a diverse team of professionals, field personnel and project stakeholders who encompass the project team.

Based in California since 2010, Jay has developed and maintained sustainable relationships within the Bay Area subcontracting community and has worked with many of the corridor stakeholders and third parties who will play a vital part in the successful delivery of the project.



## Relevant Project Experience

For the following projects, Jay consistently delivered the scope as outlined in Section 3.6.1. (a)

### SR 91 CORRIDOR IMPROVEMENT DB | \$633M

Deputy Project Manager | *Percent of Time on this Job:* 100% | 09/2014 to 07/2016

Riverside County Transportation Commission (RCTC) | Project No. 11-31-031-00

Reference: Michael Blomquist, Toll Program Director | (951) 787-7141 or [mblomquist@rctc.org](mailto:mblomquist@rctc.org)

**Description:** The SR 91 Corridor Improvements design-build project increases traffic capacity in a corridor routinely rated among the top five worst commuting corridors in the nation. The project extends the existing Orange County Transportation Authority (OCTA) SR 91 Express Lanes eight miles east to I-15 while widening the existing interstate from five to eight lanes in each direction. Overall project scope includes construction of 32 bridges; 100 separate retaining walls totaling nearly 1,000,000 SF; 200,000 CY of PCCP paving; and 290,000 SF of new sound wall construction. Scope includes reconstruction and geometric improvements to five local interchanges, city streets and frontage roads within the City of Corona, new toll “express lane only” direct connectors between SR 91 and I-15 (to and from the south), and construction of a new collector distributor road for eight miles on SR 91 and three miles on I-15.



**Specific Responsibilities:** As Deputy Project Manager, Jay is responsible for the successful day-to-day execution of the project in support of the JV team. He supervises construction operations along the corridor, including safety, quality, schedule and production. His duties include coordinating labor, equipment and material resources across the corridor; supervising and developing staff; setting and monitoring quality standards; and maintaining and reporting financial results.

**Success in Delivering on Project Goals:**

- A Safety** - On project initiation, Jay participated in an informal, teamwide “safety look-back,” which is a review of similar successful managed lanes projects, including SR 210 in Rialto and San Bernardino, the widening of I-10 in Redlands and improvements to SR 22 in Orange County. This institutional knowledge supported rapid project mobilization efforts and Jay’s work with the project’s continuous improvement safety teams to identify “near-miss” reporting and other leading metrics.
- B Mobility** - Jay’s team is implementing project staging and maintenance of traffic plans originally developed in collaboration with Jay Simms (proposed Project Estimator) during the procurement phase. These allow for 24’ of outside widening in both directions prior to right-of-way acquisition, eliminate anticipated temporary structural section widening, and optimize sequencing and scheduling issues to limit impact to 280,000 commercial, commuter and long-haul vehicles using the SR 91 daily.
- D Public Interaction** - Jay oversees the weekly coordination and release of updates and construction alert information distributed to local residents, businesses and commuters through the RCTC SR 91 Project Info website.
- E Environmental** - The widening took place through the environmentally sensitive Chino Hills State Park and the Santa Ana River. Special consideration was given to protect the Coastal Sage Scrub and its inhabitants, the endangered Least Bell’s Vireo and the threatened California Gnatcatcher. The team also encountered asbestos-containing materials and lead-based paints at the Gypsum Canyon Road undercrossing. These were successfully identified and mitigated with no impact to the project schedule.
- F Delivery** - Meeting challenges of the 101 Managed Lanes project, construction occurs in a densely populated urban corridor with similar community stakeholders, socio-economic population metrics and business interests. The project has provided congestion relief and is beating revenue expectations.
- H Local Requirements** - Jay established a rapport with the RCTC management using a weekly meeting structure to debrief the Agency’s management team and project stakeholders on the overall health and progress of the project.

## SAN GABRIEL TRENCH - GRADE SEPARATION PROJECT | \$186.6M

Senior Project Manager / Project Executive

*Percent of Time on this Job:* 100%, now 25% | 02/2012 - 11/2012 and 2017 to Present

Alameda Corridor-East (ACE) Construction Authority | Project No. 12-31-113-00

Reference: Mark Christoffles, CEO | (626) 962-9292 or mchristoffles@theaceproject.org

**Description:** The 2.2-mile-long San Gabriel grade separation project involved the construction of a concrete-walled railroad trench 60' wide and depths varying from 10' to 40' through the City of San Gabriel, into which a 1.4-mile section of Union Pacific Railroad (UPRR) track was lowered, as well as a temporary UPRR realignment to a shoofly track and the construction of grade separations at four city street crossings: Ramona St., Mission Rd., Del Mar Ave. and San Gabriel Blvd. **Specific Responsibilities:** Jay led the project effort from initial award, overseeing mobilization, safety, innovations and constructability options development, MOT planning, and BNSF coordination during the critical early 11 months of project development. He was then assigned to the SR 91 project and has since returned in an executive role to provide continuum to project closeout and commissioning activities.

**Success in Delivering on Project Goals:** **A Safety** - Deep excavations that involved moving 575,000 CY of dirt and work near live UPRR tracks placed safety at the top of this project's key challenges list at startup. In the first months after NTP, sewer and trench drain relocation occurred with shoring excavations more than 40' deep, while bridge excavation occurred within 12' of live track. During this time, crews encountered poor/undocumented soil conditions and vehicle-sized boulders that could have undermined support of the live track. Jay's team addressed these challenges by creating a collaboration strategy with UPRR and permitting agencies, consulting with OSHA, and using "tracking time" to stop trains until UPRR flaggers indicated the track was safe to pass. This early work established excellent communication channels and kept the project on schedule for the duration of construction. **C Quality** - During preconstruction review, Jay worked with field and operations superintendents to integrate GPS grade control on heavy earthwork equipment. The use of GPS eliminated much of the rework and regrade common to large earthwork projects and expedited the project overall. **G Innovation** - To ensure UPRR operations continued during construction, the Walsh estimating team (including Jay Simms, Proposed Estimator) developed an alternative technical approach that involved constructing a temporary railroad track that allowed trains to circumvent the construction site. The proposed alternative solution used deep soil mixing to simultaneously serve as the foundation for a shoofly and associated track shoring. The Walsh team worked alongside UPRR to gain approval of this non-traditional method. As a result, they eliminated the need for sheet piling, the potential vibration issues caused by driving sheet piles adjacent to sensitive track, and reduced the loads on the permanent wall allowing for reduction in the number of permanent tiebacks. **E Environmental** - Shoofly construction eliminated vibration impacts to the historic San Gabriel Mission. To ensure environmental impacts were fully mitigated, the team installed monitors at that location to track noise and vibration on a daily basis. **F Delivery** - Jay's early actions, innovations and strategies have successfully met key benchmarks for the project for schedule and budget. His oversight of the closing year of this critical infrastructure project ensures final completion and turnover of the project to ACE.

## I5 RECONSTRUCTION – 8TH STREET TO HAMMER LANE | \$95M

Senior Project Manager | *Percent of Time on this Job:* 100% | 02/2011 - 06/2015

California Department of Transportation (Caltrans) | Project No. 10-0G4704

Reference: Cliff Adams, Construction Office Chief for Caltrans District 10  
(209) 200-9737 or cliff\_adams@dot.ca.gov

**Description:** The project is a 4-mile reconstruction with the addition of the City's first managed lanes on I-5 and the first HOV lane project in San Joaquin County. Construction occurred through high-density

business and residential districts directly adjacent to construction and with ADTs exceeding 130,000 vehicles throughout the corridor. Scope included the widening of 10 median bridges (two spanning water and requiring coordination with USACE), replacement of all existing freeway pavement with concrete, 4 miles of CIP sound and barrier wall construction, ramp metering and shoulder widening. **Specific Responsibilities:** As Phase I Senior Project Manager, Jay managed the day-to-day execution of the project, including supervision of construction operations along the corridor and oversight of safety, quality, schedule and production.

### **TRI-STATE TOLLWAY (I 94/I 294) REBUILD AND WIDENING PROJECT | \$21M**

Project Manager | *Percent of Time on this Job:* 100% | 11/2007 - 12/2008

Illinois Tollway | Project No. I-07-5235

Reference: Tom Collins, Executive Vice President, Collins Engineering  
(414) 282-6905 or [tmcollins@collinsengr.com](mailto:tmcollins@collinsengr.com)

**Description:** Reconstruction and widening to four through-lanes northbound along the North Tri-State Tollway (I-94) from south of Stearns School Road, Mile Post 70.3 to south of Toll Plaza 21, Mile Post 72.9. The project will include removing and reconstructing the mainline pavement, shoulders and median barrier wall; widening to provide a fourth-through lane; replacing and modifying existing drainage structures, storm sewer, pipe culverts, signage, guardrail, pavement markings and other miscellaneous items, maintenance of traffic; and earthwork. In addition, bridge deck replacement, widening and miscellaneous superstructure work will be performed for the bridge carrying the North Tri-State Tollway over Mill Creek (Structure No. 435). As an innovative first, the project included a bioswale demonstration project aimed at filtering suspended solids, trapping sediments and removing pollutants. **Specific Responsibilities:** Jay was responsible for all elements of construction, including complex staging, adverse weather, schedule recovery, community-sensitive traffic solutions, and a contractor-controlled QA program. He managed challenges associated with seasonally uncommon weather conditions, which delayed progress on the project. Overcoming this challenge, Jay created a recovery plan in concert with the Tollway authority to meet schedule and revenue benchmarks to earn the project the recognition as Road & Bridges Top Project in North America for 2009.

### **DAN RYAN EXPRESSWAY (EXPRESS AND LOCALS, 67TH TO 31ST) | \$285M**

Project Manager | *Percent of Time on this Job:* 100% | 02/2006 - 12/2007

Illinois Department of Transportation (IDOT) | Project No. 62303,62301,60A63,60A62, 2X, 1X

Reference: Eugene Joynt, PE, VP of Construction Services, Knight Engineers (Formerly IDOT)  
(312) 914-9678 or [EJoynt@knightea.com](mailto:EJoynt@knightea.com)

**Description:** The Dan Ryan Expressway is the busiest corridor in Chicago, with an ADT of more than 300,000 vehicles. Scope included eight lanes of freeway for six miles, expanding to 16 lanes of freeway for four miles, including almost two miles of an elevated bridge section. The project included interstate construction with retaining walls, frontage road and cross street bridge construction, and deep shafts for utility relocation. **Specific Responsibilities:** Jay was responsible for all field operations on the core of this urban expressway rebuild. He managed the movement of manpower, equipment and materials in the daily execution of construction. With more than 250 Walsh employees (plus subcontractors) working double shifts, there were more than 500 trucks daily moving earth, aggregates and concrete with limited access. Jay's guidance ensured that there was a plan every day, and Walsh executed that plan. In addition to managing Walsh's resources, Jay was the lead interface with IDOT in planning and communicating all traffic movements to ensure local awareness to protect the interests of local stakeholders.





“ Dan’s leadership style is proactive and visionary, and he keeps safety and quality at the forefront of all planning efforts. He does a good job listening to the owner’s desires along with being keen to needs of the public and manages those goals into his planning. He holds himself to the highest standards and expects that of those he manages as well. I enjoy working with Dan and look forward to when we cross paths again.

*Dan Baker, PE  
RNR Construction, Principal Project Manager*

## DAN HOBBS

## CONSTRUCTION MANAGER

### Relevant Licensing, Registration or Training

- 30/10 Hour OSHA
- First Aid and CPR
- CA CSLB 743323

### Years of Similar Experience: 31

### Relevant Education:

- Hayward Regional Occupational Trade School - Carpentry

### Exceptional Qualifications

- Preconstruction Phase Coordination Expertise with Design, Agency and Project Stakeholders
- \$700M in Successful Managed Lanes and Highway Widening Delivery
- Expertise in leveraging constructability and best practice construction methods to achieve project acceleration

Dan has more than 30 years of experience managing field operations, site logistics, schedules, equipment availability, subcontractors, superintendents, field engineers, foremen and crews. He is currently performing construction manager duties on the \$1.3B Crenshaw/LAX Transit Corridor project for LA Metro, and incorporating his knowledge and expertise of construction best practices to drive field-level constructability reviews. As a result of these efforts, he has successfully developed innovative ideas and efficiency strategies that reduce risk, increase value and enable the team to accelerate key components of the overall project schedule.

Dan has extensive experience working on Caltrans’ urban highway and widening projects, including:

- State Route 4 (East) Widening;
- I-880 Mission Lanes Widening; and
- Sperry Road Extension.

Through his professional growth, Dan has honed his construction management skills to become proficient in every aspect of both traditional and alternate delivery contracting, including cost and risk estimating, design coordination, value and constructability reviews, and field construction execution and management. Dan will offer the Department his first-hand knowledge in design and constructability review, estimating, schedule and budget, work plan review, quality control administration, subcontractor coordination, and the review and approval process.

His diverse background provides a unique perspective and understanding of the similar challenges associated with this 101 Managed Lanes project. This is supported by the 13 quality, partnership and safety awards earned by teams under his direction for project performance and delivery.

## Relevant Project Experience

For the following projects, Dan consistently delivered the scope as outlined in Section 3.6.1.(b)

### CRENSHAW/LAX TRANSIT CORRIDOR | \$1.27B

Construction Manager | *Percent of Time on this Job:* 100% | 11/2015 to Present

Los Angeles County Metropolitan Transportation Authority (Metro) | Project No. C0988

Reference: Dave Walker, Construction Manager | (213) 216-7848 or [walkerd@metro.net](mailto:walkerd@metro.net)

**Description:** The Metro Crenshaw/LAX line will serve as a connector between the existing Metro Exposition line at Crenshaw and Exposition boulevards and the Metro Green Line near Los Angeles International Airport. Similar to the confined, urban construction conditions anticipated for the 101 Managed Lanes frontage road construction, the light rail line travels 8.5 miles through cities and Los Angeles County. Scope includes eight stations, three of which will be located underground, four stations at-grade, and one aerial; a maintenance facility; six bridges; two park-ride lots and traction power substations. **Specific Responsibility:** Dan is directly responsible for subcontractor personnel; safety and overall quality, materials and equipment needed to construct.

**Success in Delivering on Project Goals:** **A Safety** - Dan oversees a team of disciplined superintendents and 500+ craft workers who perform structural steel, CIP concrete, utility support and relocation, precast MSE wall construction, and civil work including excavations, backfill and street and sidewalk restoration. Dan's focus on classroom and field training for employees has resulted in a continued lowering of "near-miss" safety incidents, even as the subcontractor craft worker census has increased. **B Mobility** - Dan manages construction activities occurring 80' below grade along the centerline of a busy urban 6-lane street. In maintaining mobility at the street level above, he manages the continuous access of people, equipment and materials into the site while working with the project team to ensure established MOT plans are consistently executed. **C Quality** - Dan has been proactive in developing classroom and hands-on site training events to support and educate new and apprentice workers in construction and quality standards. As a result of his direct efforts, the Walsh team has seen a continued increase in key quality indicators for concrete construction (surface cleanliness, consolidation, minimized surface blemishing and minimal dry finishing required on form removal). **F Delivery** and **G Innovation** - By minimizing the need for rework across concrete and other scopes, Dan has successfully accelerated other challenging portions of the work he manages. From this, he has built an added measure of capacity into overall construction operations under his supervision, thus allowing his team the added time and flexibility needed to manage other daily challenges of complex construction. As a result, his team is currently meeting schedule and budget milestones under his control. **H Local Requirements** - On a weekly basis, Dan coordinates with inspection and engineering staff from the Los Angeles Department of Transportation (LADOT), Los Angeles Bureau of Street Services (LABSS), the City of El Segundo, Los Angeles County, and other agencies to proactively manage project challenges.

### STATE ROUTE 4 (EAST) WIDENING PROJECT | \$56M

Construction Manager | *Percent of Time on this Job:* 100% | 03/2012 to 02/2014

California Department of Transportation (Caltrans) - District 4 | Project No. 3001/1407

Reference: Daphne Butler, Structures Rep | (510) 329-9018 or [daphne.s.butler@gmail.com](mailto:daphne.s.butler@gmail.com)

**Description:** The project widened SR 4 in a nearly identical configuration to the 101 Managed Lanes project. It expanded the existing four lanes to eight lanes, with auxiliary lanes between interchanges from SR 4 on-ramps to off-ramps. The widened freeway included constructing an additional HOV lane and three mixed-flow lanes in each direction, and reconstructing interchanges to accommodate the freeway widening at Loveridge and Somersville Roads, Contra Loma Boulevard and "L" Street, and Lone Tree Way and "A" Street. To accommodate possible future public transit improvements for light rail, sufficient width was preserved

in the SR 4 median through the Loveridge Interchange. Scope also included widening of Roosevelt Lane Pedestrian and Cavallo Road Pedestrian Undercrossing and extending drainage facilities along the 6.1-mile project corridor. **Specific Responsibility:** He was accountable for all aspects of field personnel management, contract compliance, scheduling, procurement, safety and mobility.

**Success in Delivering on Project Goals:** **A Safety and B Mobility** - Dan led the team in maintaining traffic control around and through the construction site, and developed a program that assigned MOT barrier and equipment daily inspections to rotating supervisory staff. As a result, accident rates decreased within the construction corridor and continuity was maintained for 130,000 vehicles per day as major construction and demolition work continued. **C Quality** - Dan managed all field construction activities for new cast-in-place retaining walls, sound walls, additional lanes, and continual auxiliary lanes between interchanges from SR 4 on-ramps to off-ramps. He led field QA field training efforts while overseeing subcontractor quality at multiple headings within the project corridor. **D Public Interaction:** The project corridor has a similar mix of ADTs, residential and business densities, and active community stakeholder groups as the SR 101 project. In responding to area business and commercial concerns over ingress/egress limitations brought on by construction, Dan developed and implemented alternative project work and MOT plans that shifted 64% of the work within high-density intersection and commercial areas to low-impact night and weekend hours. **E Environmental** - Portions of the work occurred directly over and within 3' (horizontal) of a protected tributary stream. During all construction, no environmental impacts or citations were received. **F Delivery** - As a result of the re-phased MOT, Dan accelerated the scope of key portions of the project, met the needs of the community and was able to recoup nearly 40% of a schedule overrun that occurred with the expansion of project scope and complexity directed by Metro.

## **SPERRY ROAD EXTENSION PROJECT | \$52.6M**

Construction Manager | *Percent of Time on this Job:* 100% | 09/2011 to 04/2013

City of Stockton, CA | Project No. PW-09-11

Reference: Michael Scott, Resident Engineer (Parsons Brinckerhoff - Consultant)  
(925) 382-3234 or [scottmi@pbworld.com](mailto:scottmi@pbworld.com)

**Description:** This project involved extending Sperry Road west from the former termination point at McKinley Avenue to connect with French Camp Road, and creating a continuous route between Interstate (I) 5 and State Route (SR) 99. This is a highly industrialized area of the City of Stockton with a very high amount of surface street freight movements. Scope of work included three new grade-separated highway-rail crossings over the McHenry Lead tracks, the Fresno Subdivision tracks, and Oakland Subdivision tracks of the Union Pacific Railroad (UPRR). At the McHenry, Fresno and Oakland crossings, scope included widening Sperry Road, and the adding two traffic lanes in each travel direction and a 14-foot-wide bike lane. **Specific Responsibility:** Dan was accountable for all aspects of field personnel management, contract compliance, scheduling, procurement, safety, MOT planning and execution, and the overall success in meeting the City's schedule, budget and quality project goals.

**Success in Delivering on Similar Project Goals:** **A Safety** - Dan successfully scheduled and coordinated the execution of \$28M in work within a compressed project time frame with zero recordables. **F Delivery** - Dan was able to overcome significant schedule expansion that resulted from a Northbound ramp redesign requested by the City. He ultimately delivered the project on time and within the adjusted budget. **G Innovation** - To accelerate formwork removal and meet the requirements of a Supplemental Project Report and Environmental Re-evaluation required by Caltrans, Dan collaborated with field and project engineers to develop a roller system that accommodated low clearances on bridge structures while allowing for the rapid removal of falsework in 32' sections. **H Local Requirements** - Dan led the coordination and communications for preemption schedules with the Union Pacific Railroad while achieving a zero incursion record at all three crossings.



## SFO BAY BRIDGE TEMPORARY BYPASS STRUCTURE | \$453M

Construction Manager | *Percent of Time on this Job:* 100% | 02/2004 to 08/2011  
California Department of Transportation (Caltrans) - District 4 | Project No. 04-0120R4  
Reference: Bill Casey, Caltrans Structures | (510) 455-1798 or bill\_casey@dot.ca.gov

**Description:** This project included constructing an approximately 1,400-foot detour structure to facilitate the dismantling of a portion of the existing bridge. To tie the detour into the existing structure, two holiday weekend closures were scheduled to dismantle and replace the tie-in segments at each end of the detour.

**Specific Responsibility:** Dan managed all aspects of field personnel management, contract compliance, scheduling, procurement, safety and mobility.

**Success in Delivering on Similar Project Goals:** **A Safety** - Dan executed a continuous on-site safety program that included daily, monthly, and quarterly components that resulted in crews working more than 250,000 man hours without a lost time accident. **E Environmental** - This project achieved zero environmental citations for complex work directly above sensitive Bay waters. **G Innovation** - Dan coordinated with the project team during pre-demolition by developing phasing and scheduling, and by providing constructability reviews and value engineering. **H Local Requirements** - In the field, he led coordination, communication and scheduling as required with 18 agencies and authorities. **F Delivery** - Overall, Dan worked for six years directing multiple teams and up to 300 craft workers and subcontractor employees on site at one time while achieving overall program goals for schedule, budget and safety.

## RUSSIAN RIVER BRIDGE EMERGENCY REPLACEMENT | \$14.3M

Construction Manager | *Percent of Time on this Job:* 100% | 03/2006-11/2006  
California Department of Transportation (Caltrans) - District 4 | Project No. 04-259404  
Reference: Ramses Sargiss, Resident Engineer | (650) 280-4836 or ramses\_sargiss@dotca.gov

**Description:** Built in 1932, the Russian River Bridge in Sonoma County was severely damaged during a series of storms in the last two weeks of December 2005 and was closed to traffic on January 1, 2006. This caused economic and social hardships to local communities on either side of the river. Caltrans procured the project under the "A+B" model, in which the bids were based not only on the cost for the work to be done, but also on the number of working days to complete the work. In addition, the fully-open benchmark coincided with the start of the local school year, and delays would result in bus routes being delayed 45 minutes in each direction. **Specific Responsibility:** Dan was responsible for all aspects of field management, contract compliance, scheduling, procurement and safety.

**Success in Delivering on Similar Project Goals:** **A Safety** - As construction manager, Dan led multiple crews often working in three shifts, 7 days per week over the 5-month period with zero lost-time accidents. **C Quality** - The project was completed ahead of schedule, using an innovative structures approach and incorporating aesthetic wall panels with no significant rework. **D Public Interaction:** Dan collaborated with the Caltrans PIO and project management to provide weekly updates for community dissemination. **E Environmental** - Dan's participation in preconstruction planning ensured a majority of the project work occurred within the existing drip line of the bridge. This limited the environmental impacts and reduced the number of permits needed. **F Delivery** - The bridge was fully open to traffic on August 17, 2006, one week before the school year began. **G Innovation** - Prior to contract award, Dan worked with the contractor team, consultant designer and precast manufacturer to develop and vet a Cost Reduction Incentive Proposal (CRIP) that proposed using non-standard, double-tee precast, prestressed concrete beams with multiple stages of post-tensioning in the field. The CRIP was presented to Caltrans 24 hours after contract NTP and underwent an accelerated engineering review by the agency before acceptance. As a result, the overall contract schedule was accelerated 20 days. **H Local Requirements** - Working under the accelerated delivery time frame, Dan successfully led the incorporation of aesthetic panels approved by the local community.



“ Jay Simms and his estimating team were extremely knowledgeable during this challenging preconstruction phase for SFMTA. He not only challenged his team to bring innovative, cost competitive solutions, but challenged our team (SFMTA) to think outside of our comfort zone and consider a variety of approaches that added true value.

*Peter Gabancho, Project Manager  
San Francisco Municipal Transportation Agency*

## JAY SIMMS LEAD ESTIMATOR

### Relevant Licensing, Registration or Training

- ATSSA Traffic Control Technician/Supervisor Trained
- OSHA Safety and Health Outreach Training
- SMU Executive Education - Leading for Enhanced Performance
- Member: American Concrete Institute

**Years of Similar Experience:** 29

### Relevant Education:

- B.S., Construction Management, Colorado State University, 1991

### Exceptional Qualifications

- CMGC experience - success in OPCC, constructability and innovations development
- Project Sponsor, Manager and Sr. Estimator roles on managed lanes and highway widening projects
- Expertise in leveraging constructability and best practice construction methods to achieve project acceleration

Jay Simms has 29 years of experience delivering signature civil and highway infrastructures projects across the western United State. In the capacities of Sponsor, Project Manager and Lead Estimator, he has led teams on construction projects valued between \$40M and \$630M. Jay is a proven and collaborative leader with experience on projects that require enhanced levels of coordination among project stakeholder interests and the development of multi-disciplinary solutions to meet tough project challenges.

Jay has specific expertise in iterative CMGC cost modeling strategies. These include the development of Opinion of Probable Construction Cost (OPCC) milestone estimates; cost impact and value assessments of alternative engineering and design concepts, and the identification, vetting and incorporation of constructability and value engineering concepts for both cost and potential acceleration of project timelines. In addition, he is skilled at developing rapid iterative estimates that keep pace with design documentation. This provides clients and the project team the capacity to evaluate best practices and approaches using real-time cost metrics.

His collaborative communication style facilitates open lines of communication, and he is experienced in the assessment and reporting of cost assumptions to help ensure transparency of the team's cost estimating process. Jay is expert at ensuring compatibility with Caltrans preferred estimating platforms and methods. His experience in placing items of work into standard Caltrans unit bid items for easy comparison to Caltrans' historical averages has been critical to achieve verification and buy-in from the department and/or ICE estimator on time sensitive projects.

## Relevant Project Experience

For the following projects, Jay consistently delivered the scope as outlined in Section 3.6.1. (c)

### SR 91 CORRIDOR IMPROVEMENT DB | \$633M

Lead Estimator | *Percent of Time on this Job:* 100% | 02/2013 to 01/2016

Riverside County Transportation Commission (RCTC) | Project No. 11-31-031-00

Reference: Michael Blomquist, Toll Program Director | (951) 787-7141 or [mblomquist@rctc.org](mailto:mblomquist@rctc.org)

**Description:** The SR 91 Corridor Improvement provides increased capacity via managed lanes in a similar, densely urban environment. This project is also represented as part of Walsh's Firm Experience as detailed in the Form B in Section 4, page 19. **Specific Responsibilities:** As lead estimator, Jay successfully navigated the team through the complexities of JV partners developing open, collaborative estimates in parallel. During executive review meetings, approaches, production rates, manpower and equipment were compared and contrasted to achieve one joint estimate. Significantly, Jay worked directly with Jay Titus, Project Manager to advance the project during the preconstruction period, including participation in design charrettes, MOT and value engineering and constructability workshops. In this partnership, they ensured the project team transitioned from preconstruction into construction with defined, accountable goals.

**Success in Delivering on Project Goals:** **B Mobility** - Jay was central to implementing project staging and maintenance of traffic plans originally developed in collaboration with Jay Titus (proposed Project Manager) during the procurement phase. These allowed for 24' of outside widening in both directions prior to right-of-way acquisition. As a result of this initiative, the project team was successful in keeping 100% of traffic lanes open 100% of the time with no unforeseen or emergency closures, or reduction in lane capacity.

**G Innovation** - Two alternative technical concepts (ATC) centered on rework and standardization of key bridge geometrics along the corridor were negotiated without dispute. Of five ATCs submitted, three were accepted and these reduced initial project costs by \$127M. As a betterment to the project as a whole, these innovations lowered life-cycle costs an additional \$133M over 25 years.

**D Public Interaction** - Jay participated in design charrettes with RCTC, Caltrans, and the City of Corona as well as local franchise utilities including Gas, Electric, Telephone, Fiber, Railroad and public stakeholders. In this early collaboration effort, he was successful in supporting the team in cost and value analysis of construction, relocation and phasing options. **H Local Requirements** - In managing the iterative estimating process in support of team decision making, Jay led a rapid evaluation of proposed alternatives to "corridor gateway aesthetic options" originally proposed by Caltrans in negotiations with the City of Corona. Options were validated and prepared by the contractor's engineering team and a contingency allowance for the work was created to ensure forward progress on the project while still meeting the expectations of the City. Jay will employ similar process through the CMGC process that will allow Caltrans to receive the full benefit and transparency of estimating the "what if" scenarios and innovative ideas brought to the table during preconstruction.

### CRENSHAW/LAX TRANSIT CORRIDOR DB | \$1.27B

Construction Manager | *Percent of Time on this Job:* 100% | 11/2015 to Present

Los Angeles County Metropolitan Transportation Authority (Metro) | Project No. C0988

Reference: Dave Walker, Construction Manager | (213) 216-7848 or [walkerd@metro.net](mailto:walkerd@metro.net)

**Description:** The Metro Crenshaw/LAX line will serve as a connector between the existing Metro Exposition line at Crenshaw and Exposition Boulevards and the Metro Green Line near Los Angeles International Airport. Similar to the confined, urban construction conditions anticipated for the 101 Managed Lanes frontage road construction, the light rail line travels a total of 8.5 miles through Cities and Los Angeles County. Scope includes eight stations, three of which will be located underground, four stations at-grade, and one aerial; a maintenance facility; six bridges; two park-ride lots at Florence/La Brea and Crenshaw/Exposition and traction power substations. **Specific Responsibility:** Jay navigated the estimating complexities of JV partners



by running open, collaborative estimates in parallel, and through review meetings where he facilitated comparing and contrasting approaches, production rates, manpower and equipment to reach a joint estimate. **Success in Delivering on Project Goals:** **G Innovation** - Jay led cost modeling options and alternatives evaluations efforts for all project features. These included a pair of mile-long bored tunnels, two miles of cut-and-cover tunnels and the multiple bridges and structures that bisect the corridor. As a direct result of his efforts, the team developed and vetted an alternative phasing approach that re-sequence major portions of the work plan to optimize station construction with tunnel boring activities. **D Public Interaction:** During the development of subcontractor bid packages, Jay spearheaded opportunities for inclusion of local workforce and Disadvantaged Business Enterprises (DBE). He participated in public outreach and hiring workshops sponsored by Metro and the Crenshaw Leadership Council. **H Local Requirements** - Jay worked directly with LADOT, LABSS, the City of El Segundo, Los Angeles County, and other agencies in the creation of a hiring program targeting economically disadvantaged workers. This program was part of a new project labor agreement (PLA) adopted by Metro and the Los Angeles/Orange County Building Trades Council to address employment disparity in the corridor.

### **VAN NESS BRT - CMGC | \$193.8M**

Lead Estimator / Project Sponsor

*Percent of Time on this Job:* Preconstruction, 100% | 06/2015 to 2017

San Francisco Municipal Transportation Agency (SFMTA) and Caltrans | Project No. 1289

Reference: Peter Gabancho, Project Manager | (415) 701-4306 or (415) 577-2567; or peter.gabancho@sfmta.com

The Van Ness project goal is to improve transit service and address traffic congestion on Van Ness Avenue, a major north-south arterial in San Francisco. Scope includes the construction of center-running Bus Rapid Transit lanes, station platforms and new medians along a 2.25-mile length of Van Ness Avenue from Lombard Street to Mission Street. Also included is construction of the overhead catenary system, upgrades and tie-ins, modernization and improvement of signaling, lighting and electrification along the corridor, replacement of SFPUC sewer and water main, auxiliary water supply system (AWSS) upgrades, green infrastructure facilities, landscaping & irrigation, and hardscaping. **Specific Responsibility:** Although technically a CMGC, Walsh Construction was selected and brought into the project late in the design phase. Jay used his knowledge of production rates, crew capabilities, equipment and material costs to accelerate the estimating and pricing effort in order to achieve a successful late-design GMP.

**Success in Delivering on Project Goals:** **B Mobility** - Jay led both partnering and task force group efforts focused on developing MOT phasing and alternatives evaluations. He worked closely with Mark Thomas Engineers to develop the final traffic control phasing concepts which included temporary signalization and signage, as well as detour routing. His efforts successfully addressed local resident concerns over parking and daily access and helped to mitigate impacts to local businesses directly adjacent to construction activities. **D Public Interaction** - Jay participated in monthly Business Action Council and BRT community advisory meetings and worked directly with the SFMTA public relations team and community members to communicate changes and/or impacts of construction. **F Delivery** - Jay directly supported SFMTA and the design team in options analysis, leading project cost reviews, estimating and budget development workshops. He worked with the preconstruction team to establish redundancy and backup strategies for complex utility impacts/conflicts that were discovered in the corridor. **H Local Requirements** - Jay presented before the City council and SFMTA council to advise on costs and forward progress for the project; and worked shoulder to shoulder with the San Francisco Bicycle Coalition to ensure continued through-access during construction.

## SAN GABRIEL TRENCH - GRADE SEPARATION PROJECT | \$175M

Lead Project Estimator and Project Sponsor / Project Executive

*Percent of Time on this Job:* 100%, now 25% | 02/2012 - 11/2012 and 2017 to Present

Alameda Corridor-East (ACE) Construction Authority | Project No. 12-31-113-00

Reference: Mark Christoffles, CEO | (626) 962-9292 or [mchristoffles@theaceproject.org](mailto:mchristoffles@theaceproject.org)

**Description:** The 2.2-mile-long San Gabriel grade separation project involved the construction of a concrete-walled railroad trench 60' wide with depths varying from 10' to 40' through the City of San Gabriel, into which a 1.4-mile section of Union Pacific Railroad (UPRR) track was lowered, as well as a temporary UPRR realignment to a shoofly track and the construction of grade separations at four city street crossings: Ramona St., Mission Rd., Del Mar Ave. and San Gabriel Blvd. **Specific Responsibilities:** Jay led project estimating efforts, cost and constructability review efforts with a specific focus on utility coordination and relocations, maintenance of traffic (MOT), environmental compliance, and the development of alternate technical concepts.

**Success in Delivering on Project Goals:** **B Mobility** and **G Innovation** - To ensure UPRR operations continued during construction, the Walsh team developed an alternative technical approach that involved constructing a temporary railroad track that allowed trains to circumvent the construction site. The proposed alternative solution used deep soil mixing to simultaneously serve as the foundation for a shoofly and associated track shoring. Jay led estimating efforts in producing quantity and production takeoffs, alternatives cost reviews and multiple-iteration estimates that kept pace with ongoing design development. As a result of his efforts, the team achieved verification and buy-in from ACE early in the process and ultimately UPRR to gain approval of this non-traditional method. **D Public Interaction** and **H Local Requirements** - Jay worked with local agencies, businesses and residents in the area who were especially concerned over the impacts of construction, locomotive horn and crossing bell noise. In addressing these concerns, Jay worked with in-house and design engineering staff to create temporary soundwall structures that could be easily constructed, maintained and relocated. These designs are the basis of the temporary soundwall innovation we discuss in section 3.7f, Innovations. **F Delivery** - Jay's efforts accelerated the overall timeline by 35 working days, ensured local community and business concerns were met, and facilitated the transition of the project team from preconstruction into construction by providing defined, accountable goals and documentation.

## VALLEY METRO LIGHT RAIL TRANSIT (LRT) LINE 3 AND STATIONS FINISHES | \$200M

Senior Project Manager

*Percent of Time on this Job:* 100% | 03/2006 - 08/2008

Valley Metro Transit | Project: Line Section 3 / Station Finishes

Reference: Bill Atessiss, Lead Project Manager (832) 476-3300 or [william.atessiss@fgould.com](mailto:william.atessiss@fgould.com)

**Description:** A combination of two projects: (a) construction of a 9.5-mile LRT section through downtown Phoenix, which included 13 platform stations, included major utility relocations, large concrete drainage structures, large sewer and water line installations, major excavations and pile driving, and water diversion; and (b) construction of 32 stations, four operator facilities and four transit centers along 21 miles of light rail track. **Specific Responsibilities:** Jay led project estimating efforts, cost and constructability review efforts with a specific focus on utility coordination and relocations, maintenance of traffic (MOT), environmental compliance, and the development of alternate technical concepts.

**Success in Delivering on Project Goals:** **D Public Interaction** and **H Local Requirements** - Jay worked with local intergovernmental agencies and jurisdictions to overcome challenges and potential delays during construction. He collaborated with the Community Action Board established to provide a voice for residents and business owners. **F Delivery** - Jay supervised 17 utility crews working two shifts per day/six days per week to accelerate overall project delivery. Zero lost-time incidents occurred on this project over the 1.5 million man-hours worked.



“ Kurtis has been very receptive to any suggestions he was given by the Caltrans inspectors and myself, especially any suggestions that made the work sites safer work areas, for his and our employees. His knowledge and experience that he brought to the project helped to achieve a very well built project that ran in a very efficient manner and was turned over to the traveling public approximately one year sooner than would have been done.

*Renee Sutti  
Caltrans, Resident Engineer*

## KURTIS FRAILEY

## MAINTENANCE OF TRAFFIC (MOT) MANAGER

### Relevant Licensing, Registration or Training

- Certified Auditor for Health & Safety Management System
- Certified Quality Assurance Manager with USACE
- ACI Level 1 Field Technician
- OSHA 30-hour
- Previous Concrete Technician Certification
- Traffic Control Technician
- Traffic Control Supervisor
- Train the Trainer Flagging

**Years of Similar Experience:** 23

### Relevant Education:

Yuba Community College,  
Yuba, CA

### Exceptional Qualifications

- Experience in creating traffic management plans that use multiple crews to accelerate project completion
- Responsible for safety innovations in traffic closures that have reduced third party incidents in traffic closures

Kurtis brings 23 years of local and relevant experience in Maintenance of Traffic (MOT) coordination, operations, and construction. He is recognized for his understanding of transportation MOT engineering on freeway and highway projects that include interchanges and arterial roadways, and focuses on maintaining traffic in conformance with project technical requirements. He oversees the creation of Traffic Control Plans (TCPs) and manages crews responsible for the installation and maintenance of traffic control and calming devices.

On the recent I-215 Barton Road Interchange CMGC he worked side-by-side with Caltrans, SBCA, the City of Grand Terrace and the Myers project team to optimize haulage, detour, traffic closure and parking relocation plans. His efforts were incorporated into the successful GMP and resulted in the recent NTP received from Caltrans for the project. On 17 other Caltrans projects he has successfully identified and developed possible alternative routes, ensured multi-modal safety and access for buses, bicyclists and pedestrians. He works collaboratively with Bill Whittaker, Myers Safety Manager, to successfully develop and vet work zone safety approaches. He was part of the Myers Task Force team that developed the Early Action Barrier Approach outlined in Section 3.7F, Innovations.

In his field oversight role, Kurtis inspects and monitors MOT in the field, ensuring these conditions meet with the established TCP and are in compliance with Caltrans, FHWA and AASHTO standards. He will play a similar pivotal role for the SR 101 managed lanes project.



## Relevant Project Experience

For the following projects, Jay consistently delivered the scope as outlined in Section 3.6.1. (d)

### LAX 2ND LEVEL ROADWAY | \$80M

MOT Manager | Percent of Time on this Job: 20% | 01/2014 to 12/2016

Los Angeles World Airports (LAWA) | Project No. DA-4879

Reference: Larry Gonsalves, Project Manager | (424) 646-5960 or lgonsalves@lawa.org

**Description:** The project contained components of heavy civil engineering: road, structural concrete work, bridge work, traffic control and pedestrian guidance, architectural metals, heavy high voltage electrical, low voltage electrical, and traffic signal work in addition to vertical building construction and specialty concrete paving, structural steel, roofing and plumbing. This project is also represented as part of Myers' Firm Experience as detailed in the Form B in Section 4, page 31. **Specific Responsibilities:** As MOT Manager, Kurtis's responsibilities included the development of Traffic Control plans, which also addressed temporary signing, striping and safety devices, in collaboration with the design and construction teams. He was vital to developing innovative approaches to construction staging that dramatically reduced impacts to vehicular and pedestrian traffic across six terminals.

**Success in Delivering on Project Goals:** **A Safety** and **G Innovation** - Kurtis and the Myers team simplified the method and approach for construction to ensure added safety for our teams by creating standardized mobile work platforms containing pre-staged tools, equipment and materials. This approach organized and optimized individual work space below the bridge deck and allowed for rapid de-mobilization and re-mobilization during limited work shifts. The team also created a "battle buddy" system for workers (even experienced ones) who were new to the site. As a result of the team's efforts, a slight statistical decrease in vehicle-to-vehicle accident rates was observed over for the project. **B Mobility** and **Local Requirements** - To improve mobility and meet stringent construction mobilization windows, Kurtis took the lead in the examination of traffic closures, detours and the engineering of anticipated falsework bridging lower roadway. He led the effort to re-engineer and re-align the k-rail system, traffic control devices, pedestrian barricade layouts and flow patterns. His efforts resulted in an innovated and accepted MOT approach and hourly TCP that eliminated the movement over 60,000+ pedestrians into the traffic-way under construction falsework.

### I-215 BARTON ROAD | \$48M

MOT Manager / Operations Manager | Percent of Time on this Job: 50% | 03/2015 - 09/2017 (Preconstruction)

California Department of Transportation (Caltrans) - District 8 | Project No. EA 0J070

Reference: Raghuram (RK) Radhakrishnan, Resident Engineer | (909) 383-6288 or raghuram.radhakrishnan@dot.ca.gov

**Description:** The purpose of this CMGC project is to correct operational deficiencies of traffic congestion, limited capacity, and inefficient traffic operations at the existing I-215/Barton interchange. Construction project scope includes the reconstruction and widening of the Barton Road interchange with a new roundabout on the southbound side of the I-215 at Barton Road built and northbound exit ramps (including metering) reconfigured and widened. Significantly, this is the first roundabout ever built for Caltrans in San Bernardino County, District 8. Adjacent street work includes construction of a two-lane road parallel to Vivienda Avenue between La Crosse Avenue (Carhart Rd.) and Grand Terrace Road. Driveways will be constructed for residents and businesses, and a new cul-de-sac at the existing T-intersection of Michigan Avenue and Barton Road will be built.

**Specific Responsibilities:** **A Safety** and **G Innovation** - Kurtis supported the project team in MOT and detour evaluations for a critical risk condition in which the I-215 South off ramp onto Barton Rd. intersects with La Crosse Ave. prior to reaching Barton Road. This condition forces vehicles wishing to continue down LaCrosse to cross the off ramp while avoiding traffic moving a highway speeds. Kurtis was pivotal in vetting the preferred alternative which shifting traffic from La Crosse Ave. to Grand Terrace Road utilizing an early

construction package. **B Mobility** - From NTP to recent approval of GMP1 and the issuance of NTP, Kurtis worked side-by-side with Caltrans, SBCA, the City of Grand Terrace, and the Myers project team to optimize haulage, detour, traffic closure and parking relocation plans. His efforts were incorporated into the successful GMP and resulted in the recent NTP received from Caltrans for the project.

## **FIX50 | \$24M**

MOT Manager | *Percent of Time on this Job:* 50% | 04/2014 to 09/2014

California Department of Transportation (Caltrans) - District 3 | Project No. 04-1A3204

Reference: Meshack Okpala, Transportation Eng. | (916) 718-8051 or meshack.okpala@dot.ca.gov

**Description:** The project rehabilitated a section of U.S. Highway 50 and included placing a 4-inch concrete deck on top of the existing deck to mitigate cracking and add structural strength to the deck, in addition to other components. This project is also represented as part of Myers' Firm Experience as detailed in the Form B in Section 4, page 27. **Specific Responsibilities:** As MOT Manager, Kurtis's responsibilities included the development of Traffic Control plans in collaboration with the design and construction teams, including temporary signing, striping and safety device.

**Success in Delivering on Project Goals:** **A Safety** - Beginning in preconstruction and continuing through project closeout, Kurtis coordinated directly with the Caltrans North Region Construction Safety Engineer to ensure worker and public safety as well as the implementation of Myers' industry-leading Safe and Sound® field safety program. **B Mobility** - Kurtis supported the team in the development of a value engineering cost proposal that team engaged stakeholders and local community partners to vet preliminary approaches and created a revised traffic control phasing plan that reduced traffic congestion and negated schedule impacts that had been built into the original project schedule. The new plan increased the total number of open lanes during construction from five to eight available lanes, which facilitated fewer days of closure for on and off-ramps, as well as connectors with Highway 99 and Interstate 5. A Traffic Monitoring Plan was also developed, and the project team facilitated the involvement of California Highway Patrol (CHP) officers to be on scene to enhance safety for motorists and highway workers. CHP presence also allowed for a quick response to incidents, which resulted in improved traffic flow.

## **RT. 99 TURLOCK (GOLDEN STATE HIGHWAY) | \$80M**

MOT Manager | *Percent of Time on this Job:* 30% | 04/2012 to 10/2013

California Department of Transportation (Caltrans) - District 10 | Project No. 10-0 M8004

Reference: Renee Sutti, RE | (209) 607-8741 or renee\_sutti@dot.ca.gov

**Description:** This project consisted of 24.7 miles of freeway including overlay work, concrete pavement replacement, reinforced rapid set concrete and lean concrete base, upgraded guardrail, new traffic loops for traffic count stations at various locations, and 1,000,000 LF of pavement delineation. This project is also represented as part of Myers' Firm Experience as detailed in the Form B in Section 4, page 35. **Specific Responsibilities:** As the MOT Manager, Kurtis was responsible for scheduling, contacting, attendance of meetings, problem solutions, coordinating operations, and drafting MOT and traffic control plans.

**Success in Delivering on Project Goals:** **A Safety** - With an industry-leading safety program that stressed communication, knowledge, practice and accountability, the RT 99 project used 140,000 man hours with a perfect safety record. The team created real-time systems to communicate time constraints, changes to the project schedule and to manage right of way, sometimes managing 5-6 lane closures a night in a nine-hour period. The team stressed accountability from field crews to upper management which resulted in a culture of teamwork throughout the project life cycle. **B Mobility** - Kurtis planned and implemented work schedule changes that accommodated regional event timetables, effectively coordinated these changes with over fifteen subcontractors and suppliers throughout the project life-cycle and spearheaded a field communication campaign with affected business and public stakeholders. As a result, the Myers team successfully reduced negative impacts from roadway construction work adjacent to regional events.



“ Tony has exemplified the science and the art of collaboration. His strategic leadership approach in assessing and mitigating risks on the project very early on has earned him the trust and respect of the numerous stakeholders involved with high-visibility and iconic projects such as the Bay Bridge. Through continuous communication with agencies, contractors and various vested entities, both financial and political, he applied effective partnering tools to meet their needs and to keep the project moving. Many of the techniques he initiated are being used on other projects.

*Sam Hassoun, PE  
Principal, Global Leadership Alliance, Inc.*

## TONY ANZIANO

## INTEGRATION/PARTNERING CHAMPION

### Relevant Licensing, Registration or Training

- Decades of direct experience with development and construction of large civil public infrastructure projects (State and Regional) as well as regulation (State and Federal) of these projects
- Attended Caltrans CMGC Training Academy

**Years of Similar Experience:** 31

### Relevant Education:

- Juris Doctor, University of San Francisco, School of Law, 1985
- Artium Baccalaureus, Kenyon College, 1977

### Exceptional Qualifications

- Current Member, Dispute Resolution Board Candidates, Caltrans
- Alternate Director, Board of Directors, Transbay Joint Powers Authority
- Recipient: Emerson Rhyner Award - California Transportation Foundation

One aspect of this project's success lies with properly sizing, installing and integrating communication conduit to ensure reliable and consistent data transfer throughout the electronic tolling system. A key element of our Team's success will be Tony Anziano, a nearly 30-year Caltrans employee who will be our "conduit" that ensures we successfully integrate with and "transfer data" effectively among decision makers, stakeholders and the community.

Tony's Caltrans experience includes serving 10 years as the SFOBB Toll Bridge Program Manager and nearly 20 years as Assistant Chief Counsel. Throughout his successful career he has developed and still maintains highly collaborative relationships with nearly all of the entities associated with the 101 Managed Lanes project, including Caltrans, the City and County of San Mateo, the San Mateo Transportation Authority, the City/County of San Francisco and the Executive Steering Committee, on which Google and Facebook are represented. From a "nuts-and-bolts" to a program level, he understands how these entities work, how they think and how they prefer to function. He will use that knowledge to shepherd our team through the nuances, needs and goals of each stakeholder to ensure we are building smart and building fast. Tony has a proven track record of moving projects forward because he strives to find clear solutions to issues. He challenges routine methods, processes and choices of decision makers when doing so will benefit a project, and as a result achieves outcomes that minimize schedule and budget risks. As importantly, he understands the need for residents and businesses impacted by projects to feel involved, respected and heard, and that meeting the schedule at the expense of community goodwill and Caltrans' reputation is not acceptable.



With Tony, stakeholders have the confidence to “relinquish control” and allow processes to progress the job, confident that their needs have been addressed. With Tony’s institutional knowledge, there is no agency learning curve. He is the conduit that, together with our Team’s technical abilities and successful experience with CMGC, allows us to hit the ground running.

The Silicon Valley’s tech community challenged Caltrans to develop and implement a solution to US 101’s traffic congestion within a five-year timeframe. The CMGC delivery method is an excellent way to progress this project through its inherent foundation of collaboration, communication and innovation. With Tony as our conduit to decision makers, stakeholders, the community and our team, Walsh/Myers is ready to join Caltrans in safely delivering on that “go fast” challenge.

## Relevant Project Experience

### TOLL BRIDGE PROGRAM | \$9.1B

Program Manager | *Percent of Time on this Job:* 100% | 01/2006 to 02/2015

California Department of Transportation (Caltrans)

Reference: Malcolm Dougherty, Director | (916) 654-6130 or [malcolm.dougherty@dot.ca.gov](mailto:malcolm.dougherty@dot.ca.gov)

**Description:** The Toll Bridge Program was initiated in 1998 to analyze and address identified seismic deficiencies in the nine State-owned long-span toll bridges. This was a \$9.1B program that involved a mix of retrofit and replacement of these structures. **Specific Responsibility:** As the Program Manager, Tony supervised a team of 450 engineers, environmental specialists, public relations professionals, support staff, and design and inspection consultants. Active projects during his tenure included the new East Span and West Approach of the San Francisco-Oakland Bay Bridge, construction of the new Benicia Martinez Bridge, and seismic retrofit of the Richmond-San Rafael, Dumbarton and Antioch bridges. In addition to managing Program staff, Tony coordinated with the Bay Area Toll Authority and California Transportation Commission—agencies that had oversight responsibility for implementation of the Program. Tony was also responsible for coordination with State and Federal regulatory agencies and the Federal Highway Administration. He was actively involved with local and national media relations and participated in State and Federal legislative briefings and testimony.

**Success in Delivering on Project Goals:** **B** Mobility, **D** Public Interaction, and **G** Innovation - Two of the Program projects are of note. The West Approach Project involved the complete replacement of the one-mile-long approach structure to the San Francisco-Oakland Bay Bridge in San Francisco followed by demolition of the old structure. The West Approach is located in a narrow corridor surrounded by residential properties and businesses. Successful completion of the project required close coordination with the City and County of San Francisco, as well as the residents and businesses located in the corridor. During demolition, communications with residents and businesses made it clear that they preferred concentrated 24-hour demolition work over several days to extended durations of demolition that spanned a period of months; however, concentrated 24-hour work would require a complete bridge closure, something never attempted by Caltrans. After careful analysis, Tony recommended the approach requested by the community—concentrated work with a complete bridge closure. This recommendation was accepted by the Caltrans Director, which was followed by the most extensive public outreach effort ever undertaken by Caltrans. This included unusual elements such as placement of community-based organization representatives at key locations such as car rental counters at San Francisco International Airport, to distribute informational brochures; using changeable message signs throughout the entire State; producing informational trailers displayed at movie theaters throughout the Bay Area, etc. The demolition work was completed on schedule with minimal disruption to traffic due to the unprecedented public outreach effort.

Another project involving unique examples of public interaction was the East Span of the San Francisco-Oakland Bay Bridge. This was again a complete replacement of the existing structure. This was one of the most high-profile projects ever undertaken by Caltrans, and it required extraordinary public interaction measures. Tony worked with public information staff to develop a robust and information-rich project web site. This web site was a winner of the noted "Webby" Award, and also involved the first effort ever undertaken by Google to integrate an active construction project into Google Earth. Additional bridge closures involved outreach efforts on the scale of those undertaken for the West Approach Project. **F Delivery** - The Toll Bridge Program experienced significant increases in cost and schedule from its inception in 1998 until 2006. At the time Tony assumed leadership of the Program, Tony was given a revised budget and schedule to manage. Over the nine years that Tony managed the Program, budget and schedule did not change. As of his departure in 2015, the Program was substantially complete, and delivered on the schedule and budget established in 2006. One project in the Program, the San Francisco-Oakland Bay Bridge Marine Foundation Demolition Project, is a relevant example of his experience with the CMGC delivery method. Tony championed the inclusion of this project in a pilot program developed by Caltrans for the CMGC procurement process. This was one of 10 projects selected by Caltrans for this pilot program, and the Project proved to be a perfect fit. This allowed for selection of a contractor with relevant experience, close coordination with the contractor in developing the project, and combining Caltrans' knowledge of the existing structures with the expertise of the CMGC contractor in demolishing bridge foundations in environmentally sensitive settings. **H Local Requirements** - The West Approach Project required close coordination with the San Francisco Municipal Transportation Agency and San Francisco Police Department. Bridge closures required further coordination with a number of other local agencies located in the area of potential impact. The San Francisco-Oakland Bay Bridge Marine Foundation Demolition Project required close coordination with local and federal regulatory agencies. This Project involved the first attempt to implode structures in the San Francisco Bay, an issue of major concern to the San Francisco Bay Conservation and Development Commission, the California Department of Fish and Wildlife and the National Oceanic and Atmospheric Administration. Based on relationships developed in the life of the Toll Bridge Program, Tony directed coordination with these agencies that led to approval of the use of implosive devices in the Bay.

## **VAN NESS TRANSIT IMPROVEMENT PROJECT | \$193.8M**

Project Management Consultant | *Percent of Time on this Job: 50%* | 04/2017 to Present

San Francisco Municipal Transportation Agency (SFMTA) | Project No. 1289

Reference: Bijan Ahmadzadeh, Deputy and Interim Deputy for Program Delivery | (415) 271-0951 or [bijan.ahmadzadeh@sfmta.com](mailto:bijan.ahmadzadeh@sfmta.com)

**Description:** The Van Ness Transit Improvement Project involves the first implementation of Bus Rapid Transit in San Francisco. Additionally, it involves the complete replacement of sewer and water systems in the corridor and streetscape enhancements. This project is located in a major transportation corridor, which is a designated State Route under the concurrent jurisdiction of Caltrans, and traverses dense commercial and residential neighborhoods. The project is the first attempt by the City and County of San Francisco to use the CMGC procurement process. **Specific Responsibility:** Tony is responsible for assistance with coordination of project work with Caltrans and also provides support for public information efforts.

**Success in Delivering on Project Goals:** **D Public Interaction** - Tony is implementing resources, similar to those used in the West Approach Project. As the intensity of project work increases, it is his goal to have a community that believes that its voice has been heard and respected. **F Delivery** - Tony has worked to reduce document review time through concurrent agency reviews and continues to develop a team approach to these reviews. Critical submittals are monitored to ensure that agency concerns are addressed.



“C.C. Myers leads his teams in the notion that **everything is possible**. The opposite is true of a lot of other companies ; people have the doom and gloom or “this is how we have always done it” mindset. C.C. doesn’t have that. C.C. sees a clear path to the goal line, he innovates, accelerates, and finds ways to create alternatives that others have either overlooked or disregarded and then he goes for it.

*Richard Liptak, PE  
President, Dokken Engineering*

## C.C. MYERS

## CONSTRUCTABILITY LEAD

### Relevant Licensing, Registration or Training

- California Class A Contractor’s License #331400

**Years of Similar Experience:** 63

### Relevant Education:

Journeyman Carpenter, 1958

### Exceptional Qualifications

- Experience: 60+ years in design, redesign, and construction of heavy infrastructure, highway and bridge structures
- Portfolio: Successful delivery of 550+ transportation and roadway projects in California, Utah and Idaho ranging in value from \$50,000 to \$720M
- Approach: Nationally recognized expert in construction and phasing innovation. Responsible for acceleration and innovative delivery on signature projects across California

If one individual has their finger on the transportation pulse of California, it is Mr. C.C. Myers. Over his 60+ year career has played a pivotal role in the construction of the roads, bridges and highways that move both people and goods across California and - by extension - the nation.

Once described by the New York Times as the “Miracle Worker Highway Man”, Myers has managed 5 years of success through grit, determination and a set of values that harkens back to a time when the skill to swing a hammer was enough to make a weekly wage. Now, at 79, Myers still carries himself with the certainty of a jobsite foreman, but leads a firm that is recognized for collaboration, innovation, and the ability to “Deliver the Impossible.”

He is known for leading the reconstruction effort for the 1-10 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. 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, C.C. works with Caltrans at the highest levels to promote efficient, economical and safe project management and construction.

“Our interns are always amazed that here is a 76-year-old-guy who shows up at the office every day. He works with our project teams, drives innovation and finds ways to accelerate projects safely.

*Clinton Myers  
Vice President, Myers & Sons Construction*



## Relevant Project Experience

### FIX50 | \$24M

Constructability Lead | *Percent of Time on this Job:* 60% | 04/2014 to 09/2014

California Department of Transportation (Caltrans) - District 4 | Project No. 04-1A3204

Reference: Meshack Okpala, Transportation Eng. | (916) 718-8051 or meshack.okpala@dot.ca.gov

**Description:** The project rehabilitated a section of U.S. Highway 50 and included placing a 4-inch concrete deck on top of the existing deck to mitigate cracking and add structural strength to the deck, in addition to other components. This project is also represented as part of Myers's Firm Experience as detailed in the Form B in Section 4, page 27. **Specific Responsibilities:** C.C. led development of a key Value Engineering Change Proposal (VECP) C.C., Myers Project Managers and Estimating teams, and Caltrans team engaged stakeholders and local community partners to vet preliminary approaches.

**Success in Delivering on Project Goals:** **D Public Interaction** - Community and local feedback was integrated into creating a revised traffic control phasing plan that reduced traffic congestion and negated schedule impacts that had been built into the original project schedule. As a result, the Myers-Caltrans team was able to minimize community and stakeholder impacts by planning the acceleration of the work to significantly reduce the impacts of construction. **F Delivery** - Myers delivered this A+B project in 47 days, 33 days ahead of schedule. The acceleration reduced the potential impact to the traveling public from 20 million vehicles to approximately 11 million vehicles. To achieve this success, C.C. worked with Project Managers to develop a work and phasing plan. This plan guided over \$300,000 worth of work a day. **G Innovation** - Early in the Fix50 project, C.C. worked with Myers and Caltrans personnel to develop a VECP that created a \$1.3M cost savings.

### CALTRANS I-10 SANTA MONICA FREEWAY | \$30M

Principal-In-Charge | *Percent of Time on this Job:* 80% | 01/1994 to 04/1994

California Department of Transportation (Caltrans) - District 7 | Project No. 07-0Q7404

Reference: Will Kempton, Director | (714) 272-5870 or wkempton@transportationca.com

**Description:** The Northridge Earthquake damaged Santa Monica Freeway and its reconstruction provided the ultimate challenge to a contractor. **Specific Responsibilities:** C.C. led development of a key Value Engineering Change Proposal (VECP) C.C., Myers Project Managers and Estimating teams, and Caltrans team engaged stakeholders and local community partners to vet preliminary approaches.

**Success in Delivering on Project Goals:** **B Mobility** - The start of 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 final constructions plans were not available until February 26th, work progressed immediately on a 24-hour-day, 7 day-per-week schedule with up to 400 workmen on the job. **F Delivery** - Myers, Inc delivered this project in 74 days ahead of schedule. The acceleration saved costs calculated at over \$1M to the public for each day that the freeway was shut down. C.C. led his team to meet this most difficult challenge in the full view and scrutiny of the public, the press and the politicians. **H Local Requirements** - 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.

### RT580/MACARTHUR MAZE EMERGENCY REPAIR | \$0.9M

Constructability Lead | *Percent of Time on this Job:* 70% | 05/2007 to 06/2007

California Department of Transportation (Caltrans) - District 4 | Project No. 04-4A4104

Reference: Will Kempton, Director | (714) 272-5870 or wkempton@transportationca.com

**Description:** The Emergency repair project was necessitated after a gasoline tanker traveling on westbound 80 to southbound 880 overturned and caught fire. The intense heat caused the steel frame of the freeway to soften, and the eastbound 580 connector above collapsed onto the 880 connector. The existing columns of

I-580 were repaired and re-poured using a quick-curing hot mix of concrete, twelve steel girders, varying from 75- to 85-ft. long each were fabricated and placed, and about 200 cubic yards of concrete were poured for the deck, to be finished within 40 Calendar days. **Specific Responsibilities:** C.C. led development of a key Value Engineering Change Proposal (VECP) C.C., Myers Project Managers and Estimating teams, and Caltrans team engaged stakeholders and local community partners to vet preliminary approaches.

**Success in Delivering on Project Goals:** **F Delivery** - The steel frame supporting I-580 collapsed onto I-880. Both freeway connectors were barricaded, detours were mapped out and marked, and transportation officials and nervous commuters speculated that it could take months to rebuild. Myers delivered this project within 40 calendar days. **G Innovation** - Existing columns of I-580 were repaired and re-poured using a quick-curing hot mix of concrete, twelve steel girders, varying from 75- to 85-ft. long each were fabricated and placed, and about 200 cubic yards of concrete were poured for the deck to facilitate the short timeline.

### **SFO BAY BRIDGE TEMPORARY BYPASS STRUCTURE | \$453M**

Contractor | *Percent of Time on this Job:* 50% | 02/2004 to 08/2009

California Department of Transportation (Caltrans) - District 4 | Project No. 04-0120R4

Reference: Will Kempton, Director | (714) 272-5870 or [wkempton@transportationca.com](mailto:wkempton@transportationca.com)

**Description:** The Temporary Bypass Structure, a 5,000 ton, multi-span, double-deck, steel truss structure, 160' 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, 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. **Specific Responsibilities:** C.C. led the construction team in delivering this project on-time and on-budget.

**Success in Delivering on Project Goals:** **F Delivery** - This project used two holiday weekend closures of the Bay Bridge to complete the transition to the temporary Bay Bridge. C.C. led the team in facilitating the early opening of both closures for traffic returning to the Bay Area. **G Innovation** - C.C. used ABC Bridge construction to slide in two different sections of bridge, one of which was over 200 feet in the air.

### **SR-22 WIDENING DB | \$390M**

Project Principal and Innovations Lead | *Percent of Time on this Job:* 100% | 04/2004 - 06/2008

Orange County Transportation Authority | Project No. 12-071611

Reference: Will Kempton, Director | (714) 272-5870 or [wkempton@transportationca.com](mailto:wkempton@transportationca.com)

**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 widenings, a few 3-stage replacement structures and several new bridges. The work included approximately 80 retaining walls and soundwalls. **Specific Responsibilities:** As Project Principal and Innovations lead, CC led preconstruction phasing and MOT planning as well as constructability workshops.

**Success in Delivering on Project Goals:** **F Delivery** - Early in preconstruction, CC identified multiple opportunities to build the project at multiple, but sequential headings, dividing the corridor by "like" features to simplify and standardize the work that any field group performed. In doing so, he was responsible for delivering this project on-time and on-budget.



Rome wasn't built in a day, because C.C. Myers didn't have that contract.

*Comstock's Magazine article entitled "The Worlds Fastest Man"  
October, 2014*



An aerial, high-angle photograph of a multi-lane highway. The road is filled with various vehicles including cars, SUVs, a van, and a pickup truck, all moving in the same direction. The image is in a dark, monochromatic blue-grey tone. The text 'WALSH/MYERS' is overlaid in the upper left quadrant in a bold, white, sans-serif font.

**WALSH/MYERS**

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# **Appendix B**

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## **Legal Documents**

RFQ Section 3.2



# State of California

## Secretary of State

### CERTIFICATE OF STATUS

ENTITY NAME: WALSH CONSTRUCTION COMPANY II, LLC

REGISTERED IN CALIFORNIA AS: WALSH CONSTRUCTION COMPANY II, LLC

FILE NUMBER: 201209410020  
REGISTRATION DATE: 04/02/2012  
TYPE: FOREIGN LIMITED LIABILITY COMPANY  
JURISDICTION: ILLINOIS  
STATUS: ACTIVE (GOOD STANDING)

I, ALEX PADILLA, 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 April 13, 2017.

ALEX PADILLA  
Secretary of State

# State of California

## Secretary of State

### CERTIFICATE OF STATUS

ENTITY NAME: MYERS & SONS CONSTRUCTION, LLC

FILE NUMBER: 201728610281  
FORMATION DATE: 10/12/2017  
TYPE: DOMESTIC LIMITED LIABILITY COMPANY  
JURISDICTION: CALIFORNIA  
STATUS: ACTIVE (GOOD STANDING)

I, ALEX PADILLA, 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 February 12, 2018.

ALEX PADILLA  
Secretary of State





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## Digital Copy



An aerial, high-angle photograph of a multi-lane highway. The road is filled with various vehicles including cars, SUVs, a van, and a pickup truck, all moving in the same direction. The image is in grayscale with a dark, muted color palette. The text 'WALSH/MYERS' is prominently displayed in the lower center, with 'A Joint Venture' written below it in a smaller font.

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# **WALSH/MYERS**

A Joint Venture

**Walsh/Myers, A Joint Venture**

1390 Willow Pass Road

Suite 950

Concord, CA 94520

