

# STATEMENT OF QUALIFICATIONS



**Caltrans**<sup>®</sup>



**California Department of Transportation | State Route 99 Realignment**

**CONSTRUCTION MANAGER/GENERAL CONTRACTOR SERVICES | 06-2HT101 | November 19th, 2013**

**Myers and Sons / RL Wadsworth A Joint Venture**

2554 Millcreek Dr, Sacramento, CA 95833

Clinton Myers, Vice President

(916) 649-4504

cwmyers@myers-sons.com





## 3.1

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Form A.  
Transmittal Letter

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

SOQ Date: November 19, 2013

California Department of Transportation  
Division of Procurements and Contracts  
1727 30<sup>th</sup> Street  
Sacramento, CA 95816-7006  
Attn: Denetia Floyd- Smith, Contract Analyst

The undersigned (“Proposer”) submits this proposal and statement of qualification submittal (this “SOQ”) in response to that certain Request for Qualifications dated as of November 12, 2013 (as amended, the “RFQ”), issued by California Department of Transportation (“Department”) to provide preconstruction services and construct the related facilities within the State Route 99, as described in the RFQ.

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

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

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

Addendum #1 (10/30/2013)

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

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

Proposer's business address:

2554 Millcreek Drive

(No.)	(Street)	(Floor or Suite)
<u>Sacramento,</u>	<u>CA</u>	<u>95833</u>
(City)	(State or Province)	(ZIP or Postal Code)
		<u>United States</u>
		(Country)

State or Country of Incorporation/Formation/Organization: California

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

*[Insert Proposer's name]*

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

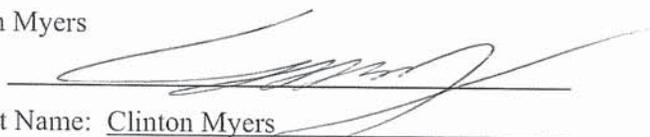
Print Name: \_\_\_\_\_

Title: \_\_\_\_\_

2. Sample signature block for partnership or joint venture:

*Myers and Sons/ RL Wadsworth A Joint Venture*

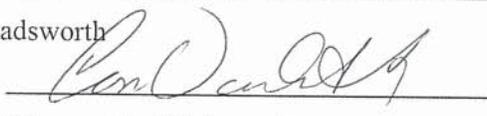
By: Clinton Myers

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

Print Name: Clinton Myers

Title: Vice President, Myers and Sons Construction, LP

By: Con Wadsworth

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

Print Name: Con Wadsworth

Title: President, Ralph L. Wadsworth Construction Company, LLC

3. Sample signature block for attorney in fact:

*Myers and Sons/ RL Wadsworth A Joint Venture*

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

Print Name: Clinton Myers

Attorney in Fact

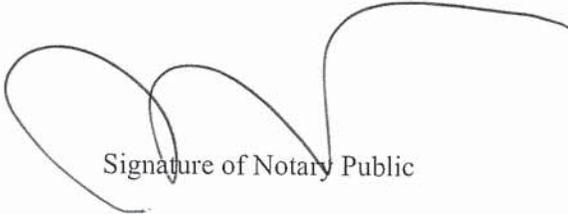
**CALIFORNIA ALL PURPOSE ACKNOWLEDGMENT**

State of California

County of Sacramento County On this 19th day of November in the year of 2013 before me, a notary public in and for the county and state aforesaid, personally appeared Clinton Myers who proved to me on the basis of satisfactory evidence to be the person(s) whose name(s) is/are subscribed to within the instrument and acknowledged to me that he/she executed the same in his/her authorized capacity(ies), and that by his/her signature(s) on the instrument, the person(s) or the entity upon behalf of which the person(s) acted,

executed the instrument.

Witness my hand and official seal:

  
Signature of Notary Public



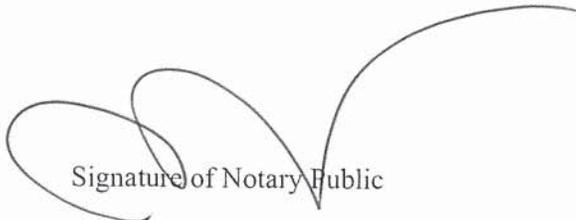
ADA Notice: For individuals with sensory disabilities, this document may be available in alternate formats. For information call (916) 654-6410 or TDD (916) 654-3880 or write Records and Forms Management, 1120 N Street, MS-89, Sacramento, CA 95814.

**CALIFORNIA ALL PURPOSE ACKNOWLEDGMENT**

State of California

County of Sacramento County On this 19th day of November in the year of 2013 before me, a notary public in and for the county and state aforesaid, personally appeared Con Wadsworth who proved to me on the basis of satisfactory evidence to be the person(s) whose name(s) is/are subscribed to within the instrument and acknowledged to me that he/she executed the same in his/her authorized capacity(ies), and that by his/her signature(s) on the instrument, the person(s) or the entity upon behalf of which the person(s) acted, executed the instrument.

Witness my hand and official seal:

  
Signature of Notary Public



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



## 3.1

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Form G.

Proposers SOQ Certifications

**Form G**  
**PROPOSER SOQ CERTIFICATION**

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

**DECLARATION**

STATE OF California \_\_\_\_\_ )

)SS:

COUNTY OF Sacramento County \_\_\_\_\_ )

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

I certify that I have read and understood the information contained in the Request for Qualifications issued by the California Department of Transportation for the **State Route 99 Realignment Construction Manager/ General Contractor Services** Project and the attached Statement of Qualifications (SOQ), and that to the best of my knowledge and belief all information contained herein and submitted concurrently or in supplemental documents with this SOQ is complete, current, and true. I further acknowledge that any false, deceptive, or fraudulent statements in the SOQ will result in denial of pre-qualification status.

  
\_\_\_\_\_  
(Signature)

Clinton Myers  
\_\_\_\_\_  
(Name Printed)

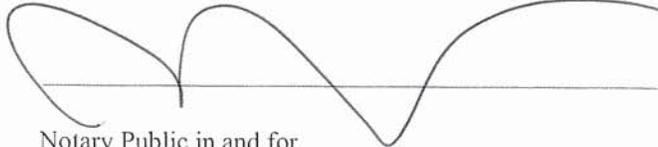
**ACKNOWLEDGMENT**

On this 19<sup>th</sup> day of November, 2013, before me, Sarah Lynn Bowles, Notary Public personally appeared, Clinton Myers who proved to me on the basis of satisfactory evidence to be the person(s) whose name(s) is/are subscribed to the within instrument and acknowledged to me that he/she/they executed the same in his/her/their authorized capacity(ies), and that by his/her/their signature(s) on the instrument, the person(s), or the entity upon behalf of which the person(s) acted, executed the instrument.

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

Witness my hand and official seal.



  
\_\_\_\_\_  
Notary Public in and for

said County and State

[Seal]

My commission expires: February 18, 2016

**NOTICE TO APPLICANTS:**

A material false statement, omission, or fraudulent inducement made in connection with this Statement of Qualifications is sufficient cause for denial of the application. In addition, such false submission may subject the person or entity making the false statement to criminal charges. (Title 18 USC 1001, false statements; California Penal Code section 132, offering altered or antedated or forged documents or records; and section 134, preparing false documentary evidence).

**Form G**  
**PROPOSER SOQ CERTIFICATION**

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

**DECLARATION**

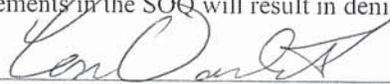
STATE OF California \_\_\_\_\_ )

)SS:

COUNTY OF Sacramento County \_\_\_\_\_ )

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

I certify that I have read and understood the information contained in the Request for Qualifications issued by the California Department of Transportation for the **State Route 99 Realignment Construction Manager/ General Contractor Services** Project and the attached Statement of Qualifications (SOQ), and that to the best of my knowledge and belief all information contained herein and submitted concurrently or in supplemental documents with this SOQ is complete, current, and true. I further acknowledge that any false, deceptive, or fraudulent statements in the SOQ will result in denial of pre-qualification status.

  
\_\_\_\_\_  
(Signature)

Con Wadsworth  
\_\_\_\_\_  
(Name Printed)

**ACKNOWLEDGMENT**

On this 19<sup>th</sup> day of November, 2013, before me, Sarah Bowles, Notary Public \_\_\_\_\_ personally appeared, Con Wadsworth \_\_\_\_\_ who proved to me on the basis of satisfactory evidence to be the person(s) whose name(s) is/are subscribed to the within instrument and acknowledged to me that he/she/they executed the same in his/her/their authorized capacity(ies), and that by his/her/their signature(s) on the instrument, the person(s), or the entity upon behalf of which the person(s) acted, executed the instrument.

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

Witness my hand and official seal.



  
\_\_\_\_\_  
Notary Public in and for

said County and State

[Seal]

My commission expires: February 18, 2016

**NOTICE TO APPLICANTS:**  
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TAB



## SECTION 1. LEGAL STRUCTURE

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### A. Description of the Legal Structure

RFQ Section 3.2.A.

**Myers and Sons Construction, LP (Myers)**, a California-based general engineering contractor with extensive experience in heavy civil highway infrastructure construction, a strong emphasis on value engineering and an “outside the box” approach to the construction process, has formed a joint venture with **Ralph L. Wadsworth Construction Company, LLC (RLW)**, an award winning heavy civil CMGC and design-builder (herein referred to as “Myers and Sons/RL Wadsworth, a Joint Venture” or the “Myers-Wadsworth JV”) to serve as a Caltrans CMGC for the State Route 99 Realignment project (06-2HT101).

Myers and Sons will serve as the lead team member for this joint venture and holds 60% of the equity interest with RLW holding 40%. Both companies are affiliates of Sterling Construction Company, Inc.

The **Myers-Wadsworth JV** will be the entity with which Caltrans will hold the contract for this Project. The Myers-Wadsworth JV Agreement is included in Appendix B.

### B. Fully, Joint and Severally Liable

RFQ Section 3.2.B

At the end of this section we have included a letter from the joint venture members, agreeing to be held fully, jointly and severally liable for the performance under the Contract.

### C. Major Participants

RFQ Section 3.2.C

The Myers-Wadsworth JV was formed to provide Caltrans with professional construction management services from two well established construction firms known in the industry for delivering cost- and time -effective results on large highway projects similar to the size and type of work of this Contract. Prior experience with CMGC and Caltrans projects was also a major consideration in the selection of our team members.

The CMGC organization requires skill, experience and a willingness and commitment to create a viable, sustainable culture of partnership among team participants. We believe the Myers-Wadsworth JV provides the strength and commitment as well as proven experience among team members that have delivered other successful CMGC projects. Our team and it’s members have built and completed every CMGC project that we have been a part of.



Major Participants Defined in the RFQ			
%	Firm	Role	Contact
60%	Myers and Sons Construction, LP	Lead JV Team Member, CMGC	Clinton W. Myers (916) 649-4504 cwmyers@myers-sons.com
40%	Ralph L. Wadsworth Construction Company, LLC	JV Team Member, CMGC	Con Wadsworth (801) 553-1661 con@wadsco.com

## Myers and Sons Construction, LP

### CMGC Joint Venture Team Member and Principal Participant

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

## Ralph L. Wadsworth Construction, LLC

### CMGC Joint Venture Team Member and Principal Participant

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

## Sterling Construction Company

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

## D. Major Participants

RFQ Section 3.2.D, 3.2.E and 3.2.F

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

## E. Proposers Organization

RFQ Section 3.2.E

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

## F. Proposer's Small Business Project Goal et al.

RFQ Section 3.2.F

At the end of this section we have included Form F: *Proposer's Small Business Project Goal and Community Benefits Declaration Affidavit*





## 3.2

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Letter.

Fully, Joint and Severally Liable



November 19, 2013

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

Subject: Full and Joint and Several Liability – RT 99 Realignment RFQ 06-2HT101

Ms. Smith

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

Sincerely,

Myers and Sons Construction, LP

Clinton Myers  
Vice President and Partner



November 19, 2013

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

Subject: Full and Joint and Several Liability – RT 99 Realignment RFQ 06-2HT101

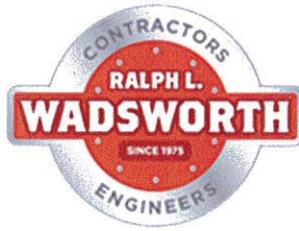
Ms. Smith

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

Sincerely,

Ralph L. Wadsworth Construction Company, LLC

Con Wadsworth  
President



November 19, 2013

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

Subject: Full and Joint and Several Liability – RT 99 Realignment RFQ 06-2HT101

Ms. Smith

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

Sincerely,

Ralph L. Wadsworth Construction Company, LLC

Con Wadsworth  
President



## 3.2

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Form E.

Proposers Organizational  
Information.

**Form E**

**PROPOSER'S ORGANIZATION INFORMATION**

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

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

<b>Proposer (Individual Firm <u>Joint Venture</u> Partnership / LLC)</b>	
Name of Entity:	<u>Myers and Sons/ RL Wadsworth A Joint Venture</u>
Address:	<u>2554 Millcreek Drive</u> <u>Sacramento, CA 95833</u>
Contact Name:	<u>Clinton Myers</u> Title: <u>Vice President</u>
Telephone No.:	<u>(916) 649-4504</u> Fax No.: <u>(916) 920-2246</u> E-mail: <u>cwmyers@myers-sons.com</u>
<b>Local / Regional Contact</b>	
Name:	<u>Clinton Myers</u>
Address:	<u>2554 Millcreek Drive</u> <u>Sacramento, CA 95833</u>
Telephone No.:	<u>(916) 649-4504</u> Fax No.: <u>(916) 920-2246</u> E-mail: <u>cwmyers@myers-sons.com</u>



## 3.2

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Form F.

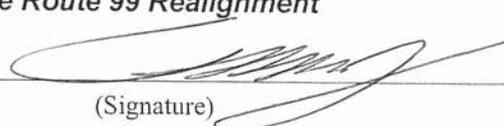
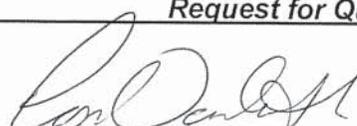
Proposer's Small Business Project  
Goal and Community Benefits  
Declaration Affidavit



**Department of Transportation**  
**State Route 99 Realignment**

**Request for Qualifications**

**06-2HT101**

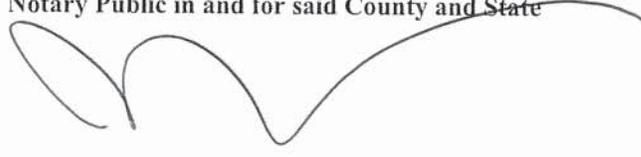
 (Signature)       (Signature)

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

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

Subscribed and sworn to before me this 19th day of November, 2013.



Notary Public in and for said County and State  


My commission expires: February 18, 2014.

*[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.]*

TAB



## SECTION 2. FINANCIAL CAPACITY

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

#### RFQ Section 3.3.A

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

#### **Bonding Capacity**

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

### B. Insurance

#### RFQ Section 3.3.B

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

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



### 3.3

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## Performance and Payment Bonding Information



November 11, 2013

State of California  
Department of Transportation

RE: Contractor: Myers and Sons / RL Wadsworth, a Joint Venture  
Ralph L. Wadsworth Construction Company, LLC  
Project: State Route 99 Realignment  
Construction Manager/General Contractor Services

Ladies and Gentlemen:

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

Travelers Casualty and Surety Company of America is prepared to give favorable consideration to the execution of 100% contract performance and payment bonds running to the Owner, in association with the State Route 99 Realignment Project. Travelers Casualty and Surety Company of America is listed on the U. S. Treasury Department's Listing of Approved Sureties (2012 Department Circular 570) and their A.M. Best's Rating is A+, Financial Size: XV.

Ralph L. Wadsworth Construction Company, LLC's current bonding capacity is sufficient for the Project and referenced payment and performance bonds. We understand that Ralph L. Wadsworth Construction Company, LLC's contract would be in the \$100,000,000 range if awarded. Their current available bonding capacity is \$1,000,000,000, based on the total indemnity package of Sterling Construction Company, Inc.

Our willingness to provide surety credit on this project is subject to Ralph L. Wadsworth Construction Company, LLC's acceptance of an award of the contract, Ralph L. Wadsworth Construction Company, LLC's applying to the Travelers Casualty and Surety Company of America on or about the day work is scheduled to begin bonding, and Ralph L. Wadsworth Construction Company, LLC and us, as surety, determining that the contract documents, contract specifications and bond forms are acceptable.

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

Best Regards,

A handwritten signature in cursive script that reads "Stephenie Whittington".

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



POWER OF ATTORNEY

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

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

Attorney-In Fact No. 226556

Certificate No. 005603412

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

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

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

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

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

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



State of Connecticut
City of Hartford ss.

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

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

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



[Signature]
Marie C. Tetreault, Notary Public

This Power of Attorney is granted under and by the authority of the following resolutions adopted by the Boards of Directors of Farmington Casualty Company, Fidelity and Guaranty Insurance Company, Fidelity and Guaranty Insurance Underwriters, Inc., St. Paul Fire and Marine Insurance Company, St. Paul Guardian Insurance Company, St. Paul Mercury Insurance Company, Travelers Casualty and Surety Company, Travelers Casualty and Surety Company of America, and United States Fidelity and Guaranty Company, 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 Farmington Casualty Company, Fidelity and Guaranty Insurance Company, Fidelity and Guaranty Insurance Underwriters, Inc., St. Paul Fire and Marine Insurance Company, St. Paul Guardian Insurance Company, St. Paul Mercury Insurance Company, Travelers Casualty and Surety Company, Travelers Casualty and Surety Company of America, and United States Fidelity and Guaranty Company do hereby certify that the above and foregoing is a true and correct copy of the Power of Attorney executed by said Companies, which is in full force and effect and has not been revoked.

IN TESTIMONY WHEREOF, I have hereunto set my hand and affixed the seals of said Companies this 11th day of November, 2013.

WARNING: THIS POWER OF ATTORNEY IS INVALID WITHOUT THE RED BORDER

  
Kevin E. Hughes, Assistant Secretary



To verify the authenticity of this Power of Attorney, call 1-800-421-3880 or contact us at [www.travelersbond.com](http://www.travelersbond.com). Please refer to the Attorney-In-Fact number, the above-named individuals and the details of the bond to which the power is attached.

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

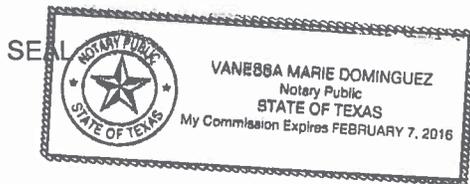
**CERTIFICATE OF ACKNOWLEDGMENT OF CORPORATE SURETY**

State of Texas           §

County of Harris       §

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

Given under my hand and seal of office this 11<sup>th</sup> day of November, 2013.





Notary Public in and for  
The State of TEXAS

My Commission expires: 2/7/16



November 11, 2013

State of California  
Department of Transportation

RE: Contractor: Myers and Sons / RL Wadsworth, a Joint Venture  
Myers and Sons Construction, LP  
Project: State Route 99 Realignment  
Construction Manager/General Contractor Services

Ladies and Gentlemen:

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

Travelers Casualty and Surety Company of America is prepared to give favorable consideration to the execution of 100% contract performance and payment bonds running to the Owner, in association with the State Route 99 Realignment Project. Travelers Casualty and Surety Company of America is listed on the U. S. Treasury Department's Listing of Approved Sureties (2012 Department Circular 570) and their A.M. Best's Rating is A+, Financial Size: XV.

Myers and Sons Construction, LP's current bonding capacity is sufficient for the Project and referenced payment and performance bonds. We understand that Myers and Sons Construction, LP's contract would be in the \$100,000,000 range if awarded. Their current available bonding capacity is \$1,000,000,000, based on the total indemnity package of Sterling Construction Company, Inc.

Our willingness to provide surety credit on this project is subject to Myers and Sons Construction, LP's acceptance of an award of the contract, Myers and Sons Construction, LP's applying to the Travelers Casualty and Surety Company of America on or about the day work is scheduled to begin bonding, and Myers and Sons Construction, LP and us, as surety, determining that the contract documents, contract specifications and bond forms are acceptable.

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

Best Regards,

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



POWER OF ATTORNEY

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

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

Attorney-In Fact No. 226556

Certificate No. 005603413

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

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

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

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

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

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



State of Connecticut
City of Hartford ss.

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

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

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



[Signature]
Marie C. Tetreault, Notary Public

This Power of Attorney is granted under and by the authority of the following resolutions adopted by the Boards of Directors of Farmington Casualty Company, Fidelity and Guaranty Insurance Company, Fidelity and Guaranty Insurance Underwriters, Inc., St. Paul Fire and Marine Insurance Company, St. Paul Guardian Insurance Company, St. Paul Mercury Insurance Company, Travelers Casualty and Surety Company, Travelers Casualty and Surety Company of America, and United States Fidelity and Guaranty Company, 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 Farmington Casualty Company, Fidelity and Guaranty Insurance Company, Fidelity and Guaranty Insurance Underwriters, Inc., St. Paul Fire and Marine Insurance Company, St. Paul Guardian Insurance Company, St. Paul Mercury Insurance Company, Travelers Casualty and Surety Company, Travelers Casualty and Surety Company of America, and United States Fidelity and Guaranty Company do hereby certify that the above and foregoing is a true and correct copy of the Power of Attorney executed by said Companies, which is in full force and effect and has not been revoked.

IN TESTIMONY WHEREOF, I have hereunto set my hand and affixed the seals of said Companies this 11<sup>th</sup> day of November, 2013.

WARNING: THIS POWER OF ATTORNEY IS INVALID WITHOUT THE RED BORDER

  
Kevin E. Hughes, Assistant Secretary



To verify the authenticity of this Power of Attorney, call 1-800-421-3880 or contact us at [www.travelersbond.com](http://www.travelersbond.com). Please refer to the Attorney-In-Fact number, the above-named individuals and the details of the bond to which the power is attached.

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

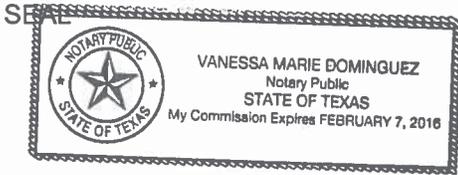
**CERTIFICATE OF ACKNOWLEDGMENT OF CORPORATE SURETY**

State of Texas           §

County of Harris       §

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

Given under my hand and seal of office this 11<sup>th</sup> day of November, 2013.



*Vanessa Marie Dominguez*

Notary Public in and for  
The State of TEXAS

My Commission expires: 2/7/16



November 11, 2013

State of California  
Department of Transportation

RE: Contractor: Myers and Sons / RL Wadsworth, a Joint Venture  
Project: State Route 99 Realignment  
Construction Manager/General Contractor Services

Ladies and Gentlemen:

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

Travelers Casualty and Surety Company of America is prepared to give favorable consideration to the execution of 100% contract performance and payment bonds running to the Owner, in association with the State Route 99 Realignment Project. Travelers Casualty and Surety Company of America is listed on the U. S. Treasury Department's Listing of Approved Sureties (2012 Department Circular 570) and their A.M. Best's Rating is A+, Financial Size: XV.

Myers and Sons / RL Wadsworth, a Joint Venture's current bonding capacity is sufficient for the Project and referenced payment and performance bonds. We understand that Myers and Sons / RL Wadsworth, a Joint Venture's contract would be in the \$100,000,000 range if awarded. Their current available bonding capacity is \$1,000,000,000, based on the total indemnity package of Sterling Construction Company, Inc.

Our willingness to provide surety credit on this project is subject to Myers and Sons / RL Wadsworth, a Joint Venture's acceptance of an award of the contract, Myers and Sons / RL Wadsworth, a Joint Venture's applying to the Travelers Casualty and Surety Company of America on or about the day work is scheduled to begin bonding, and Myers and Sons / RL Wadsworth, a Joint Venture and us, as surety, determining that the contract documents, contract specifications and bond forms are acceptable.

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

Best Regards,

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



POWER OF ATTORNEY

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

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

Attorney-In Fact No. 226556

Certificate No. 005603410

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

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

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

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

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

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



State of Connecticut
City of Hartford ss.

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

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

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



[Signature]
Marie C. Tetreault, Notary Public

This Power of Attorney is granted under and by the authority of the following resolutions adopted by the Boards of Directors of Farmington Casualty Company, Fidelity and Guaranty Insurance Company, Fidelity and Guaranty Insurance Underwriters, Inc., St. Paul Fire and Marine Insurance Company, St. Paul Guardian Insurance Company, St. Paul Mercury Insurance Company, Travelers Casualty and Surety Company, Travelers Casualty and Surety Company of America, and United States Fidelity and Guaranty Company, 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 Farmington Casualty Company, Fidelity and Guaranty Insurance Company, Fidelity and Guaranty Insurance Underwriters, Inc., St. Paul Fire and Marine Insurance Company, St. Paul Guardian Insurance Company, St. Paul Mercury Insurance Company, Travelers Casualty and Surety Company, Travelers Casualty and Surety Company of America, and United States Fidelity and Guaranty Company do hereby certify that the above and foregoing is a true and correct copy of the Power of Attorney executed by said Companies, which is in full force and effect and has not been revoked.

IN TESTIMONY WHEREOF, I have hereunto set my hand and affixed the seals of said Companies this 11th day of November, 2013

WARNING: THIS POWER OF ATTORNEY IS INVALID WITHOUT THE RED BORDER

  
Kevin E. Hughes, Assistant Secretary



To verify the authenticity of this Power of Attorney, call 1-800-421-3880 or contact us at [www.travelersbond.com](http://www.travelersbond.com). Please refer to the Attorney-In-Fact number, the above-named individuals and the details of the bond to which the power is attached.

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

**CERTIFICATE OF ACKNOWLEDGMENT OF CORPORATE SURETY**

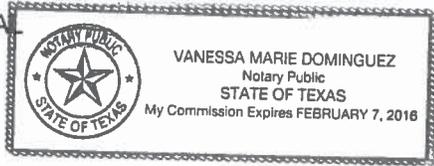
State of Texas           §

County of Harris       §

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

Given under my hand and seal of office this 11<sup>th</sup> day of November, 2013.

SEA



*Vanessa Marie Dominguez*  
Notary Public in and for  
The State of TEXAS

My Commission expires: 2/7/16



## 3.3

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### Insurance Certificates



November 12, 2013

California Department of Transportation  
P.O. Box 12616  
Fresno, CA 93778-2616

Re: **State of California Department of Transportation Insurance Requirements for State Route 99 Realignment in Fresno County, Construction Manager / General Contractors Services, Contract Number 06-2HT101**

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

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

- **Hartford Fire Insurance Company** AM Best A XV
- **National Union Fire Insurance Company of Pitt. PA.** AM Best A XV
- **XL Insurance America, Inc.** AM Best A XV
- **Catlin Specialty Insurance Company** AM Best A XV

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

Best regards,

William Hoke  
Account Specialist

cc: Clinton Myers  
Myers & Sons Construction LP



# CERTIFICATE OF LIABILITY INSURANCE

DATE(MM/DD/YYYY)  
11/14/2013

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> Aon Risk Services Southwest, Inc. Houston TX Office 5555 San Felipe Suite 1500 Houston TX 77056 USA	<b>CONTACT NAME:</b> PHONE (A/C. No. Ext): (866) 283-7122      FAX (A/C. No.): (800) 363-0105																						
	<b>E-MAIL ADDRESS:</b>																						
<b>INSURED</b> Myers and Sons / RL Wadsworth a Joint Venture 2554 Millcreek Dr. Sacramento, CA 95833 USA		<table border="1"> <thead> <tr> <th colspan="2">INSURER(S) AFFORDING COVERAGE</th> <th>NAIC #</th> </tr> </thead> <tbody> <tr> <td>INSURER A:</td> <td>Hartford Fire Insurance Co.</td> <td>19682</td> </tr> <tr> <td>INSURER B:</td> <td>Hartford Ins Co of the Midwest</td> <td>37478</td> </tr> <tr> <td>INSURER C:</td> <td>National Union Fire Ins Co of Pittsburgh</td> <td>19445</td> </tr> <tr> <td>INSURER D:</td> <td></td> <td></td> </tr> <tr> <td>INSURER E:</td> <td></td> <td></td> </tr> <tr> <td>INSURER F:</td> <td></td> <td></td> </tr> </tbody> </table>	INSURER(S) AFFORDING COVERAGE		NAIC #	INSURER A:	Hartford Fire Insurance Co.	19682	INSURER B:	Hartford Ins Co of the Midwest	37478	INSURER C:	National Union Fire Ins Co of Pittsburgh	19445	INSURER D:			INSURER E:			INSURER F:		
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INSURER D:																							
INSURER E:																							
INSURER F:																							

Holder Identifier :

**COVERAGES      CERTIFICATE NUMBER: 570051997922      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. **Limits shown are as requested**

INSR LTR	TYPE OF INSURANCE	ADDL INSR	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	Limits shown are as requested	
A	<b>GENERAL LIABILITY</b> <input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR  GENL AGGREGATE LIMIT APPLIES PER: POLICY <input checked="" type="checkbox"/> PROJECT <input checked="" type="checkbox"/> LOC			61CSEQU2061	03/01/2013	03/01/2014	EACH OCCURRENCE	\$2,000,000
							DAMAGE TO RENTED PREMISES (Ea occurrence)	\$300,000
							MED EXP (Any one person)	\$10,000
							PERSONAL & ADV INJURY	\$1,000,000
							GENERAL AGGREGATE	\$4,000,000
							PRODUCTS - COMP/OP AGG	\$2,000,000
A	<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 type="checkbox"/> NON-OWNED AUTOS			61CSEQU2062	03/01/2013	03/01/2014	COMBINED SINGLE LIMIT (Ea accident)	\$2,000,000
							BODILY INJURY (Per person)	
							BODILY INJURY (Per accident)	
							PROPERTY DAMAGE (Per accident)	
C	<input checked="" type="checkbox"/> <b>UMBRELLA LIAB</b> <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> <b>EXCESS LIAB</b> <input type="checkbox"/> CLAIMS-MADE DED      RETENTION			BE37709399	03/01/2013	03/01/2014	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) <input checked="" type="checkbox"/> Y/N If yes, describe under DESCRIPTION OF OPERATIONS below		N/A	61WNQU2060	03/01/2013	03/01/2014	<input checked="" type="checkbox"/> WC STATUTORY LIMITS <input type="checkbox"/> OTHER	
							E.L. EACH ACCIDENT	\$1,000,000
							E.L. DISEASE-EA EMPLOYEE	\$1,000,000
							E.L. DISEASE-POLICY LIMIT	\$1,000,000

Certificate No : 570051997922

**DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach ACORD 101, Additional Remarks Schedule, if more space is required)**

Re: State Route 99 Realignment project. State of California Department of Transportation, its Officers, agents, employees and servants is included as Additional Insured but only with respect to work performed under this agreement with the policy provisions of the General Liability, & Auto Liability policies. A Waiver of Subrogation is granted in favor of Certificate Holder in accordance with the policy provisions of the General Liability & Workers Compensation policies. 30 days prior written notice endorsement for Auto, General Liability, & Workers Compensation policies.

**CERTIFICATE HOLDER****CANCELLATION**

State of California Department of Transportation P. O. Box 12616 Fresno CA 93778-2616 USA	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  <i>Aon Risk Services Southwest, Inc.</i>
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**Waiver of Our Right to Recover  
From Others Endorsement**



Policy Number  
61 WN QU2060

Named Insured and Address

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

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

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

Endt. No.  
13

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

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

**SCHEDULE**

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



**THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.**

## **NOTICE OF CANCELLATION TO CERTIFICATE HOLDER(S)**

**Policy Number:** 61 WN QU2060

**Endorsement Number:** 20

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

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

This policy is subject to the following additional Conditions:

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

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

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

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



**THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.**

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

This policy is subject to the following conditions.

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

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

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

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

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



**THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.**

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

This policy is subject to the following conditions.

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

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

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

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

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

TAB



## SECTION 3. SAFETY

The Myers-Wadsworth JV team members will bring their respective safety cultures, experienced California craft labor, and success in safety performance to the Route 99 Realignment project. **The Myers-Wadsworth JV team members share an integrated Construction Safety Plan and safety methodology as part of the Sterling Construction Group. This ensures a seamless approach to safety between two Joint Venture members.** We will implement this plan as we have done successfully on other projects.

### A. Safety Record - Last 3 Years

#### RFQ Section 3.4

#### Myers and Sons Construction, LP

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

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

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

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

#### OSHA Citations

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





## A. Safety Record - Last 3 Years (continued)

### RFQ Section 3.4

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

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

### Ralph L. Wadsworth Construction Company, LLC

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

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

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

### OSHA Citations

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





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

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

## B. Worker Safety Program

### RFQ Section 3.4

**The Myers-Wadsworth JV instills a culture of safety at all levels of our organization, engaging all employees and subcontractors.** Each project management team has their safety performance measured against established Safety Leading Indicators; which include project management participation in weekly safety meetings and monthly safety walks, all new hire safety orientations, supervisors achieving 30-hour OSHA certification, and active Safety Committees. The result is lower incident rates and development of a strong safety culture. Our safety organizational structure provides effective working relationships and communication flow between the Project Manager and the Safety Manager. To provide an independent reporting line to ensure safety is not compromised by schedule or cost issues, the Safety Manager reports directly to the Project Principal, allowing the Safety Manager to bring forward any safety issues for discussion and/ or resolution.

**Overall project health and safety performance will be the responsibility of the Project Manager.** 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. **The Safety Manager will directly assist the Project Manager and will be responsible for reviewing requirements for safety and emergency preparedness, and developing/ implementing the site-specific Safety Plan.** He has “stop work” authority, as does every individual who perceives a safety or health hazard. The project safety organization will be assisted by the Sterling Construction Company’s Safety Department by providing staff assistance, training, materials, and any other necessary resources.



## Experience: RT 405/5/101

*Caltrans 07-252004,*

The main element of the Rt 405 project consisted of precast concrete panels. Myers worked with Caltrans to change the size of the precast panels going from a panel that crossed multiple lanes to single lanes panels. Crossing multiple lanes in the construction process created a complex work and travel environment in field.

This change allows the panels to be placed one lane at a time, resulting in a safer operation for project staff and a safer travel environment for the traveling public as the result of mitigating frequent and substantive lane closures, crossovers and driving environment changes.

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

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

**Safety program implementation will begin with the preparation and dissemination of a project-specific safety and health plan to all Myers-Wadsworth JV team members and the Department.** Work packages will be divided into discrete tasks that are further analyzed to prioritize hazards and determine appropriate control measures.

Safety has two primary components (1) permanent design features and (2) construction and work area safety measures to protect the public, workers, and the environment. **The Myers-Wadsworth JV team will work with the CMGC designers to ensure they are fully familiar with transportation safety standards and local municipal standards for this Project.** We understand the need for safety reviews during design review and approval cycles.

Our proven Construction Safety Plan will provide safe and healthful working conditions for project employees and others affected by their work. Key areas of safety reviews will include:

- Fall hazards
- Night work hazards: visibility, lighting, and traffic
- Transporting of material and equipment on/ off project
- Falsework erection and dismantling
- Pile driving/ drilling and installation
- Confined space entry
- Traffic and pedestrian control/ flagging operations
- Potential hazards associated with high wall form-work
- Work zone construction adjacent to vehicular traffic
- Trench and excavations, soil stability
- Mobile equipment operation/material handling





- Overhead power lines and other obstructions
- Underground utilities
- Entering and exiting work areas
- Potential environmental hazards
- Crane and hoisting activities, aerial structures
- Temporary grade crossings
- Work zone adjacent to active rail lines and within railroad ROW

## Recognition for Safety

Myers and Sons Construction, LP received the **2011 Construction Safety Excellence Award** in the Emerging Contractor category from Flood and Peterson.

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

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

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

**All employees, subcontractors, and site visitors will receive safety orientation training** to effectively prepare all participants to implement site specific safety policies, programs, and site rules, ensuring all participants are aware of all hazards they may encounter and the proper precautions are implemented. The safety training participants will be instructed to be alert and aware of the active work around them, on the proper use of required personal protective equipment (PPE), and on their responsibility for safety and hazard reporting. Daily “Tool Box” meetings will continue to reinforce safety performance.

**We will implement a comprehensive and effective Hazard Analysis Program that will prevent injuries by mitigating potential injury sources.** All site personnel will have and wear the minimum required PPE: sturdy work boots, long pants, a shirt with at least a 4-inch sleeve, safety vest, safety glasses, and a hardhat. Additional PPE will be required based on the work performed. Site personnel will be held accountable and rewarded for working safely.

**The Myers-Wadsworth JV Team will protect the public from damage, injury, and loss by separation.** Construction activities will be isolated from the public by appropriate barriers, traffic control devices, security and law enforcement personnel. This separation will prevent construction activities from causing damage, injury, or loss to the public and allow construction to continue without public interference.





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

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

TAB



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

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

## SECTION 4. FIRM EXPERIENCE AND PAST PERFORMANCE

### CMGC Joint Venture Team Member and Principal Participant

**Myers and Sons Construction, LP** is a heavy civil construction company based in Sacramento. The company and staff are led by C.C. Myers and known for having experienced, highly skilled professionals capable of delivering complex transportation infrastructure projects throughout California. Myers and Sons Construction is currently constructing a heavy highway project in the greater Fresno area and we have been shortlisted on a city of Fresno design-build project. Myers has hired a local team and is in the process of establishing an office.

Mr. C.C. Myers has over 50 years of experience in the heavy highway and bridge construction industry including, 10 years of alternate project delivery experience and 38 years as an owner of a construction company. Those companies included MCM Construction, C.C. Myers, Inc. and now Myers and Sons Construction, LP.

Mr. Myers experience in bridge construction ranges from cast-in-place, post tensioned concrete box girders, precast, pre-tensioned concrete girders and slabs, ABC construction as well as structural steel girders and trusses carrying vehicular, pedestrian, transit traffic. **His experience as well as Myers and Sons Construction’s experience will be a valuable asset.**

Myers field construction teams are experienced at working on urban freeways under difficult working constraints, often at night and under time restrictions. In this urban environment, keeping the traveling public and other agencies aware of pending changes to traffic patterns is essential to a safe and efficient project. The Myers team is experienced in using Lane Closure Systems (LCS) and has routinely managed over eighty closure entries a shift on projects.

C.C. Myers founded Myers and Sons Construction with the idea of bringing creativity and ingenuity to the forefront of our managers’ minds. The Myers team, under the leadership of Mr. Myers, is always looking for ways to design around problems and partner with owners to find solutions to problems. Mr. Myers commitment to partnering and excellence is recognized in the over 60 awards his firms have received while he was at the helm. While at C.C. Myers, Inc., Mr. Myers lead and procured multiple projects. These included:

The \$467 million **South Detour of the Bay Bridge in San Francisco, CA** for Caltrans. This project included the design and construction of a double-decked steel truss designed to carry traffic in the same configuration as the existing structure. The project required two separate weekend closures where an existing bridge section was removed and a new section was rolled into place. In both cases, the interstate was opened ahead of schedule without compromising safety.





Mr. Myers was a subcontractor responsible for building **37 bridges on the I-15 design-build project in Salt Lake City, UT**. The joint venture of Kiewit, Granite and The Washington Group (collectively Wasatch Constructors) designed and built this project in anticipation of the 2002 Winter Olympics.

The **SR-22 project**, a \$480 million project was a three way joint venture with Granite Construction, C.C. Myers, Inc. and Steven P. Rados, Inc for OCTA (Orange County Transportation Authority). The project included widening and modification of 35 bridges, an HOV lane, shoulders, retaining walls and a center median all within a twelve mile stretch of urban freeway from I-405 to SR-55.

In addition to Mr. Myer’s project experience, **Myers and Sons Construction is known for successfully delivering projects with strong value engineering and constructability review components**. This experience includes:

**03-3E6204, RT 99 Chico** – Myers and Sons Construction is a subcontractor performing the bridge construction over Butte Creek on Route 99. Myers proposed constructing a temporary bridge between the existing two bridges and re-staging the project. **The Value Engineering Cost Proposal (VECP) we submitted slightly reduced the cost of the project, but the real value was generated by re-staging the project and not reducing the number of lanes on RT 99 during the project duration**. The existing plan called for a reduction in lanes during the construction season. This VECP also allowed the new bridge construction to go from two stages to one stage; this allowed the bridge to be built at one time and eliminated the need for a closure pour and temporary shoring.

**03-0F5904, RT 5 Florin Rd.** – Myers and Sons Construction was a subcontractor performing the rapid strength concrete paving on Route 5 in Sacramento. The project documents called for fifty five hour closures of Interstate 5 so that concrete paving could take place under the existing bridges. Myers and Sons was able to re-sequence the work to eliminate the need for fifty five hour closures. This re-sequencing was done at no extra cost to Caltrans.

**10-3A1004, RT 99/4 Interchange** – When Myers and Sons Construction was awarded this \$89 Million dollar contract; Caltrans proactively informed Myers that the required railroad permits had not been finalized. **Myers worked with Caltrans and the railroad to provide information that expedited the required permits. Myers also worked with Caltrans to re-stage the project to delay the work next to the railroad that required the needed permits**. When the permits did start to affect the project’s progress Myers and Caltrans came up with innovative solutions to accelerate the project once the railroad permits were approved. This proactive communication from both sides turned a potential major scheduling issue into a minor bump in the road that was overcome at a minimal cost to both Caltrans and the contractor.

At Myers and Sons Construction every employee has experience working with Caltrans. **We consider Caltrans a valuable client** and understand that the relationship is a partnership that benefits both parties. Myers and Sons Construction sees this CMGC project as another opportunity to strengthen that partnership.

### Capacity

The Myers-Wadsworth JV team has completed 8 CMGC projects, over 20 CMAR projects and 20 design-build projects. In addition, we currently have 4 CMGC and CMAR projects under construction.

Myers and Sons Construction works almost exclusively with Caltrans as either a prime or subcontractor. Mr. C.C. Myers has performed over 200 Caltrans projects. We are very familiar with Caltrans specifications, procedures and protocol. Our current bond capacity is in excess of \$1.7 billion and our management staff and workforce have the knowhow to complete our work.

**With the addition of Sterling Construction Company, we have found a partner that adds additional resources and knowledge, expanding our capacity to serve the needs of Caltrans and the citizens of California on this important project.**





## 3.5.B

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FORM B.

MYERS AND SONS  
CONSTRUCTION, LP

PROJECT DESCRIPTIONS

**Form B**

**PROJECT DESCRIPTION**

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

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

Name of Firm: <b>Myers and Sons Construction, LP</b>
Project Role: Prime Contractor Principal Participant: Yes                      Designer: _____ Other (Describe): _____
Years of Experience (provide length of activity as it relates to the following three elements): Roads/Streets: 2              Bridges/Structures: 2              Utility Relocations: 2
Project Name, Location, and Nature of Work for Which Company Was Responsible: <b>US Route 99 Rehabilitation</b>   Stanislaus County in and near Turlock, Ceres and Modesto from Merced County Line to San Joaquin County Line   Heavy Civil Roadway and Bridge Rehabilitation
Myers and Sons Construction, LP was awarded this A+B project by Caltrans District 10. The project scope and work occurred on a similar portion of US99 transportation corridor as proposed in the State Route 99 Realignment project and involved 24.7 miles of freeway, with 76.2 lane miles of crack, seal and overlay work, 165,299 tons of hot mix asphalt pavement and 107,723 tons of rubber hot mix asphalt pavement. The project also included the replacement of 36.5 lane miles of concrete pavement replacement using approximately 96,900 cubic yards of reinforced rapid set concrete (RSC) and 32,300 cubic yards of lean concrete base; the upgrade of 10,000 LF of guardrail; installation of new traffic loops for traffic count stations at various locations; and the placement of 1,000,000 linear feet of pavement delineation.
<i>(Use additional lines within this section as necessary to response to this question)</i>
Provide Project Description and Describe Site Conditions: The Route 99 corridor section addressed in this project is a high volume north-south medium-distance haulage route which bisects several cities, dense industrial and environmentally sensitive areas. Caltrans identified three primary goals for the project: improving the safety infrastructure for the traveling public, reducing maintenance costs and improving overall ride quality for the corridor. In successfully meeting these goals, the Myers and Sons Team partnered with Caltrans to create multiple opportunities for success. These included the management and <i>inclusion of multiple stakeholders in the project communication</i> stream in order to maintain both <i>accuracy and flexibility in scheduling</i> ; localization of decision making and conflict resolution efforts to mitigate impacts and increase quality and safety; development of a work plan that <i>dramatically reduced the overall project duration by over 70%</i> ; creation of a comprehensive traffic control and construction phasing plan that <i>minimized the impact for the highly-congested urban corridor</i> sections during peak travel times; use of innovative materials to increase production efficiency while providing greater wearability and

longevity to the roadway bed; and the coordination of field practices and integration of craft workers with Caltrans personnel to insure quality and safety in a dynamic, active and challenging field environment.

**Mobility:** As part of our approach to working in this dynamic environment, the Myers and Sons Team planned and implemented work *schedule changes that accommodated regional event timetables*, effectively coordinated these changes with over fifteen subcontractors and suppliers throughout the project lifecycle and *spearheaded a field communication campaign with affected business and public stakeholders*. As a result of these efforts the Myers and Sons Team successfully reduced delays and negative impacts to traffic volume as the result of roadway construction work adjacent to regional events. In coordination with Caltrans, *the team’s public outreach effort mitigated potential access impacts to local businesses, members of the public and other project stakeholders* while improving public perception and acceptance of the project scope.

**Project Delivery:** The Myers and Sons Team responded effectively to unique challenges posed by this project. In one example, the team partnered with Caltrans and the Turlock Irrigation District to plan, *coordinate and conduct repair work to a major irrigation canal* under to RT 99. Similar to anticipated challenges that will be associated with this State Route 99 Realignment project, the Myers and Sons Team effectively re-sequenced significant portions of planned pavement rehabilitation work to accommodate the repairs of the irrigation canal. The canal could only be repaired during the winter months

**Quality:** The Myers and Sons’ partnership approach focused on cost control - minimizing exposure and risk to Caltrans by *generating innovative solutions*, while maintaining strict adherence to the project specifications, and vigilant QA/QC assessment - utilizing our institutional field knowledge and technical expertise to program the work in order to achieve best value for Caltrans and *strongest possible focus on delivered quality* – thus eliminating costly rework through the project lifecycle. The Myers and Sons Team met strict quality assurance and control requirements throughout the project life cycle. Part of this approach included Just-in-Time (JIT) Quality Assurance training to employees as well as co-location of lab testing facilities adjacent to ongoing construction.

**Safety:** With an industry-leading safety program that stressed knowledge, practice and accountability, the RT 99 project completed with a perfect safety record.

Comparative Project Elements	
24.7 Miles	Size
Heavy Civil	Scope
High	Complexity
Yes	Formal Partnership
Yes	Advanced Staging and Traffic
Yes	Accelerated Construction
Yes	Jointed Plain Concrete Pavement (JPCP)
Yes	Continuously Reinforced Concrete Pavement (CRCP)
Yes	Coordination with Adjacent Construction
Yes	Public Utility Relocations
Yes	Municipal Utility Construction
Yes	Public Stakeholder Integration
Yes	Completion – On Budget
Yes	Completion - On Time



The team *created real-time systems* to communicate time constraints, changes to the project schedule and to manage lane closures, sometimes *managing 5-6 lane closures a night in a nine-hour period*. We established efficient processes to integrate Caltrans inspectors, and to obtain needed quantities from geographically distant crews on a daily basis. We stressed accountability from field crews to upper management which *resulted in a culture of teamwork* throughout the project life cycle.

Lastly, the Myers and Sons Team created sustainable partnerships within management structure that localized the decision making with Caltrans personnel and facilitated the conflict resolution processes whenever possible.

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

**Delivery:** The allowable contract days for the A+B project was 500 working days. Our team bid 140 days and successfully completed the project in the allotted time with no liquidated damages. Myers and Sons is proud of the people and the culture that made this project a success.

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

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

As recognition of the Myers and Sons Team’s consistent and successful approach to partnership with public agencies, the Rt 99 Concrete Rehabilitation project earned the Caltrans Partnering Success in Motion Gold Award in 2012 and has been submitted for the AGC Alliant Marvin H. Black Award for 2013.

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

Address: 925 Goodwin Drive, Ripon, CA 95366

Contact Name: Renee' M. Sutti, Resident Engineer

Telephone: (209) 607-8741

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

Fax No: (209) 942-6148

Contract Value (US\$): \$75,961,116

Final Value (US\$): \$78,277,618

% of Total Work Performed by Company: 63%

Commencement Date: 04/16/12

Planned Completion Date: 9/30/13

Actual Completion Date: 11/1/13

Amount of Claims: None.

Any Litigation? Yes \_\_\_\_ No X

**Form B**  
**PROJECT DESCRIPTION**

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

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

Name of Firm: <b>Myers and Sons Construction, LP</b>
Project Role: Prime Contractor Principal Participant: Yes      Designer: _____ Other (Describe): _____
Years of Experience (provide length of activity as it relates to the following three elements): Roads/Streets: 2      Bridges/Structures: 2      Utility Relocations: 2
Project Name, Location, and Nature of Work for Which Company Was Responsible:
<b>US Route 80 Bridges Rehabilitation</b>   Rt 80 within Placer County   Heavy Civil Bridge and Roadway Rehabilitation
Myers and Sons Construction, LP was awarded this project by Caltrans District 3. The project scope is highly relevant to the State Route 99 Realignment project and consisted JPCP and CRCP, repair and replacement of subgrade, bridge widening, the removal and replacement of joint seals, repair and replacement of barrier rails and approach slabs, related electrical work and deck drainage improvements as well as polyester concrete overlay to various bridge decks. The nine bridge locations included crossings over high-volume roadways and freeways in addition to railroad crossings and environmentally sensitive areas. These dynamic environments required extensive planning for traffic control and signage, in addition to <i>integrated construction phase planning that ensured a continuous and safe environment for the traveling public as well as workers completing the construction.</i>
<i>(Use additional lines within this section as necessary to response to this question)</i>
Provide Project Description and Describe Site Conditions: The nine bridge structures in this project were located on RT 80 within the Placer County limits in close proximity to other ongoing construction projects in this high-volume corridor. Early in the construction planning process, the Myers and Sons Team identified the need to mitigate impacts to the traveling public and avoid potential conflicts with other active project within and adjacent to the RT 80 construction limits.  <b>Safety:</b> With an industry-leading safety program that stressed knowledge, practice and accountability, the RT 80 project completed with a perfect safety record.  <b>Mobility:</b> As part of the pre-construction partnering effort, the Myers and Sons Team submitted a Value Engineering Cost Proposal (VECP) that <i>provided solutions to reduce full</i>

roadway closures from a projected several month period to four (4) weekends. The result of this effort was the documented reduction of traffic congestion during the peak summer driving period, a reduction in negative public perception and pushback during the construction period itself and a reduction in the total cost of the project. In the field, the Myers and Sons Team stressed efficient planning and coordination of traffic closures still required for project completion, scheduling of major portions of the project scope to occur at night, and the maintenance of a *vigilant sensitivity to the needs of adjacent project stakeholders*.

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

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

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

Comparative Project Elements	
9 Bridges	Size
Heavy Civil	Scope
High	Complexity
Yes	Advanced Staging and Traffic
Yes	Railroad Coordination
Yes	Accelerated Construction
Yes	Staged Bridge Rehabilitation over Freeway and Railroad
Yes	Jointed Plain Concrete Pavement (JPCP)
Yes	Continuously Reinforced Concrete Pavement (CRCP)
Yes	Coordination with Adjacent Construction
Yes	Public Utility Relocations
Yes	Municipal Utility Construction
Yes	Public Stakeholder Integration
Yes	Completion – On Budget
Yes	Completion - On Time

**Delivery:** In the project kickoff meeting that occurred for this project all team members – whether from Caltrans or Myers & Sons – agreed on one simple fact: on a project with 9 separate bridges and related concrete rehabilitation in geographically diverse sites, the speed at which issues were resolved would “make or break” the project. The partnership team created an issues resolution structure that *stressed the localization of decision making based on a sequencing of "time to elevate (TTE)"*. By creating a structure based on time, the committee ensured that the emphasis was placed on "resolution" rather than individual perceptions or motivations. In establishing the TTE structure, the partnership team identified the goal of keeping all but the most serious of issues *within a 7 day window for resolution*. On the first of four weekend closures, our team experience unexpectedly heavy precipitation which threatened the ability to open the freeway by the deadline of Monday a.m. In order to avoid a late opening, Myers increased their crews, rescheduled concrete pours and brought in additional AB to replace wet soils. Myers did this additional work at our own expense to keep the project on track and avoid late openings.



**Safety:** With an industry-leading safety program that stressed knowledge, practice and accountability, the RT 80 project completed with a perfect safety record.

We believe the RT 80 project represents an excellent example of our Team’s ability to deliver a multi-phase, concurrent and co-located project successfully within a dynamic and challenging environment.

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

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

As recognition of the Myers and Sons Team’s consistent and successful approach to partnership with public agencies, the RT 80 Bridges Rehabilitation project will be submitted for the Caltrans Partnering Success in Motion Gold Award in 2014 as well as for the AGC Alliant Marvin H. Black Award for 2014.

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

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

Contact Name: Sam Vandell, Resident Engineer

Telephone: (916) 624-2852

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

Fax No: (530) 741-4111

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

Final Value (US\$): \$6,444,291

% of Total Work Performed by Company: 86.7%

Commencement Date: 08/2011

Planned Completion Date: 02/2013

Actual Completion Date: 02/2013

Amount of Claims: None.

Any Litigation? Yes \_\_\_ No X

**Form B**  
**PROJECT DESCRIPTION**

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

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

Name of Firm: <b>Myers and Sons Construction, LP</b>
Project Role: Prime Contractor Principal Participant: Yes      Designer: _____ Other (Describe): _____
Years of Experience (provide length of activity as it relates to the following three elements): Roads/Streets: 2      Bridges/Structures: 2      Utility Relocations: 2
Project Name, Location, and Nature of Work for Which Company Was Responsible: <b>US Route 580 Bridge and Roadway Rehabilitation</b>   In Contra Costa County In Richmond From 0.3 Mile East Of Scofield Avenue Undercrossing To 0.2 Mile West Of Western Drive Undercrossing   Heavy Civil Bridge and Roadway Rehabilitation
Myers and Sons Construction, LP was awarded this A+B project by Caltrans District 4. The allowable contract days for the project was 425 working days. Our team bid 175 working days and successfully completed the project in time without any liquidated damages. The project scope is highly relevant to the State Route 99 Realignment project and consisted of the replacement of bridge deck, bridge demolition, construction of retention walls and concrete barriers and placement of polyester overlay. The high volume RT 580 corridor location required extensive planning for traffic control and signage, in addition to integrated construction <i>phase planning that ensured a continuous and safe environment for the traveling public as well as workers completing the construction</i> . In addition, the bridge location crossed an industrial plant area that required specific attention to critical access issues and work planning.
<i>(Use additional lines within this section as necessary to response to this question)</i>
Provide Project Description and Describe Site Conditions: The project is located in both in heavy traffic and a sensitive environmental area. Quality control in both storm water pollution control and traffic control were vital to the successful construction of this project.  <b>Safety:</b> High levels of consistent traffic and night work generated a work environment where <i>safety was top priority</i> . This project is also located over a Chevron refinery which created an additional layer of complexity in addressing relative issues of safety. The Myers and Sons Team actively managed and mitigate risk on behalf of Caltrans, ensuring a daily work environment in which safety was a top priority. The Myers and Sons Team maintained <i>zero tolerance for</i>

*compromising safety* and manage the personnel and project environments to enforce and support this approach. This partnering commitment to safety began with executive project management staff, extended through all levels of supervision and was clearly communicated to all craft personnel through meetings, briefs, and even before individual craft workers were integrated into field teams. In the hiring process, once pro-forma information was validated and a conditional offer of employment was made, new employees were *required to participate in a comprehensive introductory safety orientation* before ever stepping onto job site. This vigilance resulted in the *identification and elimination of potential hazards*, assured full regulatory compliance and enabled the Myers and Sons Team to achieve a stellar safety record for this complex and challenging site.

**Mobility:** A unique challenge was presented when Caltrans chose to accelerate major portions of the project in order to have traffic back in its original configuration prior to the Bay Bridge opening. The Myers and Sons Team partnered with Caltrans to effectively *re-sequence significant portions of planned rehabilitation work* to accommodate the changing timetables resulting from the modified project goals. We effectively coordinated these changes with multiple subcontractors and suppliers throughout the project lifecycle and *spearheaded a field communication campaign with affected business and public stakeholders*.

The Myers and Sons Team successfully reduced negative impacts to traffic volume as the result of changes to work phasing. In coordination with Caltrans, the team’s public outreach effort *mitigated potential access impacts to critical refinery access*, while improving perception and acceptance of the accelerated project scope.

**Quality:** In facing the challenges of meeting an accelerated project schedule, while providing consistent specification-grade quality without costly rework, the Myers and Sons Team and Caltrans both recognized the need to create a sustainable and transparent QA/QC assessment process. Myers hired third party surveyors to survey the new bridge independent of the Myers Team. The deck grades were found to be correct. The Myers and Sons Team established efficient processes to integrate Caltrans inspectors, and to rapidly obtain needed quantities from crews on a daily basis.

Comparative Project Elements	
Heavy Civil	Scope
High	Complexity
Yes	Formal Partnership
Yes	Advanced Staging and Traffic
Yes	Critical Business Access Coordination
Yes	Accelerated Construction
Yes	Staged Bridge Rehabilitation over Critical Facilities
Yes	Continuously Reinforced Concrete Pavement (CRCP)
Yes	Coordination with Adjacent Construction
Yes	Public Utility Relocations
Yes	Public Stakeholder Integration
Yes	Completion – On Budget
Yes	Completion - On Time

During preconstruction quality control planning and review, the Myers and Sons Team identified the correct scheduling of polyester overlays as a key issue that would affect the



outcomes of project quality. This was especially important with a frequent shifting climate during the summer. In coordination with Caltrans, the Myers and Sons Team *established an issues resolution structure* was implemented that stressed the localization of decision making based on a sequencing of "time in consideration". This equated to *rapid resolution of quality, and quality assurance issues* that could affect work that was still ongoing during the time in consideration.

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

**Delivery:** We believe the RT 580 project represents an excellent example of the team's ability to flexibly deliver a complex project successfully on-time and on-budget within a dynamic and challenging environment. Although not a contract requirement, Myers engaged in a formal partnering process with Caltrans for this project.

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

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

As recognition of the Myers and Sons Team's consistent and successful approach to partnership with public agencies, the RT 580 project will be submitted for the Caltrans Partnering Success in Motion Gold Award in 2014 as well as for the AGC Alliant Marvin H. Black Award for 2014.

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

Address: 111 Grand Ave, Oakland, CA 94612

Contact Name: Taslima Khanum

Telephone: (510) 224-6667

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

Fax No: (510) 622-0198

Contract Value (US\$): \$15,654,676

Final Value (US\$): \$14,429,186

% of Total Work Performed by Company: 81.5%

Commencement Date: 02/22/2013

Planned Completion Date: 12/2013

Actual Completion Date: 12/2013

Amount of Claims: None.

Any Litigation? Yes \_\_\_ No X



# RALPH L. WADSWORTH CONSTRUCTION

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

Con Wadsworth, *President*  
 Ralph L. Wadsworth Construction  
 Company, LLC

### CMGC Joint Venture Team Member and Principal Participant

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

Projects range in bridge and roadway repairs to complete interstate reconstruction involving Accelerated Bridge Construction (ABC), very complex MOT and full roadway removal and replacement with major utility and ITS components. **RLW has led the Alternative Delivery Project Methodology (ADPM) construction industry for the past 13 years with innovative and time saving solutions providing long-lasting assets to the communities and traveling public.** They have been the principal on eight projects delivered using the Construction Manager / General Contractor (CMGC) project delivery method and have 3 CMGC projects currently under construction

Innovation sets RLW apart from the competition. The company is known for taking on the toughest and most complicated jobs, and through aggressive and creative project management, thinking of smarter and faster ways to accomplish difficult tasks.

As a leader in the industry, RLW was the first in the Intermountain West to tackle new approaches in construction including:

#### Accelerated Bridge Construction (ABC)

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

#### Lightweight Concrete

Reduces foundation size  
 Improves seismic performance due to the decreased mass

#### Straddle Abutments

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

Always looking for a better, faster and more



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

**RLW is known for finding ways to complete projects ahead of schedule.** The South Layton Interchange Design Build was completed 9 months ahead of schedule by using our abilities in ABC bridge construction and our expertise in design-build delivery. We are also known for our high quality construction and we have been nationally recognized for our aesthetic enhancement on many of our projects.

**RLW has the resources to tackle any type of project.**

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

RLW regularly works in seven different states and our people understand how to integrate themselves in the local community.

**RLW has the ability to self-perform the majority of the work on most Interstate transportation projects.** This ability keeps costs lower, allows schedule to be maintained more effectively and ensures greater quality. The types of services RLW will self-perform on a typical transportation project include:

- Pile Driving
- Shoring
- Girder Erection
- Structural Concrete
- Jointed Plain Concrete Paving (JCPC)
- Concrete Flatwork
- Traffic Control
- Demolition
- Aesthetics and Landscaping
- Continuously Reinforced Concrete Pavement (CRCP)

**CAPACITY**

In 2009, Sterling Construction Company of Houston, Texas purchased 80% of RLW. This strategic purchase allows for increased market share for all Sterling subsidiaries that includes Arizona, California, Hawaii, Colorado, Idaho, Montana, Nevada, Texas, Utah, Washington and Wyoming. Sterling is ranked 91 by the ENR Top 400 Contractors, 16 of the Top 20 Transportation Contractors and 16 of the Top 50 Domestic Contractor for 2012. Sterling Construction Company has a current market values of \$748 million. Under the Sterling umbrella, RLW has an aggregate bonding capacity of \$1.7 billion.

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





## 3.5.B

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FORM B.

RALPH L. WADSWORTH  
CONSTRUCTION, LLC

PROJECT DESCRIPTIONS

**Form B**  
**PROJECT DESCRIPTION**

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

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

Name of Firm: <b>RL Wadsworth Construction, Inc.</b>
Project Role: Prime Contractor Principal Participant: Yes            Designer: _____ Other (Describe): _____
Years of Experience (provide length of activity as it relates to the following three elements): Roads/Streets: 3      Bridges/Structures: 3      Utility Relocations: 3
Project Name, Location, and Nature of Work for Which Company Was Responsible: <b>UTA FrontRunner South CMGC   45 Miles of Commuter Rail extension from downtown Salt Lake City to Provo   Heavy Civil Construction</b>
This UTA CMGC project extended the FrontRunner project 45 miles from downtown Salt Lake to Provo. Wadsworth's portion of work consisted of the construction of 30 bridges for UTA and UPRR. Wadsworth installed 38 temporary/permanent earth retention walls next to a live UPRR line with E-80 loading; 2 permanent soil nail retaining walls, a box culvert, a concrete lined canal, and a challenging concrete pedestrian underpass / train station in Lehi.
<i>(Use additional lines within this section as necessary to response to this question)</i>
The Frontrunner corridor section addressed in this project spans from Salt Lake City to Provo and bisects several cities, dense industrial, "main street" business and environmentally sensitive areas. Throughout the CM/GC process, the Wadsworth Team was focused on improving the safety infrastructure for the traveling public <i>through the use of innovative construction techniques, a focus on maintaining mobility and access and a commitment to environmental compliance and on-time project delivery.</i>
<b>Safety:</b> Many of the structures utilized precast box beam girders, columns and bent caps to meet the rigorous construction schedule while eliminating the need to impact and move traffic to alternate configurations by forming, stripping or placing diaphragms. This project used a very <i>innovative coupler system which precisely located all embeds in the precast elements to allow for erection.</i> The use of this system streamlined the construction process for Wadsworth field teams and <i>allowed for a standardization and "best practices" approach in the construction process, lessening risk to workers</i> already challenged in a dynamic construction environment.

**Mobility:** As complex as the construction environment was, public and local governmental concern over potential local and regional impacts of the planned construction created significant challenges. The Wadsworth Team created a contact group similar to the CALM group proposed for this US99 Realignment project to *coordinate with local governments, businesses, and other third party groups to mitigate both the perceived and real effects of planned construction*. The Wadsworth Team planned and implemented work schedule changes that accommodated local business concerns, while effectively coordinating these changes with multiple subcontractors and suppliers throughout the project lifecycle, and spearheaded a field communication campaign with affected business and public stakeholders. In addition, the Wadsworth Team worked diligently to identify *utility relocations that would impact mission critical services to adjacent business and industrial stakeholders*. In performing utility relocations, which included sewer, water, gas, electric, and communication, the Wadsworth Team *avoided all emergency shutdowns for business and industrial concerns along the project corridor*. In coordination with the UTA, UDOT and local government interests, the team's public outreach effort mitigated potential access impacts to local commuter traffic by an extensive MOT approach which focused on night lane closures and "early daily open" strategies which resulted in an improved public perception and acceptance of the project scope. Lastly, the Wadsworth Team *successfully worked with UPRR to schedule, coordinate and execute a construction scope that often occurred directly adjacent to UPRR lines with E-80 loading*. In doing so, the team completed the project with *no unexpected or emergency track or corridor disruptions* due to Frontrunner project work - a significant achievement for a project spanning 45 miles.

**Quality:** The Wadsworth Team coordinated extensively with the CMGC design team to help with constructability design and construction means and methods and to develop innovations that met the rigorous schedule and minimized traffic disruption. The Wadsworth Team *participated in the design of box beam bridge girders to accelerate the schedule, and precast columns and bent caps* to minimize traffic disruption and accommodate minimal work zones. The Wadsworth team led the construction of a 642' flyover bridge *incorporating Accelerated Bridge Construction (ABC) methodology* to fast track the construction of six 10' diameter drilled shafts (2 of the shafts are 130' in depth), while simultaneously building structural portions of the bridgework at an adjacent site for transport and installation during overnight lane closures. This approach *greatly reduced the impacts to traffic* that would have occurred if the bridge was built fully in place using traditional methods.

**Environmental Compliance:** The Frontrunner project provided special challenges related to variable geology and shallow ground water, which complicated both design and construction. The Wadsworth Team worked with UDOT, the FHWA and EPA to identify the risks and estimate the costs of mitigation to provide the best value to UTA. As part of this approach, the Wadsworth Team *created a modular work completion plan to accommodate delays in permitting or approvals* related to environmentally sensitive construction adjacent to multiple waterways. This allowed for work to continue in sections of the project unaffected by 404

permitting and allowed the entire project to adhere to a rigorous fast tracked project schedule.

**Project Delivery:** The Wadsworth Team worked very closely with the general contractor and the designers to determine the design and construction means and methods to complete this project on schedule. The result was a project successful delivered 1 month ahead of schedule and on-budget. The team's successful completion record for this stage of the project is cited by the UTA.

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

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

As part of the public outreach process, a Community Review Board was also set up to provide feedback to the contractor during construction and to evaluate their performance. The team received a 90% rating during the project.

Name of Client (Owner/Agency, Contractor, etc.): **Utah Transit Authority (UTA)**

Address: 669 West 200 South, Salt Lake City, UT 84101

Contact Name: Paul Edwards, P.E.

Telephone: (801) 913-0168

Owner's Project or Contract No.: S-15-8(211)332

Fax No: (801) 287-4675

Contract Value (US\$): \$83.0M

Final Value (US\$): \$83.0M

% of Total Work Performed by Company: 52%

Commencement Date: 12/2007

Planned Completion Date: 03/2012

Actual Completion Date: 02/2012

Amount of Claims: None.

Any Litigation? Yes \_\_\_\_ No **X**

**Form B**  
**PROJECT DESCRIPTION**

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

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

Name of Firm: <b>RL Wadsworth Construction, Inc.</b>
Project Role: Prime Contractor Principal Participant: Yes      Designer: _____ Other (Describe): _____
Years of Experience (provide length of activity as it relates to the following three elements): Roads/Streets: 2      Bridges/Structures: 2      Utility Relocations: 2
Project Name, Location, and Nature of Work for Which Company Was Responsible: <b>Logan 10<sup>th</sup> West Corridor Reconstruction CMGC   US 89/91 to 2500 North and 2500 North from 1000 West to US-91 at Main Street in Logan City, UT   Heavy Civil Roadway Construction</b>
The Wadsworth Team was selected for this project that followed the A+B scenario that allowed for 320 total days of construction concluding in November 2013. The new route is named SR-252 and includes 1000 West from US 89/91 to 2500 North and 2500 North from 1000 West to US-91 at Main Street.
<i>(Use additional lines within this section as necessary to response to this question)</i>
Provide Project Description and Describe Site Conditions: <b>Safety:</b> This Logan project corridor spans high-volume urban traffic and industrial locations similar to those encountered in this Route 99 Realignment project. The project is located in both in heavy traffic and a sensitive environmental area and presented a number of difficult site conditions including rigorous MOT requirements, confined work zones, utility relocation issues, busy interstate traffic, night work and wetlands permitting, relocation and coordination with both UDOT and the US Army Corps of Engineers (USACE) for environmental compliance.  <b>Mobility:</b> This project presented unique public perception and stakeholder challenges that mirror those found in the Route 99 Realignment project. To address these concerns, the Wadsworth Team <i>coordinated with numerous businesses, city and state jurisdictions, and participated in over 16 public meetings.</i> Most importantly, the Wadsworth Team created a “contact team” consisting of project management, field representative and a Public Information Office (PIP). This team made contact with commercial and industrial business within the project corridor to access individual needs and concerns. During this outreach it was discovered that significant planning and sequencing would need to occur to keep 24-hour commercial production facilities in operation.

<p>An excellent example of this approach can be seen in the team’s approach to the Gossner Foods manufacturing plant located directly in the project corridor. The facility is a 24 hour production plant providing perishable and non-perishable products to commercial and military clients across the nation. With over 180 semi-trailers accessing the plant each day and mission critical utilities services (water, power, sewage) requirements, the team <i>set up detours, point of access replacements to ensure delivery access, and maintained temporary access throughout construction</i> for shift employees. The Wadsworth team performed MOT for local streets access and customized work plans that allowed construction to occur at night and on weekends. The team coordinated utilities relocations with Logan City to avoid plant shutdowns and minimize services disruption.</p> <p>As part of our approach to working in a project corridor that included a heavily used public transit route, the Wadsworth Team planned and implemented work schedule changes that accommodated the timetables of local educational institutions, effectively coordinated these changes with the City, public transit agency and UDOT throughout the project lifecycle and <i>spearheaded a field communication campaign with affected business and public stakeholders</i>. As a result of these efforts the Wadsworth Team <i>successfully relocated stops to minimize rider disruption and delays, and mitigated potential access impacts</i> to local businesses, members of the public and other project stakeholders while improving public perception and acceptance of the project scope.</p> <p>Additionally, the team was instrumental in keeping the general traveling public and impacted community members <i>informed of construction activities through the use of social media and text message, website creation, press releases, and text messages</i>.</p> <p><b>Quality:</b> Significant elements included 31.4 lane miles of new concrete, utilities betterments including <i>over 8 miles of new water line, 2 miles of force main sewer line</i> and the undergrounding of overhead crossing lines, new signalization, enhanced pedestrian features adjacent to residential areas, and significant <i>relocations of transmission lines</i> throughout the project corridor.</p> <p><b>Environmental Compliance:</b> The Logan Project presented unique environmental challenges in that the entire corridor is located adjacent to protected wetlands areas. To meet these tough and potentially detrimental challenges to the project schedule, the Wadsworth Team <i>established an early, working communication framework with all environmental stakeholders</i></p>	Comparative Project Elements	
	Heavy Civil	Scope
	High	Complexity
	Yes	Formal Partnership
	Yes	Advanced Staging and Traffic
	Yes	Accelerated Construction
	Yes	Jointed Plain Concrete Pavement (JPCP)
	Yes	Continuously Reinforced Concrete Pavement (CRCP)
	Yes	Coordination with Adjacent Stakeholders
	Yes	Public Utility Relocations
	Yes	Public Stakeholder Integration
	Yes	Completion – On Budget
Yes	Completion - On Time	

to facilitate the success of the project and to foster an atmosphere of cooperation among team members. The Wadsworth Team worked diligently with both UDOT and the US Army Corps of Engineers (USACE) to address wetlands permitting, relocation and coordination issues. To meet A+B project completion targets, the Wadsworth Team developed a contingency plan based on environmental permitting and approvals. As part of this plan, MOT planning and staging changes were implemented in order to allow work to proceed as wetlands mitigation options were reviewed and permitted. The Wadsworth Team developed an innovative approach that *utilized concrete barrier placement adjacent to new construction that allowed for the separation of new construction and sensitive environmental areas*. Based on permitting approvals, the team would complete planned shoulder, sidewalk and landscape at a later stage in construction than originally planned. This approach *allowed construction to move forward while avoiding environmental impacts* and allowing for the time needed for permitting resolution.

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

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

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

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

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

Address: 166 West Southwell Street, Ogden, Utah 84404

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

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

Fax No: 801-585-5585

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

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

% of Total Work Performed by Company: 70%

Commencement Date: 01/2010

Planned Completion Date: 11/20/2013

Actual Completion Date: 11/6/2013

Amount of Claims: None.

Any Litigation? Yes \_\_\_ No **X**

**Form B**  
**PROJECT DESCRIPTION**

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

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

Name of Firm: <b>RL Wadsworth Construction, Inc.</b>
Project Role: Prime Contractor Principal Participant: Yes            Designer: _____ Other (Describe): _____
Years of Experience (provide length of activity as it relates to the following three elements): Roads/Streets: 1      Bridges/Structures: 1      Utility Relocations: 2
Project Name, Location, and Nature of Work for Which Company Was Responsible: <b>I-80 State Street to 130 East CMGC   2.2 Miles of Roadway Reconstruction and Widening   Heavy Civil Construction</b>
RLW served as the CMGC Prime Contractor for the reconstruction and widening of 2.2 miles of I-80 through the middle of urban Salt Lake City. This project addressed ramp and main line geometry, pavement replacement, structural integrity of bridges, noise levels, signalization and aesthetics.
<i>(Use additional lines within this section as necessary to response to this question)</i>
The project included 12 bridge replacements and 3 new bridges. RLW utilized Accelerated Bridge Construction (ABC) techniques to design and construct 7 bridges in a centralized location (bridge farm) on temporary supports. Bridges were constructed on boxes set at pre-determined elevations and slopes to mock final design positions. Bridges were transported adjacent to each opening, then slid and lowered into final position using SPMT's and sophisticated sliding and tracking system. Each of the ABC bridge replacements took less than a week to complete with minimal impacts to the traveling public.  <b>Safety:</b> As one of the busiest corridors in the region, the CMGC worked with UDOT to develop an approach that would minimize potential safety hazards resulting from construction barricading. The Wadsworth team suggested using reversible lanes with moveable barrier to help minimize impacts to commuters and reduce change in driving environment. In order to accommodate five lanes of traffic during construction, the eastbound bridges were temporarily widened and crossovers constructed at each end of the project. The moveable barrier system was implemented to allow the center lane to be utilized by either direction during peak traffic hours.

**Mobility:** In coordination with UDOT and local government interests, the team's public outreach effort mitigated potential access impacts to local commuter traffic by an extensive MOT approach which focused on night lane closures and "early daily open" strategies which resulted in an improved public perception and acceptance of the project scope. Baker provided construction engineering and MOT services. RLW's coordination with the PI team was critical to the success of this project. RLW worked hand in hand with UDOT and local municipalities to provide the least amount of impact to the local and national users. Media sources were used on a daily basis to notify the public of schedule and current MOT plans. Emergency agencies attended most of the meetings to keep abreast of schedules. Much of the work was performed at night to reduce impacts.

**Quality:** As part of the CMGC process, RLW performed several cost analysis of different design options to provide the best design that fit the Department's budget. Change Orders were minimized with this upfront planning and risk mitigation and the contingency budget was used to add two additional bridge deck replacements.

**Environmental Compliance:** Public involvement efforts centered around environmental pollution (noise, light, particulate) included meeting with local agencies, community, and business groups; developing public and media outreach materials; and documenting stakeholder comments. Neighborhood group meetings were also held to educate stakeholders about the project and the noise and light pollution evaluation process.

**Project Delivery:** The Wadsworth Team worked very closely with UDOT to develop construction means and methods to complete this project on schedule. The result was that the Mainline 1-80 was completed and opened to traffic 2 weeks early and the overall project was completed on time.

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

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

- 2010 Mountain State Construction Best Of
- Transportation Gold Award
- Engineering Design Gold Award
- 2009 AGC of Utah \$10+ Transportation Project of the Year
- 2009 AGC of Utah Project Manager of the Year, Wayne Bowden
- 2009 AGC of Utah Superintendent of the Year, Alan Kirton
- 2009 ACPA Best PCCP Urban Divided Highway Project

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

Address: 2010 S. 2760 West, Salt Lake City, Utah 84101

Contact Name: John Montoya, RE

Telephone: (801) 975-4871

Owner's Project or Contract No.: S-80-3(152)121

Fax No: 801-585-5585

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

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

% of Total Work Performed by Company: 72%

Commencement Date: 03/2008

Planned Completion Date: 12/2009

Actual Completion Date: 12/2009

Amount of Claims: None.

Any Litigation? Yes \_\_\_\_ No **X**

**Form B**  
**PROJECT DESCRIPTION**

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

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

Name of Firm: <b>RL Wadsworth Construction, Inc.</b>
Project Role: Prime Contractor Principal Participant: Yes      Designer: _____ Other (Describe): _____
Years of Experience (provide length of activity as it relates to the following three elements): Roads/Streets: 3      Bridges/Structures: 3      Utility Relocations: 3
Project Name, Location, and Nature of Work for Which Company Was Responsible: <b>1-15 NOW Design-Build   Weber County, UT   Heavy Civil Roadway Construction</b>
This project was designed and constructed by Weber County Constructors (WCC), a joint venture in which RLW was the managing partner. The project encompassed 9.5 miles of 1-15 widening and reconstruction through Ogden including design, QA/QC, <i>coordination with numerous stakeholders, environmental monitoring</i> , traffic control, bridge demolition, drainage improvements, concrete paving, mainline widening and reconstruction, noise walls, traffic signals, ATMS, and six major intersections with cross streets.
<i>(Use additional lines within this section as necessary to response to this question)</i>
Provide Project Description and Describe Site Conditions: Regionally, I-15 serves as a vital commercial transport artery for the Utah Highway System. The I-15 corridor has significant importance as a commercial and commuter route that connects population centers, industrial and business areas and bedroom communities, while bisecting both urban and environmentally sensitive rural areas. This project had a number of difficult site conditions that are similar to those found in this SR 99 Realignment project, including rigorous MOT requirements, confined work zones, strict environmental issues at river crossings, busy railroad corridors, night work, and difficult soil conditions requiring <i>stone column ground improvements</i> , deep dynamic compaction, and light-weight fill. Relative to the US 99 scope of work, this project required the <i>phased replacement and construction of 24 bridges</i> including ten sets of mainline sister bridges, two new ramp bridges and two new bridges at cross streets. Three of these crossed environmentally sensitive riparian areas.  <b>Safety:</b> Significantly, the project included 6 rail crossings over live rail traffic. The construction team <i>worked closely with UPRR</i> to coordinate the demolition and girder erections with no rail closures. Flaggers and detailed demolition and erection plans provided for 10 minute windows

to remove debris and equipment from the track area before trains moved through. Additional considerations had to be made for the bridge structures in the rail area due to ground conditions and settlement including ground stabilization measures and wick drains. These structures also included *MSE Retaining Walls* and large amounts of fill. RLW ensured good track protection throughout the bridge construction.

**Mobility:** In order to mitigate impacts this important transit corridor, the Wadsworth Team phased planned work to accommodate heavy traffic conditions with a significant portion taking place during nighttime operations. The Wadsworth Team also *worked closely with local industrial and manufacturing business stakeholders* in order to maintain local street access with minimal closures due to girder erections. The Wadsworth Team partnered with UDOT to communicate early and often with the surrounding public, municipal and business stakeholders.

**Quality:** The Wadsworth Team successfully managed subcontractors and suppliers on the project with no coordination problems and the project finished on time with no issues. This project adhered to the strict quality assurance and control requirements by providing JIT training to employees and creating mobile lab sites every night to provide testing. This project received the 2009 National Partnership of Highway Quality Achievement Award

**Environmental Compliance:** In addressing environmental challenges, the Wadsworth Team worked closely with UDOT to coordinate the extensive environmental monitoring required as a result of construction proximity to the Weber River and surrounding wetlands. Part of the project - the 31st Street Interchange - was also constructed on top of an existing landfill. Hazardous materials (HAZMAT) were encountered and remediated as part of this section of the project. Once remediation occurred, an extensive aesthetics package was installed at the 31st Street interchange as a gateway into Ogden City. The theme was coordinated with city officials to reflect the outdoor recreational opportunities of the area.

**Project Delivery:** *Completed on schedule, on-budget and to exacting standards, we believe the I-15 NOW project the project shines as an example of partnership, sustainability and quality.*

Comparative Project Elements	
Heavy Civil	Scope
High	Complexity
Yes	Formal Partnership
Yes	Advanced Staging and Traffic
Yes	Accelerated Construction
Yes	Staged Bridge Construction over Freeways and Railroads
Yes	Jointed Plain Concrete Pavement (JPCP)
Yes	Continuously Reinforced Concrete Pavement (CRCP)
Yes	Coordination with Adjacent Construction
Yes	Public Utility Relocations
Yes	Public Stakeholder Integration
Yes	Completion – On Budget
Yes	Completion - On Time

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

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

- 2009 Marvin M. Black Excellence in Partnering Award,
- 2009 AON Build America Award- Design-Build Renovation
- 2009 National Partnership of Highway Quality Achievement Award
- 2008 ARTBA Work Zone Safety Awareness Award
- 2008 National AGC Build America Award
- 2008 UDOT Urban Project of the Year Award
- 2008 AGC of Utah \$150+ Million Highway Project of the Year
- 2008 Intermountain Contractor Best of 2008
- Best Alternative Delivery
- Merit Award Best Transportation Project
- 2007 Roads and Bridges Top 10 Roads

Name of Client (Owner/Agency, Contractor, etc.): **UDOT, Region 12**

Address: 166 West Southwell Street, Ogden, Utah 84404

Contact Name: Brent DeYoung

Telephone: (801) 612-4041

Owner's Project or Contract No.: SP-15-8(34)342

Fax No: 801-585-5585

Contract Value (US\$): \$183M

Final Value (US\$): \$232M

% of Total Work Performed by Company: 62%

Commencement Date: 02/2006

Planned Completion Date: 09/2009

Actual Completion Date: 09/2009

Amount of Claims: None.

Any Litigation? Yes \_\_\_\_ No X

**Form B**  
**PROJECT DESCRIPTION**

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

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

Name of Firm: <b>RL Wadsworth Construction, Inc.</b>
Project Role: Prime Contractor Principal Participant: Yes            Designer: _____ Other (Describe): _____
Years of Experience (provide length of activity as it relates to the following three elements): Roads/Streets: 3      Bridges/Structures: 3      Utility Relocations: 3
Project Name, Location, and Nature of Work for Which Company Was Responsible:
<b>1-15 Corridor Expansion (CORE) Design Build</b>   25 miles of Urban Corridor in Provo, UT   Heavy Civil Roadway Construction
RLW joined forces with Fluor, Ames and Wadsworth Brothers in a Joint Venture called Provo River Constructors (PRC) on the 3-year \$1.1 Billion Dollar I-15 CORE Project in Provo, UT. Construction for this design-build project began in early March 2010 and wrapped up in December 2012. The Wadsworth Team's portion of the project involved the reconstruction of 25 miles of CRCP Pavement roadway widening up to 7 lanes in each direction and 65 Bridges 5 of which utilized Accelerated Bridge Construction.
<i>(Use additional lines within this section as necessary to response to this question)</i>
Provide Project Description and Describe Site Conditions: <b>Safety:</b> To accommodate local businesses access concerns, the Wadsworth Team set up detours, access replacements and maintained temporary access throughout construction. The Wadsworth Team performed MOT for 3.5 miles of local streets, including three cross-streets with numerous businesses, and provided construction phasing design for 3.9 miles of freeway. Additionally, the Wadsworth Team and Baker constructed a 190-foot pedestrian underpass underneath the University access road <i>to provide safe and easy access to the campus of the Utah Valley University</i> . This construction required extensive coordination with the University's Parks and Recreation Department to minimize impacts to nearby baseball, softball, and soccer fields, and student recreational facilities during construction. This underpass provided a safer route for pedestrians and also improved traffic flow by eliminating the added stop time needed to allow pedestrian traffic to cross the roadway. <b>Mobility:</b> This project presented unique public perception and stakeholder challenges that mirror those found in the Route 99 Realignment project. To address these concerns, <i>the Wadsworth Team coordinated with numerous businesses, eight municipalities, held six public</i>

meetings, and participated in 50 public meetings. Additionally, the team has been instrumental in keeping the traveling public and impacted community members informed of construction activities through the use of social media and text message, website creation, press releases, and text messages.

The project team designed and constructed two bridges using ABC methods that allowed construction to occur at night and on weekends. The Sam White Bridge received the 2012 NSBA ABC Commendation as *the longest two-span bridge in the western hemisphere to be moved by SPMTs*.

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

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

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

Comparative Project Elements	
Heavy Civil	Scope
High	Complexity
Yes	Formal Partnership
Yes	Advanced Staging and Traffic
Yes	Accelerated Construction
Yes	Staged Bridge Construction over Freeways and Railroads
Yes	Jointed Plain Concrete Pavement (JPCP)
Yes	Continuously Reinforced Concrete Pavement (CRCP)
Yes	Coordination with Adjacent Construction
Yes	Public Utility Relocations
Yes	Public Stakeholder Integration
Yes	Completion – On Budget
Yes	Completion - On Time

**Project Delivery:** The client initially requested this project to be completed within four years. Through the use of a knowledgeable team of leadership, innovative design, and construction technologies, the Provo Utah Constructors Team *delivered this project in a duration of only 35 months- over 1 year ahead of schedule.*



*The Sam White Bridge in place after being moved across eight freeway lanes (about 500 ft) and rotated into its east-west orientation over I-15.*

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

List Any Awards, Citations, and/or Commendations Received for the Project:  
2012 NSBA ABC Commendation for the Sam White Bridge.

Name of Client (Owner/Agency, Contractor, etc.): **UDOT**  
Address: 166 West Southwell Street, Ogden, Utah 84404  
Contact Name: Todd Jensen Telephone: (801) 341-4796  
Owner's Project or Contract No.: MPI15-6(178)245 Fax No: (801) 620-1665  
Contract Value (US\$): \$1.1B Final Value (US\$): \$1.1B  
% of Total Work Performed by Company: 40% Commencement Date: 01/2010  
Planned Completion Date: 11/2013 Actual Completion Date: 10/2012  
Amount of Claims: None. Any Litigation? Yes \_\_\_\_ No X

**Summary of Claims:** There were no claims for any of the Myers-Wadsworth JV Team Member project/s listed in Section 4.

TAB



## SECTION 5. PROPOSER KEY PERSONNEL

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### A. Key Personnel

RFQ Section 3.6.A.

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

### B. Required Resumes

RFQ Section 3.6.B.

Resumes of Key Personnel are included in Appendix A, Resumes

### Personnel and Organization

RFQ Section 3.6.1.

The Myers-Wadsworth JV team was developed with the following criteria in mind:

- Experience designing and building projects similar in size, scope and complexity as the Route 99 Realignment project.
- Design-build experience, with an emphasis on California highway projects.
- Staff who have built strong working relationships.
- Contractors with proven track records of bringing innovation, creativity and value engineering to building highway projects.
- Proven professionals who work as a team in a quality and safety-driven environment
- A strong record of meeting environmental compliance requirements.
- Successful public outreach and communication programs.
- Committed companies and staff with a history and reputation of finishing early who will meet and exceed Caltrans' goals for completing this important project before the state project goal of February, 2018
- Ability to put local craft to work.
- Extensive CMGC team with extensive CMAR and design-build experience as well.

The Myers-Wadsworth CMGC Organizational Chart is presented on the following Page.



Citizens of the City of Fresno



Citizens of the County of Fresno



8 Drivers of the State of California



NIA and Rail Authority



Residential and Stakeholders



Caltrans District 6

Project Executive Team

PROJECT EXECUTIVE  
Con Wadsworth

PROJECT EXECUTIVE  
Clinton Myers

PROJECT PRINCIPAL  
CC Myers

PROJECT MANAGER  
Gaylen Stewart

SAFETY MANAGER  
Edward Garcia

CONST. QA/QC  
Dominic Pozzo

Construction and Logistics Management Team (CALM)

PRE-CONST. MGR  
Melissa Holper

SENIOR CONST. MGR.  
Brandon Squire, PE

LEAD ESTIMATOR  
Kevin Howlett  
Estimation Team  
Joe Goehring  
Mike Lewis

SR. PROJECT ENGINEER  
Quinn Hoffman

PROJECT ENGINEER  
Kevin Ratliff

RAILROAD COORDINATOR  
Casey McEndree

UTILITY COORDINATOR  
Kirk Johnson

CONST. MANAGER-  
BRIDGES  
Dwayne Barth

SUPERINTENDENT  
Tony Hernandez

CONST. MANAGER  
ROADWAY  
Kurtis Frailley

SUPERINTENDENT  
Salvador Bravo

LEAD SCHEDULER  
Chris Nelson

STAGING /PLANNING  
Juan Ramos, P.E.

Foreman and Field Personnel

## Key Personnel



**C.C. Myers** *Project Principal*

- 50+ years experience in the design and construction of heavy highway infrastructure
- Completed more than 200 projects in California
- Value Engineered over 30 transportation infrastructure projects



**Gaylen Stewart** *Project Manager*

- 25+ years experience in the heavy civil transportation infrastructure construction
- PM for the successful FrontRunner CMGC Commuter Rail Project - 45 miles
- Management experience on 5 CMGC transportation infrastructure projects



**Brandon Squire, P.E.** *Construction Manager*

- Over 50 Miles of highway infrastructure and alternate delivery experience
- 17 years experience managing UDOT bridge and highway construction
- Construction Manager on \$126M CMGC Project



**Kevin Howlett** *Lead Estimator*

- Over 16 years experience and 2010 Transportation Gold award winner
- Chief estimator for 19 CMGC projects for UDOT and UTA with \$1.9B in value
- Cost modeling specialist for heavy civil and transportation infrastructure projects



**Chris Nelson** *Project Scheduler*

- Extensive experience in Primavera P6 for Heavy Civil Transportation Projects
- Trains new project managers and superintendents on scheduling techniques.
- In the role of Project Schedule, average project size is \$78.7M



**Melissa Holper** *Pre-construction Manager*

- 27 years experience in heavy civil construction including over 20 CMAR projects.
- Pre-construction specialist with multi-GMP project experience ranging up to \$90M
- Extensive alternative project delivery method (APDM) experience for transportation



**Dwayne Barth** *Construction Manager - Bridges*

- 35 years of structures and heavy civil infrastructure experience
- Has worked directly with C.C. Myers on a majority of all projects since 1980
- Value Engineered over 20 bridge projects and has received several partnering awards.



**Kurtis Frailey** *Construction Manager - Roadways*

- 18+ years experience in transportation and roadway projects
- Project Manager for US99 Turlock - a Caltrans Success in Partnering award winner
- USACE Certified Quality Assurance Manager



## Team Organizational Narrative

As shown on overall Organizational Chart on the preceding page, the Myers-Wadsworth JV is an integrated CMGC team formed to successfully deliver this Caltrans Route 99 Realignment project.

### 50 years of Success

With over 50 years of experience in California heavy civil transportation construction, C.C. Myers founded Myers and Sons Construction with the idea of bringing creativity and ingenuity to the forefront of our managers' minds.

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

The Project Executive Team which is comprised of top executives of each Joint Venture partner (**Clint Myers – Myers and Sons Construction, LP, and Con Wadsworth – Ralph L. Wadsworth Construction Company, LLC**) will ensure that the CMGC will have all of the necessary personnel, equipment and material resources to construct the project on time, in a safe manner and meeting all quality requirements. The Executive Team will provide guidance to the CMGC on best practices as well as spearheading our partnership approach with Caltrans Management.

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

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

The Construction Organization is formed to manage all elements of construction in the field. The Route 99 Realignment is a complex project that will have several value engineering components in order to complete the project ahead of schedule. The ability to execute the work effectively is of prime importance. To achieve this goal, our team has added two additional Key Positions to the Construction Organization: a Construction Manager for Structures work and a Construction Manager for Roadway work. The **Construction Manager (Structures), Dwayne Barth** and the **Construction Manager (Roadway), Kurtis Frailey**, will report to the Senior Construction Manager and – as specialists in their assigned areas of expertise – will lead their independent scope of work items in support of the construction team at large. The Senior Construction Manager is responsible for all work that occurs in the field.





Personnel Resources to Tackle any Type of Project

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

RLW's project managers have an average length of employment with the firm of over 10 years; superintendents have 15 average years of employment. This longevity gives project owners confidence in our ability to successfully deliver a high quality project.

The **Safety Manager, Edward Garcia**, in addition to reporting to the Project Principal, report to the Project Executive Committee in order to keep independent reporting of safety. The Safety Manager will provide monthly reports to the Project Executive Team on key indicators such as recordable incidents, lost time accidents; close calls; non-compliance reports, and resolution and time to resolve any non-compliance issues. The **Construction Quality Assurance/Quality Control (QA/QC) Manager, Dominic Pozzo** in addition to reporting to the Project Manager, reports to the Project Principal in order to keep independent reporting of QA/QC compliance. The Construction QA/QC Manager will direct execution of the QA/QC plan and will oversee both the Quality Inspectors and the Independent Labs.

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

The **Roadway Superintendent, Salvador Bravo**, will have several Superintendents who manage the rough grading, finish grading; drainage, wet utility relocations, concrete paving operations, installation of all traffic signals, lighting, and Intelligent Transportation System (ITS). Supporting these Superintendents are Field Engineers who will coordinate subcontractors and material deliveries. The **Structures Superintendent, Tony Hernandez** will have Structural Superintendents who oversee all retaining walls and bridge structures. Supporting the Structures Construction team are structures engineers who will coordinate subcontractors, material deliveries, and layout control.

Supporting the CMGC construction team at large, the **Railroad Coordinator, Casey McEndree, EIT**, will work closely with UPRR for coordination of construction activities that cross over the heavily traveled rail lines that occur in the corridor. The **Staging and Planning Manager, Juan Ramos, P.E.**, will manage the Pavement Delineation and Signing Plans, Maintenance of Traffic Plans, Ramp Metering Plans and Traffic Signal Plans. The **Senior Project Engineer, Quinn Hoffman**, will support the Pre-construction Manager and Construction Manager in administering the construction work. He will oversee the Project Engineer and is responsible for all subcontractors and purchase orders. The **Utility Coordinator, Krik Johnson**, will also work in support of the CMGC construction team at large will be responsible for coordination of utility, and permitting requirements and will ensure that utility, and permitting issues are resolved prior to start of construction work.

The **Coordination and Logistics Management (CALM) Team** communicates directly





## Experience: RT 50 Camellia City Viaduct

*Caltrans 03-0F2304*

The Myers team proposed a VECP (Value Engineering Change Proposal) for revised staging and traffic handling. Without the implementation of the VECP, approximately 15,000,000 vehicles would have been forced to travel in a constricted alignment with both directions of travel sharing one Viaduct and utilizing median crossovers. The VECP will recognize a savings of over \$500,000 in construction costs and it will maximize the incentives for early completion.

with the Pre-construction Manager, Senior Construction Manager, Construction Managers for Roadway and Structures as well as the Project Manager to facilitate communication on changes and variance to project scheduling, construction stages, traffic control and closures and detours that may affect the stakeholder group, contractors performing work adjacent to or within the project corridor or other members of the public at large.

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

## C. Required Licenses

### RFQ Section 3.6.C.

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





## 3.6.A.

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FORM D.

Proposed Key Personnel  
Information

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

Name of Proposer Myers and Sons/ RL Wadsworth Joint Venture

Instructions for Form completion: Responses shall be addressed within the table below. Should additional space be needed to adequately respond, Proposer is advised to increase the number of lines within the table as appropriate. Form D has no SOQ page limitation. [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 Principal	C.C. Myers	>50 years	Carpenters Appreciate Program	Myers and Sons Construction, LP
Project Manager	Brandon Squire	16 years	BS, Civil Engineering Professional Engineer (Utah)	Ralph L. Wadsworth Construction Company LLC
Construction Manager	Gaylen Stewart	25 years	World of Concrete - Productivity Seminar World of Concrete - Managing Subcontractors Certified Welder OSHA Competent Person AGC Partnering Crane Certified Training	Ralph L. Wadsworth Construction Company LLC
Lead Estimator	Kevin Howlett	16 years	UDOT Partnering Training Phase 1 - 2006 UDOT Partnering Training Phase 2 - 2007 AGC Traffic Control Workshop LDS Business College	Ralph L. Wadsworth Construction Company LLC
Scheduler	Gabe Farncroft	18 years	BS, Construction Management FMI Management Program FMI Senior Management Program	Myers and Sons Construction, LP
Pre-Construction Manager	Melissa Holper	24 years	BS, Construction Management	J. Banicki Construction, Inc. (subsidiary of Ralph L. Wadsworth Construction Company LLC)
Construction Manager (Bridge)	Dwayne Barth	29 years	Pile Drivers Appreciate Program FMI Management Program	Myers and Sons Construction, LP

<b>Position</b>	<b>Name</b>	<b>Years of Experience</b>	<b>Education and Registrations</b>	<b>Parent Firm Name</b>
Construction Manager (Roadway)	Kurtis Frailey	18 years	Junior College QA/QC Certified	Myers and Sons Construction, LP

TAB

## Section 6: Project Understanding and Approach

### A. Understanding of the Project Scope [RFQ Section 3.7.A.](#)

The goal of the RT 99 Realignment project is to create adequate space for HSR facilities which would be located between UPRR and Caltrans ROW areas. To construct this alignment, SR 99 is moved approximately 80' to 100' to the west between Ashlan and Clinton Avenues and includes additional ramp modifications at Herndon Avenue in Fresno County. Realignment work includes the reconstruction of the interchange and overcrossings at Clinton Avenue and the replacement of rail grade separations over existing UPRR tracks at both Clinton and Ashlan Avenues in order to meet HSR horizontal, vertical and ROW clearance requirements. Lastly, the RT 99 project will modify access to and from various local streets on the side west of the project corridor to accommodate future modifications to the State Highway System and reduce the number of entrance and egress points accessing RT 99



The CMGC approach is well-suited to this RT 99 Realignment project as the CMGC methodology provides for early existing conditions discovery, streamlined project functions and increased opportunity for the CMGC to manage project risk. At its essence, the CMGC approach allows for flexibility to deal with risk in real time. Under the CMGC scope, the selected CMGC will provide pre-construction management services, including utilities and design coordination and public outreach, while developing an effective construction approach and an eventual Guaranteed Maximum Price (GMP) that maximizes project value while mitigating potential impacts that could delay the project schedule.

*With extensive relevant experience in transportation infrastructure projects and the CMGC delivery methodology, the Myers-Wadsworth CMGC Team is uniquely qualified manage primary risks to the project from the outset. The items on our risk register, shown below, were selected because they can substantially affect the project's budget and schedule. These items are part of the pre-construction process and were chosen because the success of pre-construction phase will determine the ultimate success of the project.*

CMGC Risk Profile	Risk Detail	Proposed Mitigation
Adherence to the CMGC Process	On complex transportation infrastructure projects with multiple stakeholders having competing interests all parties need keep to with the methodology of the CMGC contract process.	Our team has completed 8 CMGC and 23 CMAR project with successful on-time and on-budget delivery. Our team has seen the warnings signs of stakeholders wavering on projects and we know how to reengage these parties to ensure the project stays on track. Our addition of a Pre-construction Key Team Manager will mitigate this risk.
Third Party Stakeholder Integration	Without early buy-in from third party stakeholders (utility, business, HSR, UPRR, City and County of Fresno, community and public) mitigating potential project delays due to unforeseen factors is difficult and inefficient.	Third party stakeholders such as railroad, utility companies and affected business interests can require extra time and negotiation to achieve the desired outcome. Our team will engage these stakeholders early in the process and use value engineering where necessary to ensure that the project can be built with a budget and schedule that meets the stated Caltrans goals.
Selection of Means, Methods and Materials	Choosing the wrong construction method could result in budget overruns and schedule impacts.	An in depth value engineering process with detailed cost estimates early in the process will ensure that the correct construction methods are chosen. The result is increased safety, quality, and successful project delivery
ROW Acquisition	Without early and complete ROW acquisition, significant impacts to schedule and cost occur.	Our team has successfully navigated projects with delayed ROW acquisition by accelerating other elements of the project schedule to achieve targeted completion goals



## B. Approach to CMGC Project Contracting [RFQ Section 3.7.B.](#)

The Myers-Wadsworth CMGC Team members are dedicated to maximizing the project quality through the value engineering process and delivering a value-added and quality project, while minimizing risks to the local community. Our team has worked in densely populated urban, manufacturing and industrial transportation corridors similar to the SR 99 alignment and has developed methods to maximize the CMGC process in this environment.

**Approach to  
Optimizing  
Final Design,  
Methods,  
Schedule and  
Cost**

Each team member proposed for this RT 99 Alignment project is committed to the CMGC process and will work together during the project life cycle to bring the best quality and value to Caltrans. The Myers-Wadsworth Team's experience in CMGC, CMAR and Design-Build delivery for heavy civil transportation projects brings exceptional value to the design process. Myers will partner with Caltrans, the City and Country of Fresno, HSR, railroad, utility companies and other project stakeholders during the pre-construction phase to complete the final design and determine the construction methods that will achieve the project's goals while delivering the project before February, 2018. As we have noted, this will be achieved through an approach that leverages value engineering and constructability review to arrive at innovative materials, methods and best practices that ultimately result in cost and schedule savings. The goal is to integrate different areas of expertise within the team into the design process to assist the design team in seeking opportunities to reduce construction cost as well as minimize impacts to corridor stakeholders and the surrounding communities. When construction costs are reduced, value added elements can be introduced to for consideration. Leveraging our experience allows us to plan and troubleshoot the entire project before starting construction, and results in a tight integration of all areas of expertise in support of the entire CMGC project team.

**Approach to  
Developing  
Preliminary GMP's  
During the Pre-  
construction Phase**

Providing an accurate and timely estimate for is essential to success on this RT 99 Realignment project. Using the Myers-Wadsworth CMGC Team's extensive experience with heavy infrastructure highway and transportation projects, as well as our CMGC methodology, we will develop preliminary GMPs at critical points in the pre-construction process. The Myers-Wadsworth CMGC Team will hold a cost modeling workshop for the entire CMGC team during the first 30 days of the project. In this workshop, the team will detail the activities within these scopes to create cost models for each task, agree on an estimating software and associated forms and reports, establish potential bid items to refine, commit to key milestones and identify items that will be self-performed or subcontracted. This meeting will provide the basis for all GMPs and ground rules for developing cost estimates.

**Integrating  
Project  
Stakeholders  
Early and Often**

The Myers-Wadsworth Team's stakeholder approach to the CMGC methodology is based in consensus building through community-based problem solving and value engineering. For elements of the project that require third party commitments or public involvement, the CMGC methodology allows for stakeholders to be engaged early in the process and feel they are part of the solution. These elements include construction lay down areas, maintenance of traffic during construction, intersection mitigation improvements, preservation of business operations during





construction, structures demolition, utility coordination and relocation, railroad safety shield, and railroad coordination.

## Developing a Realistic and Accurate Construction Schedule

### Experience:

#### RT 99/4 Interchange

*Caltrans 10-3A1004*

Proactive communication with Caltrans turned a railroad permit problem from a major issue of concern into a minor bump in the road.

The Myers-Wadsworth CMGC Team will partner with Caltrans design and construction teams to improve the construction schedule by implementing innovations and providing budget and schedule controls that minimize risk and obtain substantial completion before February 2018. This partnership will ensure that environmental mitigation is carried out during construction, a health and safety plan and a comprehensive quality control plan are adhered to, and any changes encountered during construction are handled appropriately. As noted, our systems have been tested on eight CMGC and over 20 CMAR projects. Our methods have resulted in all of the CMGC and CMAR projects being completed on schedule. We will prepare and update the project construction schedule for use by all team members. The schedule will begin with design value engineering and constructability review activities, and include the pre-construction work tasks, design milestones, review dates, release dates and activities required prior to construction (e.g. utility relocation, right of way transactions, long lead time procurements and permitting requirements.) Our schedule will be done in Primavera P6 and will be resource and cost loaded. The construction schedule will include a breakdown of the scopes of work identified in the RT 99 RFQ, with potential modifications found during the design review process. Construction activities will be extracted from the cost model and assigned durations, resources and a budget. The CPM schedule will be prepared and used with our Construction Management Plan and Cost Model and will be updated monthly.

## Ensuring Project Budget and Schedule Controls

### Experience:

The total change orders for all eight CMGC projects completed by this team amounted to less than 0.1% of the total project cost.

Budget and schedule controls are built into the Construction Management Plan. The budget goes through a formal process of updates at critical milestones. This process begins at the cost model kick off meeting, continues through initial team meeting in order to further define the scope, and finally resolved as independent quantities are calculated and agreed upon. The parties then perform independent estimates and meet again to comprise one final updated project estimate, schedule impact analysis and budget. This process has three internal controls: agreed upon project scopes, quantities and the estimate. The schedule is resource loaded according to the budget and updated in parallel with the approved budget. As part of our heavy civil transportation CMGC experience, the Myers-Wadsworth CMGC Team includes schedule duration changes as part of the cost model. This ensures that the entire CMGC team can see the effects of scope changes, and track the effects of these changes to design milestones and the durations of the project activities.

## C. Ensuring Project Success and Our Approach to the Project Goals Listed in Section 1.4. [RFQ Section 3.7.C.](#)

Caltrans has identified five priority project goals for this RT 99 project. These include **Safety, Mobility, Quality, Environmental Compliance and Project Delivery**. The Myers-Wadsworth CMGC Team will provide Caltrans with an approach that delivers each of these goals, captures the spirit and excitement of the future of High Speed Rail and creates a nationally-recognized best practices model for





transportation infrastructure delivery.

## Safety

Safety is a top priority for the Myers-Wadsworth CMGC Team, as demonstrated in our safety record across projects of similar size, scale and scope detailed in Section 4 of this Statement of Qualifications (SOQ). Our safety history is one of effective risk mitigation on behalf of our clients. Using the CMGC process to create a culture of safety, which starts with the selection of materials and methods during value engineering and constructability review phase, we will extend this commitment through project construction and closeout by ensuring that while safety begins at the very top of our organization and is communicated to the individual craft worker. Our team has not had a lost time accident in California. As part of our value-added opportunities narrative presented later in this section, we have presented a revised staging plan greatly reduces the safety risks on the project by creating distinct work zones separate from the traveling public.

## Mobility

The RT 99 Realignment is high profile project located in a challenging and dynamic geographic mix of business, industrial, residential and retail environments. The project must minimize disruption to the traveling public, businesses and first responders as well as other stakeholders during the construction life cycle. The Myers-Wadsworth CMGC Team will achieve the goals and the vision of the project, while mitigating public impacts and project pushback, through an effective partnership approach with Caltrans and focus on early, frequent and effective communication with stakeholders.

## Quality

Value Engineering during all phases of the CMGC project life cycle is the key to delivering a project that meets functionality and design standard benchmarks, while ensuring quality in both delivery and construction. The Myers-Wadsworth CMGC Team CMGC approach is centered on working closely with Caltrans, the CMGC design team, public agencies and project stakeholders to deliver a project that meets quality expectations for construction, materials, time, and budget - with minimal impact to daily traffic and roadway operations within the corridor.

## Environmental Compliance

The Myers-Wadsworth CMGC Team is committed to following the environmental mitigation plan that will be developed as part of the pre-construction process. The Myers-Wadsworth CMGC Team’s approach to sustainability is to develop environmentally advanced civil construction solutions within a cost/benefit context to ensure sustainable implementation. As part of our value-added opportunities narrative presented later in this section, we have proposed the use of GreenRoads Certification for the Route 99 Project.

## Project Delivery

The RT 99 Realignment is a high profile infrastructure project utilizing the Construction Manager/General Contractor (CMGC) delivery method in order to obtain best value for Caltrans and - by extension - each taxpayer in the State of California. From a **technical perspective**, the Myers-Wadsworth CMGC Team is uniquely versed in the major components of construction that frame the project life cycle. From a **public perception perspective**, the Myers-Wadsworth CMGC Team understands that our role will culminate in a finished, high quality alignment, well-built bridges, effectively relocated utilities and sustainable construction, but





### Commitment:

According to the Federal Highway Administration a project of this size will generate over 3000 jobs. Our team is instituting a 60% local hire goal for this project

the success of our performance (and the project at large) will be judged on our ability to deliver a project minimizing disruption to local business and industry, mitigating impacts to the commuting public and the environment while leveraging opportunities to benefit the local workforce and delivering on the public trust and expectations for achieving budget and schedule goals.

## Project Risk Identification and Experience-Based Solution Approaches

Experience:

### I-15 S. Layton Interchange

UDOT S-15-8(211)332

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

## D. Identification, Understanding, and Proposed Solutions to Project Risks [RFQ Section 3.7.D.](#)

Our team believes that the “devil is in the details”. As a key element of our pre-construction approach, we prioritize the early identification of risks that may impact construction. As part of our due diligence effort, our team has conducted numerous site visits in order to fully grasp the scope and nature of the project before us. Based on our extensive experience with transportation infrastructure projects, we have identified a number of critical construction issues.

### Risk 1. Current Project Phasing creates avoidable traffic impacts and a complex life cycle for both builders and users of the corridor.

Developing the staging, traffic handling and detour drawings for stakeholder approval is the centerpiece to success on this project. It is critical that the CMGC team perform sufficient review of the proposed traffic control requirements and understand the expectations of the Department and the City and Country of Fresno. After extensive team consideration and review of the extensive project documentation, the Myers-Wadsworth CMGC Team has evaluated two alternate staging concepts based on ROW acquisition status at project start. **Staging Alternate A (page following) presents a two (2) stage, six phase staging scenario** based on early completion of right-of-way acquisition and utility relocation before the start of major corridor construction. **Staging Alternate B (two pages following) presents a six-stage alternative based on R/W acquisition being incomplete** or relocation is delayed resulting in portions of the corridor not available on day one of construction. In this six-stage alternative, ROW acquisition is not needed until Stage 4. **These alternate staging plans will greatly reduce the project budget and scheduled completion date while avoiding any reduction in existing capacity on RT 99 during construction.**

### Risk 2. Bridge construction has the potential to negatively impact the construction schedule as well as impact mobility and safety.

A large portion of California’s bridges require rehabilitation, repair, or total replacement. However, the work that occurs from on-site construction activities can have significant social impacts to mobility and safety. In many cases, the direct and indirect costs of traffic detours that result from the loss of a bridge during construction can exceed the actual cost of the structure itself. For example, full-lane closures in large urban centers, or on highways with heavy traffic volumes, can have a significant economic impact on commercial and industrial activities in the region. Partial lane closures and other bridge activities that occur alongside adjacent traffic can also lead to safety issues. Because of the potential economic and safety impacts, minimizing traffic disruptions is a goal that should be elevated





## Experience: Rt 99 Chico

*Caltrans 03-3E6204,*

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

to a higher priority when planning the bridge construction components of this RT 99 Realignment.

The Myers-Wadsworth CMGC Team has raised, launched, slid, rotated and moved in bridges on over fifteen different projects. Ralph L Wadsworth is the leading ABC bridge contractor in the country. ABC bridge construction has several intrinsic benefits including safety, quality, durability, social costs and reduced environmental impacts. ABC bridge construction can improve site constructability, total project delivery time and work zone safety for the traveling public. ABC bridge construction can also reduce traffic impacts, on site construction time and weather-related time delays. Our team has examined the project with the information provided in the RFQ and site visits and have determined that the project's existing bridges do not provide opportunities to utilize traditional ABC construction. However, we believe further investigation by the project team could provide innovative alternative construction methods that are variations of ABC construction. These methods will reduce the project schedule and provide the benefits outlined above.

### Risk 3. Current bridge designs as shown in the General Plan require additional value and materials engineering as well as constructability review to ensure function and design standards are met.

There are 5 existing bridges affected by the RT 99 Realignment and High Speed Rail project through Fresno. One overcrossing and two overheads are planned to be replaced and two undercrossings are slated for widening.

**Clinton Ave Overcrossing (Replacement).** The proposed General Plan shows the PC/Pretensioned Wide Flange Girder with a maximum span of 111', structure depth of 5'-4 1/2" and a minimum vertical clearance of 19' 7" at the controlling location. The bridge needs a minimum vertical clearance of 16' 6" in the final condition and 15' 0" in the temporary condition. If use of falsework is considered, the depth of 3' 3" is required for a three lane opening on RT 99 and the current General Plan provides a depth of 4' 7" for falsework. The Clinton Avenue profile is controlled by the required 27' 0" vertical clearance over the High Speed Rail under the Fresno Yard Overhead (just east of the Clinton Avenue Overcrossing).

**Fresno Yard Overhead (Replacement).** The proposed General Plan shows the Precast Prestressed Wide Flange Girder with a maximum span of 160', structure depth of 7' 4" and a minimum vertical clearance of 25' 9" over the High Speed Rail (controlling location). The bridge needs a minimum vertical clearance of 27' 0" over the High Speed Rail and 23' 6" over UPRR tracks in the final condition and 21' 0" over the UPRR tracks in the temporary condition. If falsework is considered, the depth of 3' 5" is required on a 58' wide opening on UPRR tracks and the current General Plan provides a depth of 3' 8" for falsework. The profile needs to be raised 1' 3" to 27' 0" to meet High Speed Rail required clearance.

**Ashlan Avenue Overhead (Replacement).** The proposed General Plan shows the Precast Prestressed Wide Flange Girder with a maximum span of 155', structure





## Innovative Approach:

The Myers-Wadsworth CMGC Team would recommend investigating the use of a California Standard Post-Tensioned “Wide-Flange” Girder and a Cast-in-Place Prestressed Concrete Box Girder in locations requiring bridge replacement. Both additional structure types can be built almost a foot thinner than the type shown on the current General Plan while keeping the same span lengths.

depth of 6’ 4” and a minimum vertical clearance of 23’ 7 3/8” over the High Speed Rail (controlling location). The bridge needs a minimum vertical clearance of 27’ 0” over the High Speed Rail and 23’ 6” over UPRR tracks in the final condition and 21’ 0” over the UPRR tracks in the temporary condition. If falsework is considered, the depth of 3’ 5” is required on a 63’ wide opening on railroad tracks and the current General Plan provides a depth of 3’ 0” for falsework. The profile needs to be raised approximately 3’ 6” to 27’ 0” to meet the High Speed Rail required vertical clearance, and for the lack of clearance over UPRR (need 5 additional inches).

**North Fresno Undercrossing (Widening).** The proposed General Plan shows the Precast Prestressed Concrete Box Girder with a maximum span of 86’, structure depth of 3’ 0” and a minimum vertical clearance of 15’ 0” at the controlling location. The existing bridge provides 15’ 0” of vertical clearance and any widening will need to be built using precast elements or cast-in-place that is built high and lowered into place. The Myers-Wadsworth CMGC Team would also consider the use of a Cast-in-Place Prestressed Concrete Box Girder built high and lowered into place through the use of ABC techniques.

### McKinley Avenue Undercrossing (Widening)

The proposed General Plan shows a Cast-in-Place Prestressed Concrete Box Girder with a maximum span of 70’, structure depth of 3’ 6” and a minimum vertical clearance of 15’ 0” at the controlling location. The existing bridge provides 15’ 0” of vertical clearance and any widening will need to be built using precast elements or cast-in-place that is built high and lowered into place. The proposed bridge is to be built high and lowered into place.

## Experience: RT 99 Turlock

*Caltrans 10-0M8004*

The Myers team partnered with Caltrans and the Turlock Irrigation District to plan, coordinate and conduct repair work to a major irrigation canal under RT 99. The Myers Team re-sequenced major portions of planned pavement rehabilitation work to accommodate adjacent project needs in order to perform repairs that otherwise would not have been possible.

## Risk 4. Existing but unidentified utilities discovered during construction have an immediate impact to the schedule and budget.

A recent survey concluded that every \$1 spent in pre-construction utility discovery saves \$187 in the construction life cycle. The Myers-Wadsworth CMGC Team would partner with Caltrans to engage in an existing utility discovery and review process utilizing as-built research and a combination of Ground Penetrating Radar (GPR), Electromagnetic Conductivity (EM), traditional metal detector, surface resistivity and multi-frequency survey techniques. The benefits include:

- **Cost savings:** Advanced pre-construction utility discovery mitigates costly field reconstruction work and minimizes emergency impacts to corridor stakeholders.
- **Time savings:** Using a combination of as-built research with a technology approach yields faster data collection and sampling.
- **Enhanced data:** Use of GPR, EM and related technologies provides the CMGC Team with a more “complete” picture of the project with survey accurate point measurements and the ability to locate features that may be inaccessible with other methods.
- **Increased safety:** The system provides increased safety for project personnel and the general public because data can be collected remotely, day or night, removing the need for traffic diversion required by traditional surveying.

## Risk 5. Construction over railroad and freeway facilities presents





## challenges are deemed “mission critical” to this project.

The RT 99 Realignment has several permitting and scheduling components that will run on independent paths, including access, permitting and right-of-way issues relative to UPRR. Based on our prior experience in successfully completed projects such as the Caltrans Route 80 Rehabilitation, Caltrans RT 99/4 Interchange, the 3-year \$1.1B UDOT I-15 Corridor Expansion (CORE) and the 45-mile Utah Transportation Authority FrontRunner Railway Alignment South CMGC, our team has an in-depth understanding of the key issues related to obtaining permits and construction adjacent to UPRR facilities. Simply stated, we will manage each issue with the goal of accelerating the schedule.

### Experience: RT 99/4 Interchange

*Caltrans 10-3A1004*

When Myers was awarded an \$89M dollar contract; Caltrans proactively informed Myers that the required railroad permits had not been finalized. Myers worked with Caltrans and the railroad to provide information that expedited the required permits. Myers also worked with Caltrans to re-stage the project to delay the work next to the railroad that required the needed permits. When the permits did start to affect the project’s progress Myers partnered with Caltrans to arrive at innovative solutions to accelerate the project once the railroad permits were approved.

Our structures construction approach for work adjacent and over to railroad facilities will be developed in consultation with the CMGC design team and UPRR. Based on our extensive similar experience constructing adjacent to active railroad facilities, the Myers-Wadsworth CMGC Team will suggest means and methods for effectively constructing over railroad locations while minimizing site, environmental and traffic impacts. We will work closely with UPRR and their program management consultant in their design of the protective shield over the railroad tracks to ensure proper coverage. We understand construction phasing drawings and procedures related to this work will comply with railroad requirements and agreements with the railroad owners. The Myers-Wadsworth CMGC Team will address vibration impacts from heavy equipment loading on track structures and below-grade utilities that will not be re-located. On similar projects we have provided analytical design tools to address the vibration limits and impacts to existing structures due to equipment operation.

Our team will address all of these issues through proactive construction management, including value engineering, as part of a larger, in-depth process. We have already conducted brainstorming sessions in preparation for this proposal. If selected, we will continue to develop these ideas and others, during cost and design review workshops with Caltrans’ design team and stakeholders. We will vet ideas collaboratively and incorporate them into the design when appropriate. We will ensure that new concepts are properly incorporated, and continue to seek value engineering opportunities. Balancing the project budget and schedule needs will enable our team to implement the proper construction means and methods to mitigate any conflicts that could delay the project and affect the budget.

### Risk 6. Changes to scope, schedule and work activities in the field occur daily and require proactive management and communication with project stakeholders.

The RT 99 Alignment project will require the coordination, communication and management of dozens of subcontractors and suppliers as well as an extensive communication and outreach program developed in concert with Caltrans to address the needs of corridor stakeholders. The goal of these efforts is the reduced impacts to corridor traffic, stakeholder access and utility operations and the effective communication of potential impacts to these stakeholders during the construction life cycle. **The Myers-Wadsworth CMGC Team is proposing the**





**creation of a Coordination and Logistics Management (CALM) team to streamline communication and information dissemination.** The CALM team would consist of core individuals from the design, construction management and field operations areas of the project.

### Experience:

#### Logan 10th West Corridor

UDOT S-0252(8)3

As Project Manager for RLW, Gaylen Stewart was responsible for A+B project completion targets. To achieve these project goals Gaylen developed a contingency plan based on environmental permitting and approvals. As part of this plan, MOT planning and staging changes were implemented in order to allow work to proceed as wetlands mitigation options were reviewed and permitted.

**The CALM team** would coordinate and track construction work phase activities in “real time”, allowing project managers, Caltrans personnel and field management staff to analyze current operations with an eye toward identifying conflicting activities or those that may develop and pose significant impacts within the construction corridor. The CALM team would then work to communicate directly with other members of the CMGC team in order mitigate or minimize these impacts for the benefit of the project at large and stakeholders specifically. **The Myers-Wadsworth CMGC Team has reviewed the technology requirements and believe that a smartphone application could be readily developed to address the downstream information needs of frequent corridor travelers, business and industrial concerns, members of local and regional jurisdictions as well as members of the general public.** If given the opportunity, the Myers-Wadsworth CMGC Team will further explore the opportunity of linking the CALM team with project stakeholders using this technology.

### Risk 7. Environmental Compliance

The CMGC’s approach to environmental mitigation must take into account known environmental hazards and have a contingency plan for potential hazards once construction starts. The Myers-Wadsworth CMGC Team is committed to following the environmental mitigation plan that will be developed as part of the pre-construction process. To develop the mitigation plan, known issues such as lead, asbestos, and hazardous soil must be defined and quantified. Next, lead and asbestos abatement plans are drafted and approved. Hazardous soil will be tested to determine the appropriate form of remediation. With soil there can be different classifications on the same project that require different action plans. Separating these soils and plans can result in a substantial savings during the remediation process. The environmental remediation plan will have several quality control checkpoints and reviews by peers and third party consultants to ensure the integrity of the plan.

### Opportunity 1. Use of Next Generation Concrete Surface (NGCS)

The Myers-Wadsworth CMGC Team has investigated an innovative grinding technique for concrete surfaces that results in quieter in-vehicle travel, reduction of environmental noise, increased friction and improved ride. NGCS is a long lasting, economical, noise reducing surface texture developed for concrete pavement. The approach utilizes a diamond saw-cut surface designed to provide a consistent profile absent of positive or upward texture, resulting in a uniform profile design with a predominantly negative texture. Conventional diamond-ground surfaces produce a positive or upward texture, although they are still quieter than most other concrete pavement surface textures. Studies has shown that a high traffic freeway with a normal environmental sound load of 240 vehicles will produce a profile equal to approximately 120 vehicles of traffic, a substantial reduction in sound. The Myers-Wadsworth CMGC Team team is interested in

### Unique Opportunities for Innovative Approaches and Solutions





investigating this option more fully in the pre-construction phase of the RT 99 Alignment project.

### Opportunity 2. Beautification Utilizing Structures and Landscape

Ralph L. Wadsworth Construction is renowned for their ability to create uniquely tailored landscaping and aesthetic concepts that enhance the appearance, functionality and acceptance of large scale transportation projects. The Myers-Wadsworth CMGC Team’s aesthetic approach for the US 99 Realignment project will include multiple meetings with project stakeholders, as coordinated with Caltrans and the City and Country of Fresno, to determine important locations, special places, and types of landscaping and aesthetic themes that will enhance the community. **Additionally, the Myers-Wadsworth CMGC Team would explore ways to create uniquely-themed ramp gateways with plantings, rockscape and bridge enhancements. We will enhance the plantings at the Clinton and Ashlan Avenues to help strengthen the branding for the City and Country of Fresno.**



### Opportunity 3. Use of Greenroads Certification to Promote Project Sustainability and Increase Public Project Acceptance

Greenroads is a sustainability rating system for roadway design and construction. The rating system is applicable to all heavy civil projects including new roadways, reconstruction and rehabilitations. In brief, Greenroads is a collection of sustainability best practices, called “credits,” that relate to roadway design and construction. Achieving these credits can earn points toward a total score for the RT 99 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.** In what is arguably the most environmentally friendly state in the nation, Greenroads certification of the RT 99 project would garner intense and positive public interest and perception as well as position Caltrans and the CMGC team as industry best practice leaders in sustainable heavy civil transportation construction. The Myers-Wadsworth CMGC Team project team has consulted with a Greenroads Sustainable Transportation Professional (STP) and believes that the Greenroads program brings unique benefits for consideration.

Benefit:

#### Better evaluation of sustainability tradeoffs

Every roadway project involves tradeoffs.

The difficult decision is to decide between two items that are not directly comparable.

The Greenroads program allows the CMGC team compare two different items using a common point system to determine their relative impact.

#### Excellence in Partnership.

#### Recognition

Our team has won multiple partnering awards and will pursue the same strategy for this project.

## E. Approach to Managing Risk

The Myers-Wadsworth CMGC Team risk management approach focuses on budget control - minimizing exposure and risk to Caltrans, arriving at innovative solutions while maintaining strict adherence to the budgetary guidelines: schedule viability - coordinating the efforts of the design, pre-construction and construction teams, consultants, and sub-contractors to create a viable project schedule to ensure project goals are met, and value engineering and constructability - utilizing our team’s institutional knowledge and technical expertise to ensure the best value for Caltrans and strongest possible focus on safety and delivered quality. To achieve the goals of this approach we also implement the following strategies:

The Myers-Wadsworth CMGC Team understands that successful project delivery





## Active Communication

hinges on all project stakeholders work together as a team. The Myers-Wadsworth CMGC Team will manage, organize and process information during the pre-construction phase in an efficient manner. Meetings throughout design and construction will be kept on track through the use of detailed action item lists that assign commitments to deadlines and responsibility for all tasks.

## Approach

Our team will use the CALM approach to mitigate any issues that may arise during the construction of this project.

Pre-construction conferences will be held with Caltrans, project stakeholders and with each subcontractor prior to start of work. Topics will include safety, emergency procedures, scheduling, historic/archeological processes, environmental processes, access to properties, closures, outages, security, temporary facilities, signage, utilities and other topics that may be identified during pre-construction.

## Scheduling Accuracy.

The critical path schedule will be developed during the pre-construction stage and will include all pre-construction activities. All critical utility relocations and ROW acquisition will be included as detailed line items and will be closely tied to the ultimate completion date. Construction activities will be sequenced to minimize restrictions. The Myers-Wadsworth CMGC Team will partner with the Caltrans and the design team during pre-construction to improve the construction schedule by implementing innovations and provide budget and schedule controls that minimize risk and allow completion within budget.

## Real-World Flexibility.

The schedule will be flexible to allow for adjustments to accommodate the needs of the identified project stakeholders, utilities and other involved entities. We will quickly adapt to changes and constraints by communicating rapidly and comprehensively. Our team is well versed in dealing with maintaining fluid operations while facing planned blackout dates, on-work periods due to inclement weather, and random security events and first responder access while in active traffic lanes.

## Our Risk Management Approach to Health and Safety

Our approach to health and safety centers on continuous improvement. We will implement successful elements from past projects and adapt them as necessary for this project. The safety director will write the health and safety plan with reviews and input from the project team. Our plan, which addresses public safety as well as the safety of employees, includes:

- Compliance with the Caltrans and Cal-OSHA safety guidelines
- Individual accountability for a safe job site and empowerment to stop any unsafe activity.
- Safety discussions during pre-construction to ensure the CMGC team is aware of how plans affect work zones and safety critical work
- Design team involvement in safety meetings
- Safety director to provide an overview of the Safety Plan at Project Kick Off
- Daily "Take-Five" Safety Meetings, weekly work zone inspections and monthly training
- Project-specific safety training courses for all employees
- On-site, full time involvement of Construction Manager to enforce safety,





including daily inspections at beginning and end of shifts

### Approach

*Our team is committed to ensuring that project and field managers down to the level of Foreman receive OSHA 30 training and certification.*

**Significantly, the Myers-Wadsworth CMGC Team has endorsed three specific key approach elements that exceed the safety requirements of this project:**

- Our team is committed to ensuring that project and field managers down to the level of Foreman receive OSHA 30 training and certification.
- Our Team will provide an on-site safety person with CHSR certificate.
- Our Team will provide for immediate first aid care for project employees by contracting directly with On Site to provide immediate first aid services.

The Myers-Wadsworth CMGC Team has tested and refined quality control processes in place that will ensure a quality driven approach and delivered project. These methodologies are designed for CMGC projects and have been refined for the past several years.

### Risk Management Approach to Construction Quality and Quality Assurance

**Acceptance Testing.** Acceptance sampling and testing, conducted by a third party, will be used to determine the quality and acceptability of the materials to be incorporated into the project, as well as the workmanship. Certain materials may be accepted on the basis of a manufacturer’s certificate of compliance as an alternative to job site sampling and testing.

**Quality Checkpoints (QCPs).** QCPs are established at various stages of construction to evaluate work for acceptability prior to beginning the next phase. Project quality reviewers, along with the Caltrans staff, will review progress, inspection reports, test reports, settlement data, string-line measurements, audits, survey verification, and other pertinent data.

**Corrective Actions.** We will use non-compliance reports and reviews (NCR) to handle any issues found to be out of compliance. This initiates a formal NCR review with the Caltrans, the contractor and designer to resolve issues. Our QC plan covers procedures that meet the requirements. Each issue will be identified immediately, and a stop work order may be issued, if required. Resolution will be submitted and agreed upon prior to commencement of the work in question.

### F. Approach to Small and Disadvantaged Business Participation

Members of the Myers-Wadsworth CMGC Team, through the AGC, are signatory to the following unions: Operating Engineers, Carpenters, Piledrivers, Laborers and Cement Masons. We have participated in the apprenticeship program for these five crafts which are the basis for a heavy civil highway project in California. Each union has an apprentice program approved by the California Apprenticeship Council, from which we have hired several employees and given them the opportunity to become journeyman. In addition to the apprentice program, C.C. Myers has established himself as a quality contractor and attracts a highly-skilled, highly motivated workforce.





**CHSRA  
Small and  
Disadvantaged  
Business  
Enterprise  
Program and  
Small Business  
Goal**

The Myers-Wadsworth CMGC Team shares the goals of the HSRA ensure Small and Disadvantaged Businesses have an equitable opportunity to participate in contracts funded in part or in whole with federal financial assistance. Myers and Sons Construction started as a certified small business - we know how to effectively assist small businesses to be successful. Our team understands the importance of our unconditional support the HSRA's Small and Disadvantaged Business Enterprise Program and will partner with HSRA to ensure the RT 99 project meets all State of California SB/DVBE and federal DBE certification eligibility criteria regarding the inclusion of Small Businesses (SB), Disabled Veteran Business Enterprises (DVBE), Disadvantaged Business Enterprises (DBE) and Microbusinesses (MB). We are committed to providing the maximum practicable opportunity for SB's to compete for and participate in the Authority's contracting and procurement opportunities as well as meet the overall 30 percent SB participation goal.

**CHSRA  
Community  
Benefits Policy**

We understand the CHSRA Community Benefits Policy direct and fully support the right of California communities, small businesses and residents benefit as fully as possible during the construction of the high-speed rail project. The Myers and Sons Team has already adopted and implemented programs designed to promote and advance construction employment and training opportunities for all individuals, especially those residing in extremely economically disadvantaged areas and veterans returning from military service. Our team will work with the Carpenters Union to support their "Helmets to Hardhats" program that introduces veterans to the construction industry.

**Small Business  
(SB) Selection  
Procedure**

**We intend to select subcontractors and suppliers by qualifications and price competition for all tasks related to this contract. At this time we do not anticipate the need to select any subcontractors by qualifications only.** Should the need arise for proprietary services or products, specialty designs or accelerated schedules, we will request approval from Caltrans to select based on qualifications only to meet the specific need. Our selection process by qualifications and competitive bid will begin with pre-qualification of firms that have demonstrated their ability to perform in the field as well as be competitive. As part of the pre-qualification process, we will comprehensively review each subcontractor on a table of factors including subcontractor's license status; insurability and financial stability; management capability and staffing load; safety record and quality of work record; understanding of the CMGC process; experience working in dynamic transportation corridors similar to the Route 99 project location.

**Approach**

In partnering with the CHSRA to implement the spirit of the Community Benefits Policy, the Myers-Wadsworth CMGC Team will establish and commit to a local hire goal of 60% within District 6 with a focus on the City and County of Fresno.

As part of the pre-qualification process, we will comprehensively review each subcontractor on a table of factors including license status; insurability and financial stability; management capability and staffing load; record of on-time or ahead of schedule completion; safety and quality work record; understanding of the CMGC process and local, SBE, SB and DBE status.

A list of prequalified subcontractors for each of the major trades will be submitted for review and approval by Caltrans. We intend to maximize utilization of qualified local businesses to the greatest extent possible. Our selection plan will benefit the project by ensuring that the pricing for all work will be provided through a fair, competitive process obtaining "best value" for Caltrans.



TAB



## C.C. MYERS, Project Principal

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

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

### RELEVANT PROJECT EXPERIENCE

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

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

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

<b>Project Name and ID:</b>	<b>US Route 80 Bridges Rehabilitation, Project No. 03-3E0904</b>		
<b>Location:</b>	<b>Route 80 within the Roseville City Limits</b>		
<b>Project Construction Cost:</b>	\$5.8 Million	<b>Dates on the project:</b>	2011-2013
<b>Percent of Time on Job:</b>	30%	<b>Project Role:</b>	Principal-in-Charge
<b>Owner Reference:</b>	Caltrans District 3, Sam Vandell, Resident Engineer   sam_vadell@dot.ca.gov		

**Project Description:** Myers and Sons Construction, LP was awarded this project by Caltrans District 3. The project scope is highly relevant to the State Route 99 Realignment project and consisted of the removal and replacement of joint seals, repair and replacement of barrier rails and approach slabs, related electrical work and deck drainage improvements as well as polyester concrete overlay to various bridge decks. The nine bridge locations included crossings over high-volume roadways and freeways in addition to railroad crossings and environmentally sensitive areas. These dynamic environments required extensive planning for traffic control and signage, in addition to integrated construction phase planning that ensured a continuous and safe environment for the traveling public as well as workers completing the construction..

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

## CC MYERS (continued)



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

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

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

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

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

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

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

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

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

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

**Project Description:** The Temporary Bypass Structure, a 5,000 ton, multi-span, double-deck, steel truss structure, 160 feet tall, was erected to divert Interstate 80 traffic on the existing Bay Bridge to south of the Yerba Buena Island Tunnel. The structure creates the room needed to erect a permanent structure, the YBI Transition Structure, which, when completed, will allow traffic to flow in its current alignment from the Self-Anchored Suspension span into the Yerba Buena Island tunnel. The Design/Build structure is a mixture of Concrete Box Girder, Slab, and Structural Steel Bridge.

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

## CC MYERS (continued)



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

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

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

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

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

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

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

## Gaylen Stewart, Project Manager

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

**Education:**

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

### RELEVANT PROJECT EXPERIENCE

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

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

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

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

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

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

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

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

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

<b>Project Name and ID:</b>	<b>4500 S. Bridge Replacement CMGC, Project No. F-215(126)13</b>		
<b>Location:</b>	<b>Salt Lake City, Utah</b>		
<b>Project Construction Cost:</b>	\$7 Million	<b>Dates on the project:</b>	01/2010 – 11/2013
<b>Percent of Time on Job:</b>	20%	<b>Project Role:</b>	Demolition/Bridge Movement Engineering Specialist
<b>Owner Reference:</b>	Lisa Wilson, PE, UDOT. Phone: (801) 975.4827   lwilson@utah.gov		

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

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

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

**Project Description:** This \$24M commuter rail corridor extension included a 1350 foot bridge and a 600 foot bridge over the Weber River and Union Pacific Rail Yard, including 60,000 lineal feet pile, 14 sheet pile coffer dams, soldier pile retaining walls, 10,000 cubic yards structural concrete, and 4 million pounds of structural steel girders. This project had a number of difficult site conditions that are similar to those found in this US 99 Realignment project, including rigorous MOT requirements, confined work zones, strict environmental issues, active railroad corridor and night work. In coordination with the UTA, UDOT and local government interests, the team’s public outreach effort mitigated potential access impacts to local commuter traffic by an extensive MOT approach which focused on night lane closures and "early daily open" strategies which resulted in an improved public perception and acceptance of the project scope. The Wadsworth Team

developed a phased work plan to accommodate heavy traffic conditions with a significant portion taking place during nighttime operations. He worked closely with local industrial and manufacturing business stakeholders in order to maintain local street access with minimal closures due to girder erections.

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

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

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

**Responsibilities/Duties:** Gaylen coordinated with the Design-Build team during the preconstruction conducting estimates, developing phasing and scheduling, and providing constructability reviews and value engineering. As the Bridge Movement Engineering Specialist, Gaylen was responsible for the scope of work, staffing, utility coordination and resources required to move the structure ¾ of a mile to the project location.

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

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

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

## Brandon Squire, P.E. Construction Manager

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

**Education:** BS, Civil Engineering

**Licensing and Registration:** PE, Utah #324051

### RELEVANT PROJECT EXPERIENCE

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

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

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

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

<b>Project Name and ID:</b>	<b>I-80 State Street to 130 East CMGC, Project No. S-80-3(151)121</b>		
<b>Location:</b>	<b>Salt Lake City, UT</b>		
<b>Project Construction Cost:</b>	\$126 Million	<b>Dates on the project:</b>	2008-2009
<b>Percent of Time on Job:</b>	40%	<b>Project Role:</b>	Construction Manager
<b>Owner Reference:</b>	UDOT, Region 2. John Montoya, RE. Phone: (801) 975-4871   johnmontoya@utah.gov		

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

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

## Brandon Squire, P.E. (continued)

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

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

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

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

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

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

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

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

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

The 25 mile project corridor spans high-volume urban traffic and industrial locations similar to those encountered in this Route 99 Realignment project. To address the unique needs of this urban, constricted corridor, the UDOT worked with

## Brandon Squire, P.E. (continued)

the contractor to develop phased Accelerated Bridge Construction (ABC) methods for construction. As part of the ABC approach, the bridges were constructed adjacent to the freeway and were slid into place using Self Propelled Modular Transports (SPMT's). Structurally composite partial depth precast concrete deck panels were utilized as stay in place forms and full depth precast deck panels were used and made composite with the deck.

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

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

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

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

## Kevin Howlett, Lead Estimator

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

**Education:** LDS Business College

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

### RELEVANT PROJECT EXPERIENCE

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

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

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

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

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

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

## Kevin Howlett (continued)

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

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

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

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

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

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

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

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

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

## Kevin Howlett (continued)

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

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

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

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

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

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

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

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

## Kevin Howlett (continued)

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

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

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

**Responsibilities/Duties:** Kevin estimated nearly two miles of PCCP pavement reconstruction/widening to accommodate the extension of the HOV lane north. A new road, Layton Parkway, was constructed to create a new East/ West urban arterial to connect Fort Lane to Flint Street. This new road required the construction of a new bridge over I-15 and a new bridge over the UPRR/UTA railroad tracks. The bridge over I-15 utilized ABC techniques to construct the bridge adjacent to the final location and "launched" into place. This is the first multi-span bridge to use this technique in Utah. This project was the first time that a multi-span bridge was constructed offsite and slide into place.

## CHRIS NELSON, Project Scheduler

**Career Summary:** Mr. Nelson has six years of experience in the heavy civil construction industry as a Project Engineer, Scheduler, and Project Manager. He has a degree in Civil Engineering degree from California Polytechnic State University in San Luis Obispo, CA and has sat for the State of California Board for Professional Engineers Test and is currently awaiting results. Mr. Nelson is an Engineer in Training (EIT) whose number is 95201. Chris is expert in CPM scheduling with the ability to review and analyze schedules and changes to determine the impact on a project. Chris also trains new project managers and superintendents on company scheduling procedures and proper scheduling techniques. As an experienced and effective project controls professional and scheduler, Chris routinely performs highly complex construction scheduling activities and provides technical direction to the scheduling staff engaged in planning, scheduling, monitoring, progress analysis and reporting on transportation projects with an average value of \$76.3M. Chris has extensive experience in Primavera P3 Scheduling Software including cost loading and resource loading capabilities.

Mr. Nelson is a Certified Erosion Sediment and Storm Water Inspector (QSP), certification number 1999 and will be receiving his QSD once he is a licensed engineer. During his career he has been on projects that requires extensive coordination with owners that have included include, Caltrans, Union Pacific Railroad and various Municipalities in the Route 99 Project Corridor.

**Education:** BS, Civil Engineering, Cal Poly State University, 2009

**Licensing and Registration:** EIT #95201

### RELEVANT PROJECT EXPERIENCE

<b>Project Name and ID:</b>	<b>US Route 580 Bridge and Roadway Rehabilitation, Project No. 04-1A3204</b>		
<b>Location:</b>	<b>Contra Cost County in Richmond</b>		
<b>Project Construction Cost:</b>	\$17.1 Million	<b>Dates on the project:</b>	2013
<b>Percent of Time on Job:</b>	30%	<b>Project Role:</b>	Scheduler
<b>Owner Reference:</b>	Caltrans – District 4, Taslina Khanum, Phone: (510) 224-6677   taslina.khanun@dot.ca.gov		

**Project Description:** Myers and Sons Construction, LP was awarded this project by Caltrans District 4. The project scope is highly relevant to the State Route 99 Realignment project and consisted of the replacement of bridge deck, bridge demolition, construction of retention walls and concrete barriers and placement of polyester overlay. The high volume RT 580 corridor location required extensive planning for traffic control and signage, in addition to integrated construction phase planning that ensured a continuous and safe environment for the traveling public as well as workers completing the construction. In addition, the bridge location crossed an industrial plan area that required specific attention to critical access issues and work planning.

**Responsibilities/Duties:** Mr. Nelson worked collaboratively with the pre-construction and construction teams to monitor and update schedule and cost resources. He was responsible for integrating best practices and project deliverables while interfacing with Project and Construction Managers.

<b>Project Name and ID:</b>	<b>Rehab Concrete Pavement RT99, Project No. 10-0M8004</b>		
<b>Location:</b>	<b>Turlock, CA</b>		
<b>Project Construction Cost:</b>	\$75.9 Million	<b>Dates on the project:</b>	2012-2013
<b>Percent of Time on Job:</b>	80%	<b>Project Role:</b>	Senior Scheduler
<b>Owner Reference:</b>	Caltrans District 10, Renee Sutti, Phone: (209) 607-8741   renee_sutti@dot.ca.gov		

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

## CHRIS NELSON (continued)

**Responsibilities/Duties:** As scheduler oversaw the contract schedule of the project for Myers and Sons Construction. Worked directly with field management to update data for a project that had up to (6) closures per night, geographically distant worksites and a compressed project schedule of 140 days.

<b>Project Name and ID:</b>	<b>Polyester Overlay – Various Locations Placer County, Project No. 03-3E0904</b>		
<b>Location:</b>	<b>Roseville, CA – Placer County</b>		
<b>Project Construction Cost:</b>	\$6.3 Million	<b>Dates on the project:</b>	2011-2013
<b>Percent of Time on Job:</b>	80%	<b>Project Role:</b>	Project Scheduler and PM
<b>Owner Reference:</b>	Caltrans – District 3, Sam Vandell, Phone: (916) 624-2852   sam_vandell@dot.ca.gov		
<b>Project Description:</b>	This project was situated in four cities on RT 80 at nine different locations. The bridges that were being repaired crossed over existing roads, freeways, three railroad crossings and some environmentally sensitive areas. One bridge crossed over two different railroad lines which required that we plan our work and be aware of our surroundings at all times. The company was responsible for traffic control, repairing unsound concrete in the bridge decks, removed and replacing the paving notches, approached slabs and joint seals and as part of the VECP performed some concrete paving work. They also applied a polyester concrete overlay to the bridge decks.		

**Responsibilities/Duties:** As Project Scheduler oversaw the operation and schedule of the project for Myers and Sons Construction.

<b>Project Name and ID:</b>	<b>Widen Bridge, Replace Slab and Seal, Project No. 02-2E3204</b>		
<b>Location:</b>	<b>Shasta and Siskiyou Counties, CA</b>		
<b>Project Construction Cost:</b>	\$2.5 Million	<b>Dates on the project:</b>	2012 - 2013
<b>Percent of Time on Job:</b>	70%	<b>Project Role:</b>	Project Scheduler and PM
<b>Owner Reference:</b>	Caltrans Dist. 2, Nathan Alexander, Phone: (530) 225-2922   Nathan_alexamder@dot.ca.gov		

**Project Description:** Project consisting of seven bridges. Work included epoxy bridge deck overlay, grinding of AC and PCC on decks and adding at second layer of reinforcing bar and replacing approach slabs to conform to new bridge deck. Also included was installation of new metal beam guardrail and concrete bridge rail.

**Responsibilities/Duties:** As Project Scheduler oversaw the operation and schedule of the project for Myers and Sons Construction.

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

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

**Responsibilities/Duties:** As Senior Scheduler Chris oversees operation and schedule of the project for Myers and Sons Construction.

## Melissa Holper, Pre-construction Manager

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**Career Summary:** Melissa Holper is a graduate of Arizona State University and has 26 years of heavy civil construction experience. During her career, she has worked as a Field Engineer, Project Engineer, Estimator, Controller and Project Manager on heavy civil projects ranging up to \$90 million. Melissa has led projects using the Design-Build, CM@R and Job Order Contract Alternative Project Delivery Methods (APDM) for the last 10 years and has extensive experience working with design teams involving multiple entities. Over the last 6 years, Melissa has created GMPs for the Cities of Phoenix (6), Glendale (11), Peoria (2) and Tempe (1) for a total of \$57M in project value. Her diverse, well-rounded background enables her to successfully lead design and construction teams from preconstruction through project completion.

**Education:** BS, Construction, Arizona State University, Tempe, AZ

**Licensing and Registration:** n/a.

### RELEVANT PROJECT EXPERIENCE

<b>Project Name and ID:</b>	<b>Pulliam Airport Taxiway A Rehabilitation and Electrical Upgrade CMAR Project No. 01-10004</b>		
<b>Location:</b>	<b>Flagstaff, AZ</b>		
<b>Project Construction Cost:</b>	\$3.2 Million	<b>Dates on the project:</b>	2011
<b>Percent of Time on Job:</b>	60%	<b>Project Role:</b>	Pre-Construction Manager
<b>Owner Reference:</b>	City of Flagstaff - Dan Holmes (928) 213-2108, dholmes@flagstaffaz.gov		

**Project Description:** The Flagstaff Pulliam Airport Taxiway A Rehabilitation & Electrical Upgrades consisted of the pavement rehabilitation of airport taxiways A5-A9 and major upgrades to related airfield lighting and signage systems. Taxiway rehabilitation consisted of milling and replacing the deteriorated asphalt pavement surface and installing taxiway pavement markings. J. Banicki Construction, Inc. partnered in a Joint Venture Agreement with Royal Electric located in Sacramento, California to bring this project to a successful conclusion prior to the contract completion date and under budget. In the joint-venture arrangement, the Royal-Banicki JV created a strong partnering relationship with project stakeholders in order to overcome the challenges unique to airside construction projects. As part of this framework, the Royal-Banicki JV worked with all members of the project team to establish a clear mission and project objectives. In overcoming these challenges, the team was successful in our strict adherence to FAA mandated airside safety and security rules and regulations; management and inclusion of multiple stakeholders in the project communication stream; coordination of safety practices and training of staff to facilitate quality working conditions; and planning and execution of non-traditional work hours to expedite project completion and avoid facilities disruption. This project was awarded the Arizona Department of Transportation (ADOT) 2013 Partnership Excellence award.

**Responsibilities/Duties:** Melissa oversaw the preconstruction services portion of the contract and worked closely with the project team throughout the design process and preparation of the GMP. Upon acceptance of the GMP, Melissa ensured a smooth transition from design to construction, overseeing the issuance of subcontracts and purchase agreements, compliance with DBE goals, budget development, implementation of phasing plan, and establishment of and adherence to project documentation procedures and a critical path schedule.

<b>Project Name and ID:</b>	<b>PSHIA – Intersection and Roadway Improvements, Project No. AV14000019</b>		
<b>Location:</b>	<b>Phoenix, AZ</b>		
<b>Project Construction Cost:</b>	\$2.4 Million	<b>Dates on the project:</b>	2009
<b>Percent of Time on Job:</b>	40%	<b>Project Role:</b>	Pre-Construction Manager
<b>Owner Reference:</b>	City of Phoenix - Gary Meinders (602) 206-2138, gary.meinders@phoenix.gov		

**Project Description:** J. Banicki Construction was awarded this contract by the City of Phoenix Street Transportation Department for the complete reconstruction of four intersections on Buckeye Road and Sky Harbor Circle. Project Scope included roadway and intersection improvements to increase flow-through capacity, upgrade traffic signals, ADA reconstructions and related utility, ITS and landscape improvements. The four intersections are part of the high-volume Sky Harbor International Airport (PHSIA) “beltway” connecting the airport with major highway and freeway elements (I-10, SR51, I-17) which directly connect the airport to the Phoenix metropolitan area. As part of the PHSIA beltway, these project locations serve as the main access route to the Rental Car Center (RCC) offsite facility, as well as serve private, shuttle and public transportation traffic that loops to/from the airport terminals. This complex and multi-phase project included asphalt removal, concrete removal, 20,000 SY of grading, 7,000 tons of ABC, 7,500 tons of asphalt paving, PCCP, median removal and replacement for traffic control purposes and extensive traffic control and street lighting improvements. The Banicki Team worked with the City Aviation and Street Transportation Departments to maintain traffic flows in and out of Sky Harbor Airport, as well as maintaining the Sky Harbor Airport Rental Car Facility Bus Service and the Valley Metro Bus Service access. Banicki worked in cooperation with the PSHIA, the City of Phoenix and airport stakeholders to successfully organize project activities resulting in minimized road closures and lane restrictions, reduced motorist confusion and a drop in overall time in which traffic flow and volume was reduced. The Banicki Team successfully met project challenges by adjusting work times, adding shifts and working crews on nights and weekends to avoid restrictions during business hours and events. The Banicki Team scheduled multiple field crews to perform work items at night and on synchronous shifts to accommodate phasing requirements specific to airport needs. Banicki managed multiple sub-contractors to successfully keep this JOC task order on an aggressive schedule. Banicki held a public information meeting early in the project lifecycle to inform affected residents in the area about upcoming traffic restrictions.

**Responsibilities/Duties:** In the pre-construction phase, Melissa worked in cooperation with PSHIA, the City of Phoenix and airport stakeholders to successfully plan and phase project work resulting in minimized road closures and lane restrictions, reduced motorist confusion and a drop in overall time in which traffic flow and volume was reduced.

<b>Project Name and ID:</b>	<b>Intersection and Roadway Infrastructure CMAR, Project No. 056020</b>		
<b>Location:</b>	<b>Glendale, AZ</b>		
<b>Project Construction Cost:</b>	\$11.1Million	<b>Dates on the project:</b>	2007
<b>Percent of Time on Job:</b>	80%	<b>Project Role:</b>	Pre-Construction Manager
<b>Owner Reference:</b>	City of Glendale - Craig Johnson (623) 930-3631, cajohnson@glendaleaz.com		

**Project Description:** City of Glendale Cabelas/Zanjero Intersection and Roadway Infrastructure project is located on Glendale Ave, 91st Ave and 95th Ave. This project included two double barrel box culverts and improvements as well as 60,000 CY of mass excavation and extensive traffic signalization at four intersections. The project included a fast-track, 10-month design and construction schedule with 10 separate GMP bid packages. The Banicki Team coordinated between the City and the project Design Team in order to successfully complete this project ahead of an aggressive schedule. Construction began with the design at 30% plans due to stakeholders’ requirements to complete construction at 91st and Glendale Avenues prior to the Cardinal’s inaugural game. Dynamic Message Signs (DMS) were installed prior to the project start and maintained during lane restrictions, and notifications were made to adjacent business stakeholders prior to any change in barricades or lane configurations.

**Responsibilities/Duties:** During the pre-construction phase, Melissa worked directly with the City of Glendale Engineering Department to provide value engineering, constructability reviews, design document review, GMP proposal, scheduling, subcontractor/supplier selection, and a Construction Safety Plan.

<b>Project Name and ID:</b>	<b>Deer Valley South Ramp Pavement Reconstruction D/B, Project No. AV31000039, AIP 3-04-0028-026</b>		
<b>Location:</b>	<b>Phoenix, AZ</b>		
<b>Project Construction Cost:</b>	\$17 Million	<b>Dates on the project:</b>	2006-2010
<b>Percent of Time on Job:</b>	70%	<b>Project Role:</b>	Construction Manager
<b>Owner Reference:</b>	City of Phoenix Aviation, Candace Huff, P.E. (602) 273-2076   Candace.huff@phoenix.gov		

**Project Description:** This project occurred in the dynamic environment of the 2<sup>nd</sup> busiest General Aviation (GA) in the country. Project scope included the phased demolition, regarding and reconstruction of 3,000,000 SF of asphaltic concrete apron, including 20,000 SY of infield excavation, drainage structure, coordination with airport tenants and FBO's, replacement of valley gutter, concrete helipads, electrical upgrades to airport lighting, runway striping and signage, traffic control and surveying.

**Responsibilities/Duties:** Melissa worked with both the City Aviation Department and the project design team to provide value engineering, constructability reviews, design document review, GMP proposal, scheduling, subcontractor/supplier selection, and a Construction Safety Plan. Due to sporadic availability of funding, the project involved four separate GMPs with multiple funding sources. Each GMP required phasing based on Owner priorities and substantial breakdown of multiple funding sources within each GMP.

<b>Project Name and ID:</b>	<b>University Drive/ASU Transit Station and Urban Corridor Improvement, Project No. 01-0806</b>		
<b>Location:</b>	<b>Tempe, AZ</b>		
<b>Project Construction Cost:</b>	\$1.6 Million	<b>Dates on the project:</b>	2008
<b>Percent of Time on Job:</b>	40%	<b>Project Role:</b>	Pre-construction Manager
<b>Owner Reference:</b>	Andy Goh, P.E., Deputy Public Works Director (480) 350-8500   Andy_goh@tempe.gov		

**Project Description:** Construction of multi-modal transit station to accommodate light rail passengers transferring to bus travel. Approximately 30,000 SF of urban corridor improvements. Work scope included: curb and gutter reconstruction, multi-modal improvements including pedestrian and ADA access improvements, signage and wayfinding elements, storm drain, signing and striping, parking reconfiguration, extensive landscaping improvements, electrical and lighting, traffic control, pedestrian protection during construction, pedestrian concrete walkways, concrete and asphalt paving, artistic coordination, public art elements and lighted bus shelters with provisions for future solar. Project required extensive coordination with project stakeholders, local businesses and public interest groups.

**Responsibilities/Duties:** Melissa worked with both the City and the project design team to provide CMAR services including Estimating, Constructability Reviews, Value Engineering, Team Meetings, Scheduling and Sequencing

## Dwayne Barth, Construction Manager - Roadway

**Career Summary:** Mr. Barth has worked in the construction industry for over 30 years, 25 of which have been in heavy civil. He has been a member of the Piledrivers Union for over 30 years. Dwayne is recognized for his effective communication, leadership and field management skills, attention to detail, logical decision-making ability, and experience at working in deadline-driven project environments. His skill and experience enables him to consistently achieve quality and schedule benchmarks and successful project completions. Dwayne has a comprehensive understanding of the unique challenges of this Route 99 project and has extensive experience working both in the active roadway environments with structures projects having complex MOT requirements. Dwayne has successfully delivered all of the projects represented in this on-time or early and with minimal lane closures. He worked with designers to develop solutions to minimize construction impacts, reduce durations, avoid utility impacts, and work within funding limitations.

**Education:** Northern California Piledrivers Union, Apprentice Program, 1982

**Licensing and Registration:** N/A

### RELEVANT PROJECT EXPERIENCE

**Project Name and ID:** Long Life Pavement & Widen Brides in Los Angeles County on Route 710 at Various Los Angeles River Bridge to Ramona Blvd. Undercrossing, Project No. 07-202114

**Location:** Los Angeles, CA

**Project Construction Cost:** \$102 Million

**Dates on the project:**

2012 - Current

**Percent of Time on Job:** 50%

**Project Role:**

Construction Manager - Structures

**Owner Reference:** Caltrans District 7, Reza Jahromi, 562-901-3333

**Project Description:** Once this three year project is complete the 710 Freeway from Imperial Highway to Interstate 10 will be completely rehabilitated and widened in some sections. The 710 Freeway is the direct connection from both the Los Angeles and Long Beach Port to the rest of the United States. The traffic from these ports creates congestion on this stretch of the freeway and the heavy transportation vehicles make maintaining the roads challenging. To meet this challenge Caltrans decided to design the project using precast, posttensioned concrete panels instead of traditional concrete paving. When complete, this will be the largest precast panel project in the country with over four thousand three hundred panels placed. In addition to the panels this project has seven bridge replacements or widenings, fourteen retaining walls, polyester overlays, 51,000 cubic yards of concrete paving, 53,600 cubic yards of rapid strength concrete pavement, and 31,000 lineal feet of concrete barrier. This project crosses over the Los Angeles River and crosses over several interchanges which makes managing the traffic flow critical.

**Responsibilities/Duties** As the project Superintendent he oversaw all of the construction activities on the project, including, planning the work, managing the subcontractors and working closely with Caltrans.

**Project Name and ID:** RT 99/4 Interchange, Project No. 10-3A1004

**Location:** Stockton, CA

**Project Construction Cost:** \$89 Million

**Dates on the project:**

2013 - Current

**Percent of Time on Job:** 30%

**Project Role:**

Genera Superintendent - Structures

**Owner Reference:** Caltrans, District 10, Troy Scheiber, Phone: (559) 341-2018 | troy\_scheiber@dot.ca.gov

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

**Responsibilities/Duties** As the project Superintendent he oversaw all of the construction activities on the project, including, planning the work, managing the subcontractors and working closely with Caltrans.

## Dwayne Barth (continued)

<b>Project Name and ID:</b>	<b>Doyle Drive, Caltrans Contract No. 04-163734</b>		
<b>Location:</b>	<b>San Francisco, CA</b>		
<b>Project Construction Cost:</b>	\$88 Million	<b>Dates on the project:</b>	2010-2011
<b>Percent of Time on Job:</b>	80%	<b>Project Role:</b>	Superintendent
<b>Owner Reference:</b>	Jyotsna (Joy) Sharma, Caltrans Phone: (510) 286-4444   jyotsna_Sharma@dot.ca.gov		

**Project Description:** This project was in a very urban area and had to span several sensitive areas including a graveyard. C.C. Myers, Inc. was awarded Contract 3: The Southwest Section for the Presidio Parkway, a parkway-type roadway project in San Francisco encompassing eight separate contracts. This contract entails construction of the permanent roadway section, southbound Presidio High Viaduct Bridge, the southern Park Presidio Interchange involving connectors for N1-S101 and N101-S1, and Ruckman Avenue Undercrossing. Construction for this contract began in November 2009 and is scheduled over a 16 month period. The existing south access road to the Golden Gate Bridge in San Francisco, known as Doyle Drive or Route 101, was originally built in 1936 and is being replaced to improve seismic, structural, and traffic safety of the roadway. The Presidio Parkway project is comprised of local, state, and federal agencies, a partnership which includes the California Department of Transportation, San Francisco County Transportation Authority, Presidio Trust, National Park Service, California Department of Veterans Affairs, the Golden Gate Bridge Highway Transportation District, the Metropolitan Transportation Commission, and the Federal Highway Administration.

**Responsibilities/Duties:** As the project Superintendent Dwayne oversaw all of the construction activities on the project, including, planning the work, managing the subcontractors and working closely with Caltrans.

**Awards:** 2012 ENR California Best Transportation Project, 2012 AGC Constructor – Conventional Highway Project of the Year, 2011 #4 Top 10 Bridges in Roads and Bridges Magazine, 2011 Caltrans Partnering Success in Motion – Gold

<b>Project Name and ID:</b>	<b>RT 205, Caltrans Contract No. 10-300164</b>		
<b>Location:</b>	<b>Tracy, CA</b>		
<b>Project Construction Cost:</b>	\$92 Million	<b>Dates on the project:</b>	2006-2009
<b>Percent of Time on Job:</b>	100%	<b>Project Role:</b>	Superintendent
<b>Owner Reference:</b>	Pam Marquez, RE, Caltrans. Phone: (209) 948-7543   pam_marquez@ca.dot.gov		

**Project Description:** A joint-venture for O.C. Jones & Sons, Inc. and C.C. Myers, Inc, this Caltrans project near the town of Tracy in San Joaquin County involved widening the I-205 freeway from two to three lanes in each direction, adding 22 miles of travel way, 11 in each direction, widening 22 bridges, and rehabilitating 44 lane miles of pavement and bridge decks. Work, extending from the Hansen Road over - crossing to the connector separation of Route 205 and 5, and on Route 5 from the Tom Paine Slough bridge to south of the Paradise Cut overflow bridge, was completed in five stages.

This stretch of I-205 handles over 120,000 vehicles per day; improvements have reduced travel time during peak periods by 30 minutes. Recipient of a 2010 TRANNY Freeway/Interstate Project of the Year Award at the 21st Annual California Transportation Foundation Transportation Awards on May 19, 2010. The annual event celebrates California's transportation achievements. The award was presented to O.C. Jones & Sons, Inc. and C.C. Myers, Inc., A Joint/Venture, Caltrans District 10, and the San Joaquin Council of Governments (SJCOG). A highly-effective commitment to partnering, through the leadership of Sam Hassoun, P.E., founder of the Global Leadership Alliance, furthered the success of the project.

**Responsibilities/Duties:** As the project Superintendent he oversaw all of the construction activities on the project, including, planning the work, managing the subcontractors and working closely with Caltrans.

**Awards:** 2011 Caltrans Excellence in Partnering, 2010 TRANNY Interstate Project of the Year, 2010 Caltrans Partnering Success in Motion Gold

## Dwayne Barth (continued)

<b>Project Name and ID:</b>	<b>Napa River, Caltrans Contract No. 04-253804</b>		
<b>Location:</b>	<b>Napa, CA</b>		
<b>Project Construction Cost:</b>	\$29.5 Million	<b>Dates on the project:</b>	2003-2005
<b>Percent of Time on Job:</b>	100%	<b>Project Role:</b>	Superintendent
<b>Owner Reference:</b>	Darin Kishiyama, RE, Caltrans. Phone (510) 286-4444   <a href="mailto:darin_kishiyama@ca.dot.gov">darin_kishiyama@ca.dot.gov</a>		

**Project Description:** The Napa River Project consisted of constructing twin 1800 foot- long box girder bridges along Imola Avenue over the Napa River, from South Coombs St. to Gasser Drive in Napa, CA. Also included, the construction of retaining walls, two concrete slab approach structures, miscellaneous roadway improvements, and the demolition of the existing Maxwell Bridge over the river. Work began on March 12, 2005 and was completed in early 2006, with a one-year plant establishment period to follow. The biggest challenges on the project were the construction of four cofferdams in the river and the removal of the existing Maxwell Bridge. The cofferdams were built to approximately 45' below the water level of the river and were constructed by our subcontractor, Foundation Constructors, Inc. The removal of the existing Maxwell Bridge (a lift span bridge built in 1949) was done with a 400 ton barge-mounted crane positioned in the Napa River. The crane removed the tower sections of the bridge, the counterweights, and lift span, then lowered them to barges positioned in the river for transportation to a recycler in Richmond, Calif.

**Responsibilities/Duties:** As the project Superintendent he oversaw all of the construction activities on the project, including, planning the work, managing the subcontractors and working closely with Caltrans

## Kurtis Frailey, Construction Manager - Roadway

**Career Summary:** Mr. Frailey has over 18 years of experience in the industry. His experience as Construction Manager on heavy civil transportation projects with elements identical to the Route 99 Realignment project provides him with the expertise to oversee and ensure the scope, schedule and budget milestones on this Route 99 project are met or exceeded. Kurtis has served as a Senior Construction Manager and Field Engineer on numerous complex delivery projects having challenging elements of public stakeholder coordination, ROW acquisition, business egress and environmental permitting. Kurtis brings his knowledge of roadway design, construction on methods, and materials supply to maximize the CMGC and DB process. Kurtis is highly skilled at communicating goals, schedule requirements and safety procedures to his team as well as coordinating all project participants. He is well versed in all construction disciplines and the sequencing of events on projects in accordance with design, budget and schedule. He has estimated and managed lump sum projects, accelerated schedule projects, and phased long term Caltrans projects. Kurtis currently holds his 30 Hours OSHA certification for safety as well as a Certified Auditor for Safety & Health Management System. He is also a Certified Quality Assurance Manager with the Army Core of Engineers and ACI Level 1 Field Technician and has Pervious Concrete Technician certification.

**Education:** Yuba Community College, Yuba, CA

**Licensing and Registration:** N/A

### RELEVANT PROJECT EXPERIENCE

<b>Project Name and ID:</b>	<b>Los Angeles Route 405/101 Separation to Route 405/5 Separation, Project No. 07-252004</b>		
<b>Location:</b>	<b>Los Angeles, CA</b>		
<b>Project Construction Cost:</b>	\$29 Million	<b>Dates on the project:</b>	2013
<b>Percent of Time on Job:</b>	30%	<b>Project Role:</b>	Construction Manager
<b>Owner Reference:</b>	Caltrans – District 7, Emile Eid, Phone (213) 276-2054   emile.eid@dot.ca.gov		

**Project Description:** The job consists of approximately 500,000 square feet of precast prestressed concrete pavement (PPCP), 18,900 yards of lean concrete base rapid setting, 850 yards of approach slabs, 600 yards of Individual slab replacement (RSC) and 23,000 tons of rubberized hot mix asphalt, superpave (gap graded). This project spans over 16 miles on one of the busiest freeways in California. Most all of this projects \$29M budget has to be at night during 9 hour lane closers and open back up for traffic the next morning. This project is also one of California's pilot projects for PPCP's, this is where panels are pre tensioned at the manufactures fabrication yard, cured then trucked to the site, installed under a night closer and then post tensioned into a long continuous slabs. This project will be a case study project for Caltrans in the coming years.

**Responsibilities/Duties:** As Operations Manager oversaw the whole operation of the project for Myers and Sons Construction. Team planned and implemented work schedule changes that synthesized the project's work with the work of other contractors in the corridor, effectively coordinating these changes with Caltrans throughout the project lifecycle.

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

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

**Responsibilities/Duties:** As Operations Manager Kurtis oversaw the whole operation of the project for Myers and Sons Construction. Kurtis worked closely with Caltrans to develop and implement staging plans that mitigated impacts on daily traffic as well as re-phase planned work to deliver this project 1 year ahead of schedule.

# KURTIS FRAILEY (continued)

**Project Name and ID:** Long Life Pavement & Widen Brides in Los Angeles County on Route 710 at Various Los Angeles River Bridge to Ramona Blvd. Undercrossing, Project No. 07-202114

**Location:** Los Angeles, CA

**Project Construction Cost:** \$102 Million **Dates on the project:** 2012 - Current

**Percent of Time on Job:** 50% **Project Role:** Construction Manager – Concrete Paving

**Owner Reference:** Caltrans District 7, Reza Jahromi, 562-901-3333

**Project Description:** Once this three year project is complete the 710 Freeway from Imperial Highway to Interstate 10 will be completely rehabilitated and widened in some sections. The 710 Freeway is the direct connection from both the Los Angeles and Long Beach Port to the rest of the United States. The traffic from these ports creates congestion on this stretch of the freeway and the heavy transportation vehicles make maintaining the roads challenging. To meet this challenge Caltrans decided to design the project using precast, posttensioned concrete panels instead of traditional concrete paving. When complete, this will be the largest precast panel project in the country with over four thousand three hundred panels placed. In addition to the panels this project has seven bridge replacements or widenings, fourteen retaining walls, polyester overlays, 51,000 cubic yards of concrete paving, 53,600 cubic yards of rapid strength concrete pavement, and 31,000 lineal feet of concrete barrier. This project crosses over the Los Angeles River and crosses over several interchanges which makes managing the traffic flow critical.

**Responsibilities/Duties:** As the Operations Manager, Mr. Frailey has focused on optimizing the use of people and materials, as well as manage subcontractors. When utility or other conflicts arise on the project, Mr. Lee reschedules the work so as to minimize the impacts to the projects.

**Project Name and ID:** I-5 "Boat Section", Project No. 03-0A3601

**Location:** Sacramento, CA

**Project Construction Cost:** \$41 Million **Dates on the project:** 2008

**Percent of Time on Job:** 100% **Project Role:** Operations Manager

**Design-Build:** No **Stamped/Certified Approved Work:** Yes

**Owner Reference:** Caltrans District 3, Ken Solak , Phone: 916-274-0654 | ken\_solak@dot.ca.gov

**Project Description:** The I-5 "Boat Section" Rehabilitation Project that addressed the chronic wet pavement and deterioration of the wearing surface in the depressed structure. The project included removing and replacing wearing surface of the seal slab (Bridge No. 24-274M), replacing existing de-watering system, repairing leaking joints and seals, installing instrumentation in the slab to monitor critical pressure and installing additional de-watering wells to help reduce buoyant forces on the seal slab due to high groundwater elevations during flood stage events of the Sacramento River.

**Responsibilities/Duties:** As Operations Manager oversaw all aspects of the rehabilitation for CEMEX. Kurtis coordinated closely with multiple subcontractors to manage a complex delivery and project work plan schedules.

**Project Name and ID:** US Route 580 Bridge and Roadway Rehabilitation, Project No. 04-1A3204

**Location:** Contra Cost County in Richmond

**Project Construction Cost:** \$17.1 Million **Dates on the project:** 2013

**Percent of Time on Job:** 30% **Project Role:** Construction Manager

**Owner Reference:** Caltrans – District 4, Taslina Khanum, Phone: (510) 224-6677 | taslina.khanun@dot.ca.gov

**Project Description:** Myers and Sons Construction, LP was awarded this project by Caltrans District 4. The project scope is highly relevant to the State Route 99 Realignment project and consisted of the replacement of bridge deck, bridge demolition, construction of retention walls and concrete barriers and placement of polyester overlay. The high volume RT 580 corridor location required extensive planning for traffic control and signage, in addition to integrated construction phase planning that ensured a continuous and safe environment for the traveling public as well as workers completing the construction. In addition, the bridge location crossed an industrial plan area that required specific attention to critical access issues and work planning.

# KURTIS FRAILEY (continued)

**Responsibilities/Duties:** As Operations Manager oversaw the whole operation of the project for Myers and Sons Construction. In addition, Kurtis spearheaded the partnership with Caltrans to effectively re-sequence significant portions of planned rehabilitation work to accommodate the changing timetables resulting from the modified project goals. He effectively coordinated these changes with multiple subcontractors and suppliers throughout the project lifecycle and led a field communication campaign with affected business and public stakeholders.

<b>Project Name and ID:</b>	<b>Polyester Overlay – Various Locations Placer County, Project No. 03-3E0904</b>		
<b>Location:</b>	<b>Roseville, CA – Placer County</b>		
<b>Project Construction Cost:</b>	\$6.3 Million	<b>Dates on the project:</b>	2011-2013
<b>Percent of Time on Job:</b>	70%	<b>Project Role:</b>	Construction Manager
<b>Owner Reference:</b>	Caltrans – District 3, Sam Vandell, Phone: 916-624-2852   <a href="mailto:sam_vandell@dot.ca.gov">sam_vandell@dot.ca.gov</a>		

**Project Description:** This project was situated in four cities on RT 80 at nine different locations. The bridges that were being repaired crossed over existing roads, freeways, three railroad crossings and some environmentally sensitive areas. One bridge crossed over two different railroad lines which required that we plan our work and be aware of our surroundings at all times. The company was responsible for traffic control, repairing unsound concrete in the bridge decks, removed and replacing the paving notches, approached slabs and joint seals and as part of the VECP performed some concrete paving work. They also applied a polyester concrete overlay to the bridge decks.

**Responsibilities/Duties:** As Operations Manager oversaw the whole operation of the project for Myers and Sons Construction. Team planned and implemented work schedule changes that synthesized the project’s work with the work of other contractors in the corridor, effectively coordinating these changes with Caltrans throughout the project lifecycle.

TAB

# State of California Secretary of State

## CERTIFICATE OF STATUS

**ENTITY NAME:** MYERS & SONS CONSTRUCTION, L.P.

<b>FILE NUMBER:</b>	201003400015
<b>FORMATION DATE:</b>	02/02/2010
<b>TYPE:</b>	DOMESTIC LIMITED PARTNERSHIP
<b>JURISDICTION:</b>	CALIFORNIA
<b>STATUS:</b>	ACTIVE (GOOD STANDING)

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

The records of this office indicate the entity is authorized to exercise all of its powers, rights and privileges in the State of California.

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



IN WITNESS WHEREOF, I execute this certificate and affix the Great Seal of the State of California this day of October 25, 2013.

**DEBRA BOWEN**  
Secretary of State

**State of California  
Secretary of State**

**CERTIFICATE OF STATUS**

**ENTITY NAME:** RALPH L. WADSWORTH CONSTRUCTION COMPANY, LLC

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

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

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

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

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



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

A handwritten signature in black ink that reads "Debra Bowen".

**DEBRA BOWEN**  
Secretary of State

HSD



DEPARTMENT OF CONSUMER AFFAIRS

# Contractors State License Board

## Contractor's License Detail - License # 944155

**⚠️ DISCLAIMER:** A license status check provides information taken from the CSLB license database. Before relying on this information, you should be aware of the following limitations.

- CSLB complaint disclosure is restricted by law ([B&P 7124.6](#)) If this entity is subject to public complaint disclosure, a link for complaint disclosure will appear below. Click on the link or button to obtain complaint and/or legal action information.
- Per [B&P 7071.17](#) , only construction related civil judgments reported to the CSLB are disclosed.
- Arbitrations are not listed unless the contractor fails to comply with the terms of the arbitration.
- Due to workload, there may be relevant information that has not yet been entered onto the Board's license database.

License Number	<b>944155</b>	Extract Date	11/18/2013
Business Information	MYERS AND SONS CONSTRUCTION LP Business Phone Number: (916) 649-4504		
	2554 MILLCREEK DRIVE SACRAMENTO, CA 95833		
Entity	Partnership		
Issue Date	03/08/2010		
Expire Date	03/31/2014		
License Status	<b>ACTIVE</b> This license is current and active. All information below should be reviewed.		
Classifications	CLASS	DESCRIPTION	
	A	<a href="#">GENERAL ENGINEERING CONTRACTOR</a>	
	B	<a href="#">GENERAL BUILDING CONTRACTOR</a>	
Bonding	CONTRACTOR'S BOND This license filed a Contractor's Bond with <a href="#">TRAVELERS CASUALTY AND SURETY COMPANY OF AMERICA</a> . <b>Bond Number:</b> 105737288 <b>Bond Amount:</b> \$12,500 <b>Effective Date:</b> 03/15/2012 <a href="#">Contractor's Bond History</a>		
	BOND OF QUALIFYING INDIVIDUAL 1. This license filed Bond of Qualifying Individual number <b>105970974</b> for BRAVO SALVADOR in the amount of <b>\$12,500</b> with <a href="#">TRAVELERS CASUALTY AND SURETY COMPANY OF AMERICA</a> . <b>Effective Date:</b> 08/19/2013		
Workers' Compensation			

WORKERS' COMPENSATION

This license has workers compensation insurance with  
[HARTFORD INSURANCE COMPANY OF THE MIDWEST](#)

**Policy Number:** 61WNQU2060

**Effective Date:** 03/01/2013

**Expire Date:** 03/01/2014

[Workers' Compensation History](#)

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Personnel listed on this license (current or disassociated) are listed on other licenses.

<a href="#">Personnel List</a>	<a href="#">Other Licenses</a>
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Copyright © 2010 State of California

**LIMITED POWER OF ATTORNEY**

(Execution of Certain Bid and Contract Documents)

We, Ralph L. Wadsworth Construction Company, LLC, a Utah limited liability Company ("RLW"), and Myers & Sons Construction, L.P., a California limited partnership, hereby appoint Myers & Sons Construction, L.P. as our true and lawful attorney-in-fact, and for all the conditions and limitations set forth herein:

1. To execute and deliver on behalf of the joint venture known as "Myers and Sons/RL Wadsworth, A Joint Venture" (the "Joint Venture") such proposals, agreements, contracts, bid documents, bid bonds, and any other documents or instruments which may be necessary or proper in order to submit a bid to the State of California, Department of Transportation ("Caltrans") on behalf of the Joint Venture for Caltrans Contract No, EA 06-2HT101 (the "Contract") and in order to enter into and perform said Contract, if said Joint Venture's proposal is accepted by Caltrans.

2. This Power of Attorney will expire upon rejection of the proposal or execution of the Contract, if awarded to the Joint Venture, unless otherwise extended by the undersigned.

Myers and Sons, L.P.

Ralph L. Wadsworth Construction Company, LLC

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

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

Clinton W. Myers

Con Wadsworth

Title: Vice President & Partner

Title: President

**ACKNOWLEDGMENT**

State of California

County of Sacramento

On November 19, 2013 before me, Sarah Lynn Bowles, Notary Public

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

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

WITNESS my hand and official seal.

Signature \_\_\_\_\_

(SEAL)



ACKNOWLEDGMENT

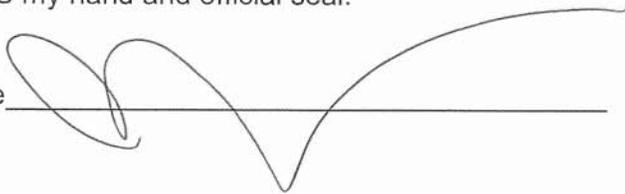
State of California  
County of Sacramento

On November 19, 2013 before me, Sarah Lynn Bowles, Notary Public

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

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

WITNESS my hand and official seal.

Signature  (SEAL)

