

**DEPARTMENT OF TRANSPORTATION - District 4 Toll Bridge Program**

333 Burma Rd.

Oakland, CA 94607

(510) 622-5660, (510) 286-0550 fax

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August 28, 2008

Contract No. 04-0120F4

04-SF-80-13.2 / 13.9

Self-Anchored Suspension Bridge

Letter No. 05.03.01-002626

Michael Flowers  
Project Executive  
American Bridge/Fluor, A JV  
375 Burma Road  
Oakland, CA 94607

Dear Michael Flowers,

**A Way Forward for Successful OBG Assembly**

In response to recent concerns and questions brought to our attention by ABF and ZPMC letters, the Department offers some thoughts and recommendations on how we believe that ABF, ZPMC and the Department can collectively advance the fabrication of the SAS in a strategic way that will bring success to all three parties. Agreeing to a way forward compels us all to work together cooperatively on fabrication efforts with a minimum of impacts to the schedule along with a maximum focus on quality for every element of the bridge work.

No one predicted a job without significant challenges. Quite the contrary, engineering and fabrication difficulties are a given for such a complex one-of-kind bridge design. Major challenges were predicted, schedule challenges were foreseen as the SAS is advanced through the various stages of fabrication and erection. The key to success in moving forward with the least impact to the project will be based on open collaboration and cooperation in working together to resolve difficulties encountered.

We would like to suggest that the Department, ABF and ZPMC meet and establish ways to work together in a direct and forthright manner which will allow us to take on quality issues, and potential actions that may cause delays. This will require us to learn to communicate openly, to trust each other, and assure one another continuously that all our actions and intentions are based on the best interest of the SAS Bridge, but also acknowledge each other's needs and interests. We look forward to a spirit of partnering and cooperation that will bring us the success we all seek for each other. Accelerating the work to the maximum extent, but assuring ourselves that every known defect is prudently repaired before assembly commences is a common goal we must share.

As a way forward to assemble the OBG, the Department believes the following items need to be agreed to by the parties to achieve the specified quality standards, and limit impacts to the overall project schedule:

1. The suspension notice issued earlier is direction to remove all work from the assembly jig that is known to have defects. In other words, all future subassemblies, including the deck panels, shall be free of defects before they are brought to the assembly stage. All other work can continue as long as this requirement is honored.
2. ABF, ZPMC and the Department commit themselves to implementing actions that will assist in resolving outstanding issues in the deck panels, to assure the necessary quality, and to limit the delays to the project.

3. Resolving outstanding issues with the tack welds – to identify and repair the cracked welds, the following actions are proposed:
  - i. Continue with the assessment of deck panel tack weld by means of the developed UT + Phased Array procedures already underway by the Department. Although, as pointed out by ABF and ZPMC, this procedure is not expressly referenced under the Contract, any NDT means that can positively identify locations of known defects are permitted under the Contract. An effective QC program would also prevent the need for added NDT procedures. Also note that phased array was implemented as a tool to allow acceptance of deck panels that have been produced to date.
  - ii. ABF and/or ZPMC are to assist with bringing resources for the necessary UT+ Phased Array assessment. Compensation for the added NDT testing by the Contractor will be provided by CCO 91.
  - iii. ZPMC is to cooperate with providing and preparing all needed panels for inspection and testing in a timely manner and under controlled conditions.
  - iv. ABF and ZPMC are to assist with scheduling and prioritizing the panel testing to minimize impacts on the project schedule.
  - v. ABF is to provide clear and concise repair procedures that can be approved, and to effectively demonstrate the procedures prior to starting repair work.
  - vi. The Department is to provide a clear path forward to address tack weld cracking, including acceptance criteria as soon as possible, but not more than 10 days from the date of this letter.
4. The Department expects that the current tack welding process will be corrected to produce defect-free welds. We would like the defects to be corrected within the next month so that further delays caused by the necessary repairs can be eliminated. The Department stands ready to assist with its expertise to provide assistance and guidance in this area.

We sincerely hope and believe our suggestions will be helpful in a way to move forward with the OBG. However, we welcome any and all constructive dialogue on Pier 7 or in China on making any improvements that will help achieve the goals for success common to all our interests.

Sincerely,



GARY PURSELL  
Resident Engineer

cc: Peter Siegenthaler, Rick Morrow  
file: 05.03.01