



ORIGINAL

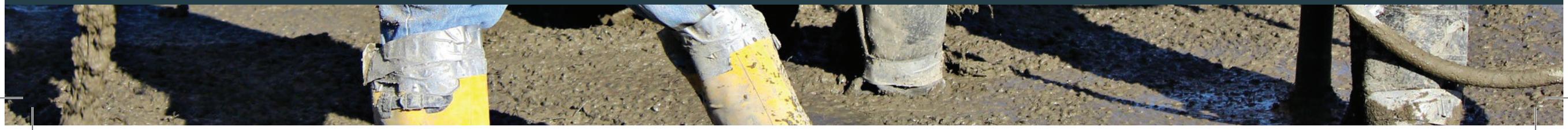
# I-215 / Barton Road INTERCHANGE RECONSTRUCTION

CONSTRUCTION MANAGER / GENERAL CONTRACTOR SERVICES  
Contract No. 08-0J07CM | Project ID 0800000282 | SBD 215-PM 0.6/1.7



**Steve P. Rados, Inc.**

MYERS-RADOS, A JOINT VENTURE





October 9th, 2014



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

RE: Request for Qualifications  
Construction Manager / General Contractor Services (CMGC)  
Contract No. 08-0J07CM

Mrs. Floyd-Smith and Members of the Selection Committee,

On behalf of Myers-Rados, A Joint Venture (Myers-Rados), it is our distinct pleasure to present our qualifications for consideration as the Construction Manager / General Contractor (CMGC) for the I-215 Barton Road Interchange Reconstruction project.

The I-215 Barton Road Interchange is an important component of the Southern California transportation infrastructure, and serves the growing needs of San Bernardino County, SANBAG, and the City of Grand Terrace, as well as the nearly 200,000 drivers who utilize the I-215 corridor daily for their commute. The interchange reconstruction will increase the level of service to the City of Grand Terrace and will allow for the smooth flow of people, goods and services for the sustainable future.

The California Department of Transportation (Caltrans) is nationally recognized as program innovators, and District 8 should be commended as the only District to have multiple projects under this CMGC pilot procurement. The Department seeks an equally strong partner to provide expertise and support during preconstruction with the capacity and knowledge to successfully construct the project to exact standards with minimal impacts to the project stakeholders.

Myers-Rados is that partner. During the Barton Road Project preconstruction phase, our team is committed to nurturing a culture of innovation and knowledge, and developing collaborative partnerships with District 8 and project stakeholders. Utilizing the CMGC framework, our team will solve project constraints, mitigate risks, and maximize the project scope with cost and schedule certainty. Our goals will be to provide a safe environment for all, maximize the flow of traffic during construction and build an enduring project without sacrificing environmental commitments. Using the unique approaches discussed in our innovations section, we will minimize ROW take, maximize value and deliver this project substantially ahead of schedule and under budget.



We are recognized for partnering with Caltrans to successfully deliver the toughest and most technically complicated jobs to the highest standards and appreciate the District's understanding of the challenges of Barton Road. Our history of "delivering on the impossible", experience in CMGC and CMAR alternative project delivery and extensive construction innovation expertise makes the Myers-Rados Team a perfect fit to partner and support Caltrans in this effort. We provide the right combination of industry-leading personnel with the capacity, tools and resources needed to successfully deliver on each and every one of the Department's established goals.

Myers-Rados brings over a century of successful transportation infrastructure expertise to this important project, and it is this expertise that will help Caltrans maximize the CMGC effort. In partnership with Caltrans, the Myers-Rados Team will produce an innovative project that will be used as a benchmark for future CMGC projects in California.

Sincerely,

Miciaiah Revero, *Project Manager*  
Myers-Rados, A Joint Venture

<b>Section No.</b>	<b>RFQ Reference</b>	<b>Section Title</b>
0	3.1	<b>Transmittal Letter</b> Form A - Transmittal Letter Form G - Proposal SOQ Certification
1	3.2	<b>Legal Structure</b> Form E - Proposers Organizational Information Form F - Proposer's Disadvantaged Business Enterprise Declaration Affidavit
2	3.3	<b>Financial Capacity</b> Performance Bond and Payment Bond Insurance Certifications
3	3.4	<b>Safety</b> Safety Record Citation Summary Safety Program Summary
4	3.5	<b>Experience and Past Performance</b> Firm Narrative Summaries Form B Project Descriptions
5	3.6	<b>Organization &amp; Key Personnel</b> Form D - Proposed Key Personnel Information Licensing Evidence

Section No.	RFQ Reference	Section Title
6	3.7	<b>Understanding and Approach</b>
	3.7.1A	Understanding of Project Scope
	3.7.1B	Construction Manager's Approach to CMGC project contracting.
	3.7.1C	Proposer's Organization and Approach to Meeting the Department's Goals.
	3.7.1D	Top Risks: Construction, Design, ROW, Environmental and Stakeholder
	3.7.1E	Approach to Risk Management
	3.7.1F	Innovations
	3.7.1G	Safety
		<b>Appendix A</b>
		Key Personnel Resumes
		<b>Appendix B</b>
		Myers-Rados Joint Venture
		Copy of the Myers-Rados California Contractors
		License Printout
		Power of Attorney
		Certificates of Good Standing

# 01



**Steve P. Rados, Inc.**

# 1.

## Legal Structure RFQ Section 3.2



## A. Legal Structure of the Proposer and its Organization

RFQ Section 3.2.A

Myers and Sons Construction, LP (Myers), a California-based general engineering contractor with extensive experience in heavy civil infrastructure construction has formed a joint venture with Steve P. Rados, Inc., a family owned heavy-highway firm with a 92 year history of construction excellence in California. These firms (herein referred to as the “Myers-Rados, A Joint Venture” or “Myers-Rados”) have joined as one to serve as a Caltrans CMGC for the I-215 / Barton Road Project

### Percentage Equity:

Myers and Rados will serve as true joint venture team members, each holding an equal 50% of the equity interest. Myers-Rados will be the entity with which Caltrans will hold the contract for this Project. Myers-Rados’ Teaming Agreement and Contractor’s License are included at the end of this tabbed section.

## B. Fully, Joint and Severally Liable

RFQ Section 3.2.B

At the end of this section Myers-Rados has included the executed Form A: Transmittal Letter from the joint venture members, agreeing to be held fully, jointly and severally liable for the performance under the Contract.

## C. Major Participants

RFQ Section 3.2.C

Myers-Rados was formed to provide Caltrans with professional construction management (CM) and General Contracting (GC) services from two outstanding industry leading firms recognized for consistently exceeding clients’ expectations in delivering exceptional results on large civil infrastructure projects similar to the size and type of the work defined for the I-215/Barton Road Project. The two participants in the Joint Venture are Myers & Sons Construction, LP and Steve P. Rados, Inc.

## D. Conflict of Interest

RFQ Section 3.2.D

The joint venture members of Myers-Rados have identified no conflicts of interest that exist through the qualification and proposal phases of this project.

## E. Proposers Organizational Information

RFQ Section 3.2.E

At the end of this tabbed section Myers-Rados has included Form E: *Proposers Organizational Information*.

## F. Proposer’s DBE/UDBE Affidavit

RFQ Section 3.2.F

At the end of this section Myers-Rados has included Form F: *Proposer’s Disadvantaged Business Enterprise Affidavit*.

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

**Name of Proposer:** Myers-Rados, A Joint Venture

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

<b>Proposer ( Joint Venture )</b>	
<b>Name of Entity:</b> Myers-Rados, A Joint Venture	
<b>Address:</b>	Myers-Rados, A Joint Venture
	4600 Northgate Blvd. Suite 100, Sacramento, CA 95834
<b>Contact Name:</b>	Clinton W. Myers
<b>Title:</b>	Vice President
<b>Telephone No.:</b>	(916) 283-9950
<b>Fax No.:</b>	(916) 283-9950
<b>E-mail:</b>	cwmyers@myer-sons.com
<b>Local / Regional Contact</b>	
<b>Name:</b>	Clinton W. Myers
<b>Address:</b>	Myers & Sons Construction, LP
	4600 Northgate Blvd. Suite 100, Sacramento, CA 95834
<b>Telephone No.:</b>	(916) 283-9950
<b>Fax No.:</b>	(916) 283-9950
<b>E-mail:</b>	cwmyers@myer-sons.com

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

**Name of Proposer: Myers-Rados, A Joint Venture**

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

STATE OF California )  
 )  
COUNTY OF Orange )

Each of the undersigned, being first duly sworn, deposes and says that (contact name) Clinton W. Myers

is the (Title) Vice President of (firm) Myers & Sons Construction, LP

which entity(ies) are the Myers-Rados, A Joint Venture, the entity making the foregoing Statement of Qualification.

The Proposer hereby affirms that it will either meet the Disadvantaged Business Enterprise goals described in this solicitation or exercise and provide demonstrable evidence to the satisfaction of the California Department of Transportation (Department) that it has aggressively exercised Good Faith Efforts to do so in accordance with defined program requirements, including contractual and regulatory provisions.



(name) Clinton W. Myers

(title) Vice President

(firm) Myers & Sons Construction, LP

State of California )

County of Orange )

On (date) 10/01/2014 before me (name, title) Sandra Lucero Po, Notary Public

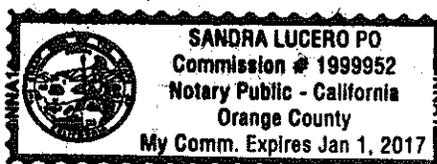
personally appeared (name) Clinton W. Myers, (title) Vice President

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

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

WITNESS my hand and official seal:

*Sandra L. Po*



Notary Public Signature Notary Public Seal

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

**Name of Proposer: Myers-Rados, A Joint Venture**

---

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

STATE OF California )  
 )  
COUNTY OF Orange )

Each of the undersigned, being first duly sworn, deposes and says that (contact name) Stephen S. Rados

is the (Title) Co-President of (firm) Steve P. Rados, Inc.

which entity(ies) are the Myers-Rados, A Joint Venture, the entity making the foregoing Statement of Qualification.

The Proposer hereby affirms that it will either meet the Disadvantaged Business Enterprise goals described in this solicitation or exercise and provide demonstrable evidence to the satisfaction of the California Department of Transportation (Department) that it has aggressively exercised Good Faith Efforts to do so in accordance with defined program requirements, including contractual and regulatory provisions.



---

(name) Stephen S. Rados

(title) Co-President

(firm) Steve P. Rados, Inc.

State of California )

County of Orange )

On (date) September 17, 2014 before me (name, title) Sandra Lucero Po, Notary Public

personally appeared (name) Stephen S. Rados, (title) Co-President

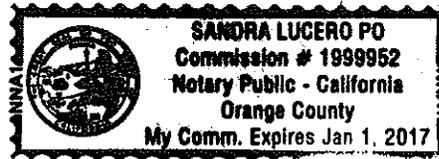
who proved to me on the basis of satisfactory evidence to be the person(s) whose name(s) is/are subscribed to within the instrument and acknowledged to me that he/she/they executed the same in his/her/their authorized capacity(ies), and that by his/her/their signature(s) on the instrument, the person(s)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

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:

*Sandra L. Po*

Notary Public Signature Notary Public Seal



# 02



**Steve P. Rados, Inc.**

# 2.

## Financial Capacity

RFQ Section 3.3



MYERS-RADOS, A JOINT VENTURE

## Introduction

Myers-Rados has the financial capacity to enter into this contract with Caltrans, and has the resources to successfully complete the I-215/Barton Road project. Our surety companies are licensed to do business in California, and are rated in the top two categories by two nationally recognized rating agencies, and have a “Best Credit Rating” of at least “A minus” and “Class VIII” or better by the A.M. Best Company.

- Our significant public sector contract experience is derived from successfully completing over \$2.1B in projects in the last 50 years, covering all of the vital components of the I-215/Barton Road project.
- Our contract backlog is approximately \$330M and represents 60% of our overall capacity over the next four years of the I-215/Barton Rd. Project contract duration.

Myers-Rados has extensive heavy construction equipment and materials resources available for mobilization across California. We believe ownership of these assets enables us to deliver more effectively by ensuring the availability of this equipment to our customers. The replacement value of our equipment fleet exceeds \$150M and includes over 700 pieces of heavy construction equipment.

The Myers-Rados team holds a significant local portfolio of emission compliant heavy equipment. This large, local presence ensures we can meet the demands of this project.

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

## A. Performance and Payment Bonds

RFQ Section 3.3.A

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

## B. Insurance

RFQ Section 3.3.B

Myers-Rados is capable of providing all insurance required for the project, including Commercial General Liability, Auto Liability, Worker’s Compensation/ Employer Liability and Pollution Liability, as well as Railroad Protection Insurance covering all railroad work associated with the project.

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

Myers-Rados will indemnify Caltrans, Caltrans’ consultants, and others with respect to claims arising from the work, as required by the Preconstruction Services Contract.



September 29, 2014

State of California  
Department of Transportation  
Attn: Denetia Floyd-Smith  
1727 30<sup>th</sup> Street  
Sacramento, CA 95816

RE: Contractor: Myers-Rados, a Joint Venture  
Project: Interstate 215 Barton Road Interchange Reconstruction  
Contract No. 08-OJ07CM; Proj. ID 0800000282; SBD 215-PM 0.6/1.7  
Construction Manager/General Contractor Services

Ladies and Gentlemen:

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

Travelers Casualty and Surety Company of America is prepared to give favorable consideration to the execution of contract performance, payment and warranty bonds running to the Owner, in association with the Interstate 215 Barton Road Interchange Reconstruction Project. We understand that the contract for Myer-Rados, a Joint Venture, would be in the \$37 to \$60 Million range if awarded.

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

Our willingness to provide surety credit on this project is subject to Myers-Rados, a Joint Venture's, acceptance of an award of the contract and Myers-Rados, 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

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

**CERTIFICATE OF ACKNOWLEDGMENT OF CORPORATE SURETY**

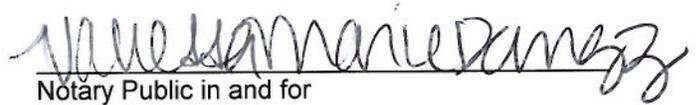
State of Texas           §

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.

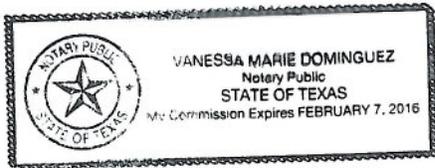
Given under my hand and seal of office this 29th day of September, 2014.

SEAL



Notary Public in and for  
The State of TEXAS

My Commission expires: 2/7/16





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. 005467073

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 30th day of April, 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 30th day of April, 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

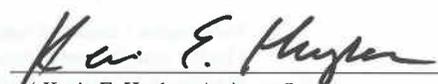
**FURTHER RESOLVED**, that any bond, recognizance, contract of indemnity, or writing obligatory in the nature of a bond, recognizance, or conditional undertaking shall be valid and binding upon the Company when (a) signed by the President, any Vice Chairman, any Executive Vice President, any Senior Vice 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 29th day of September, 20 14.

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.



September 12, 2014

California Department of Transportation  
404 West 4<sup>th</sup> Street  
San Bernardino, CA 92401

Re: Myers – Rados, a Joint Venture  
I-215 Barton Road Interchange Reconstruction  
Evidence of Insurance

Alliant Insurance Services is the insurance broker for The Rados Company. Please accept this letter as proof of coverage that Rados can provide the required insurance coverage as detailed in the specifications, Section 3.3(b)

All insurance companies providing policies obtained to satisfy the insurance requirements have a minimum A.M. Best Rating of A- VIII or better. The ratings for Rados Companies current insurance carriers are as listed below:

Travelers Indemnity Co	A++XV
St. Paul Fire and Marine Insurance Co.	A++XV
Travelers Property Casualty Co	A++XV
National Union Fire Insurance Co.	A XV

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

Sincerely,

Diane Weller  
Vice President  
Alliant Insurance Services



Travelers Bond & Financial Products  
Construction Services  
21688 Gateway Center Drive  
Diamond Bar, CA. 91765  
909 612-3286

RECEIVED  
SEP 18 2014

BY: \_\_\_\_\_

September 17, 2014

State of California  
Department of Transportation

**RE: Myers and Sons / Steve P. Rados, Joint Venture**  
**Project: Interstate 215 Barton Road Interchange Reconstruction**

Ladies and Gentlemen:

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

Travelers Casualty and Surety Company of America is prepared to give favorable consideration to the execution of contract performance, payment and warranty bonds running to the Owner, in association with the Interstate 215 Barton Road Interchange Reconstruction Project. We understand that the contract for Steve P. Rados, Inc. would be in the \$40,000,000 range for construction, if awarded.

Travelers Casualty and Surety Company of America is listed on the U.S. Treasury Department's Listing of Approved Sureties (2012 Department Circular 570), is rated A+ by A.M. Best and is authorized to issue bonds in the State of California. The Company enjoys an excellent bonding line; their current available bonding capacity of \$400,000,000 is more than sufficient for the Project and referenced payment and performance bonds.

Our willingness to provide surety credit on this project is subject to Steve P. Rados, Inc.'s acceptance of an award of the contract and Steve P. Rados, Inc. 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.

Sincerely,

Heather Saltarelli, Attorney-in-Fact  
Travelers Casualty and Surety Company of America

**CALIFORNIA ALL-PURPOSE ACKNOWLEDGMENT**

State of California

County of Orange

On SEP 17 2014  
Date

before me,

K. Luu, Notary Public  
Here Insert Name and Title of the Officer

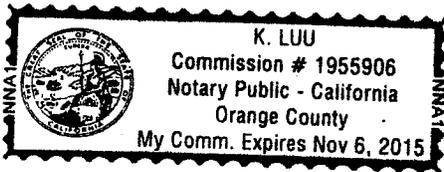
personally appeared

Heather Saltarelli  
Name(s) of Signer(s)

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

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

WITNESS my hand and official seal.



Place Notary Seal Above

Signature

[Signature]  
Signature of Notary Public

**OPTIONAL**

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

**Description of Attached Document**

Title or Type of Document: \_\_\_\_\_

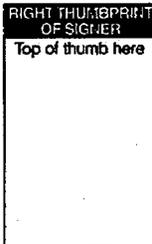
Document Date: \_\_\_\_\_ Number of Pages: \_\_\_\_\_

Signer(s) Other Than Named Above: \_\_\_\_\_

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

Signer's Name: \_\_\_\_\_

- Individual
- Corporate Officer — Title(s): \_\_\_\_\_
- Partner —  Limited  General
- Attorney in Fact
- Trustee
- Guardian or Conservator
- Other: \_\_\_\_\_



Signer Is Representing: \_\_\_\_\_

Signer's Name: \_\_\_\_\_

- Individual
- Corporate Officer — Title(s): \_\_\_\_\_
- Partner —  Limited  General
- Attorney in Fact
- Trustee
- Guardian or Conservator
- Other: \_\_\_\_\_



Signer Is Representing: \_\_\_\_\_

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. 226895

Certificate No. 005643559

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

Jeri Apodaca, Rhonda C. Abel, Kim Luu, Mike Parizino, Rachelle Rheault, James A. Schaller, and Heather Saltarelli

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

IN WITNESS WHEREOF, the Companies have caused this instrument to be signed and their corporate seals to be hereto affixed, this 17th day of September, 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 17th day of September, 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 SEP 17 2014 day of SEP 17 2014, 2014.

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

*Kevin E. Hughes*  
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.



September 29, 2014

State of California Department of Transportation  
1727 30<sup>th</sup> Street  
Sacramento, CA 95816  
Attn: Denetia Floyd-Smith

Re: **Evidence of Insurance for Interstate 215 Barton Road Interchange Reconstruction**

Myers-Rados, a Joint Venture, currently maintains contract compliant limits for Workers' Compensation, Automobile Liability, General Liability, Umbrella/Excess Liability, and Contractor's Pollution Legal Liability. Please accept this letter as proof of coverage to comply with the requirements listed in Section 3.3B.

All insurance companies providing policies obtained to satisfy the insurance requirements have a minimum A.M. Best Rating of "A minus" and "Class VIII" or better. The ratings of all insurance carriers for Myers-Rados, a Joint Venture, are listed below.

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

▪

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

Best regards,



Etta Marbley  
Sr. Account Specialist

cc: Clinton Myers  
Myers & Sons Construction LP

**Aon Risk Solutions**

5555 San Felipe, Suite 1500 | Houston, Texas | 77056  
t: 832.476.6000 | f: 800.953.4542 w: aon.com

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



# CERTIFICATE OF LIABILITY INSURANCE

DATE(MM/DD/YYYY)  
09/15/2014

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-Rados, a Joint Venture 4600 Northgate Blvd. Suite 100 Sacramento CA 95834 USA	<b>INSURER(S) AFFORDING COVERAGE</b>		<b>NAIC #</b>
	<b>INSURER A:</b> Property & Casualty Ins Co of Hartford		34690
	<b>INSURER B:</b> Hartford Fire Insurance Co.		19682
	<b>INSURER C:</b> National Union Fire Ins Co of Pittsburgh		19445
	<b>INSURER D:</b> Catlin Specialty Insurance Company		15989
	<b>INSURER E:</b> <b>INSURER F:</b>		

**COVERAGES**      **CERTIFICATE NUMBER: 570055116840**      **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**

INBR LTR	TYPE OF INSURANCE	ADDS INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
B	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR  GEN'L AGGREGATE LIMIT APPLIES PER <input type="checkbox"/> POLICY <input checked="" type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC <input type="checkbox"/> OTHER			61CSEQU2061	03/01/2014	03/01/2015	EACH OCCURRENCE	\$2,000,000
							DAMAGE TO RENTED PREMISES (Ea occurrence)	\$300,000
							MED EXP (Any one person)	
							PERSONAL & ADV INJURY	\$1,000,000
							GENERAL AGGREGATE	\$4,000,000
							PRODUCTS - COMP/OP AGG	\$4,000,000
B	AUTOMOBILE LIABILITY  <input checked="" type="checkbox"/> ANY AUTO <input checked="" type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS <input type="checkbox"/> NON-OWNED AUTOS			61 CSE QU2062	03/01/2014	03/01/2015	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"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE  <input type="checkbox"/> QED <input type="checkbox"/> RETENTION			BE18255622	03/01/2014	03/01/2015	EACH OCCURRENCE	\$25,000,000
							AGGREGATE	\$25,000,000
A	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR / PARTNER / EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N		61WNQU2060	03/01/2014	03/01/2015	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTHER	
		Y	N/A				EL EACH ACCIDENT	\$1,000,000
							EL DISEASE-EA EMPLOYEE	\$1,000,000
							EL DISEASE-POLICY LIMIT	\$1,000,000
D	Cont Poll/Prof			CPL6758100615 SIR applies per policy terms & conditions	06/01/2014	06/01/2015	Pollution Liability Deductible	\$30,000,000 \$100,000

**DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)**  
 RE: Contract Number: 08-0J07CM, Project ID: 0800000282, SBD No. 215-PM 0.6/1.7, Project: State of California Department of Transportation Insurance Requirements For State Route 140 Ferguson Slide Permanent Restoration. Should General Liability policy be cancelled before the expiration date thereof, the policy provisions will govern how notice of cancellation may be delivered to certificate holders in accordance with the policy provisions.

<b>CERTIFICATE HOLDER</b>  State of California Department of Transportation PO Box 12616 Fresno CA 93778-2616 USA	<b>CANCELLATION</b>  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>
---	--

Holder Identifier :

Certificate No : 570055116840



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

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

This policy is subject to the following conditions.

SCHEDULE	
Number of Days Notice <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.

# 03

SECTION 3  
Safety Program



Steve P. Rados, Inc.

# 3.

## Safety

RFQ Section 3.4

### Myers-Rados: Recognized for our Focus on Safety

AGC of California Construction Safety Excellence Finalist, 2014

Golden Gate Partnership Recognition, 2013

Liberty Mutual recognition for 1 Million Man Hours Worked Without A Lost Time Injury, 2013

San Francisco Public Utilities Commission's Water System Improvement Program (WISP) - 1 Million Man Hours Worked Without A Lost Time Injury, 2009

1st place, AGC Safety Excellence Award, Municipal Division 100,000 – 300,000 hours, 2012

1st place, AGC Safety Excellence Award, Municipal Division 100,000 – 300,000 hours, 2009

AGC, Platinum Award Winner of Achievement in Safety Excellence 2009, 2010, 2011, 2012, 2013

2013 1st place Safety Excellence Highway & Transportation Division

Transportation Development Foundation, American Road & Transportation Builders Association, Work Zone Safety Awareness Award, 2007 & 2008

## Introduction

Myers-Rados has a history of excellence in Environmental, Health, and Safety (EH&S) performance. We achieve this success through the prevention of injury, illness, and environmental incidents and compliance with all applicable EH&S laws and regulations. We measure performance through systematic compliance assessments, and the implementation of corrective measures to address identified issues.

## A. Safety Record for the Most Recent 3-Year Period

RFQ Section 3.4

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

		2011	2012	2013		
Composite Data for Myers-Rados, A Joint Venture		Yearly Total			3-Year Total	
	Employee Hours Worked	2,000,309	1,966,221	1,904,490	5,871,020	
		Yearly Average			3-Year Average	Industry Average
	EMR	.9	.71	.88	.83	1.00
	Average Recordable Rate	2.50	2.6	1.59	2.23	3.87
	Average Lost Work Rate	.66	.08	.08	.27	1.47

### Alternate Dispute Resolution System

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

### California OSHA (Cal-OSHA) and Federal OSHA (FOSHA) Citations for the past 5 years

Neither Myers Nor Rados have any CALOSHA and FOSHA violations to report for the past 5 years.

## **B.** Safety Program RFQ Section 3.4

### **A Commitment to the Safety of our People and the Communities in Which We Work**

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

Myers-Rados is committed to maintaining a safe work environment for the I-215-Barton Road project corridor. We will protect stakeholders and members of the public who interact with or travel through the project location at all times. Myers-Rados knows that safety begins from the very inception of a project, and our proposed management team has specifically developed this safety program overview to address the unique requirements of the I-215-Barton Road site.

## **SOCIAL APPROACH TO SAFETY ADOPTION**

Myers-Rados' social approach to safety is centered on a partnership framework established between field management and craft workers. The result is an early adoption of safety behaviors. This partnership creates a culture of safety to support the individual mindset of "Safe and Sound" and increases recognition that safety is good for business with a direct impact on the financial health of both the worker, company and the department. Importantly, this insures that "safety" and "productivity" are not mutually exclusive efforts. Our success is centered on (4) key areas:

### **1. We Create a Safety Continuum.**

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

### **2. We Prioritize Safe Operations.**

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

### **2. We Communicate in Multiple Ways.**

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

### **4. We Encourage Comprehensive Employee Involvement in Safety.**

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

## The Myers-Rados Social Approach

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



Rt. 580 Bridge and Roadway Reconstruction

*This project had over 60,000 man hours completed with no recordable incidents. This excellent record reflects our team's commitment to actively manage and mitigate field risk on behalf of Caltrans as well as the project team's commitment to placing safety as a top priority.*

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

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

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

- **Project Managers and field workers jointly developing a documented just and fair culture policy** that provides guidelines for confidentiality and anonymity of reporting
- Agreeing on definitions about what is acceptable behavior, and what is not acceptable, that **recognize honest mistakes (e.g. Human Error), without fear or favor**
- Creating an **incident reporting system that craft workers feel is safe and easy to use**
- **Reports being followed-up with appropriate corrective actions** addressing error-producing conditions (e.g. Error Traps)
- **Developing feedback mechanisms** to communicate with craft workers what corrective actions have arisen from analysis of the incident reports
- **Providing feedback** about the numbers of corrective actions completed arising from the incidents reported
- **Monitoring** the number of incident reports by location and providing feedback

Claude Fiske, Project Safety Manager, as part of Myers-Rados' Safety Oversight team, reviews job site data – including near-miss incident reporting, followed up with a comprehensive Root Cause Analysis to extract the relevant information.

Myers-Rados will create a management-worker committee to assist the Safety Management Team in analyzing any near-miss or incident reports, gaining valuable worker feedback to identify opportunities for appropriate changes to systems, procedures, or to identify training opportunities for behavioral-based skills and safety training within areas identified as potentially high-risk.

## Overall Program Approach

Safety in the workplace is a core value for each of the team members and will continue to be a core value on this Project. Myers-Rados will not accept jeopardizing the safety of anyone on the project, including employees, vendors, subcontractors, Caltrans representatives and the general public. Myers-Rados will develop a safety culture to ensure that safe work practices become a personal obligation - stressing “zero” incident, injury, and accident prevention.

Safety is a primary driver in all that we do. Myers-Rados instills a culture of safety at all levels of our organization, engaging all project personnel and subcontractors. Each element of the project (structures, demolition, paving etc) will have its safety performance measured against established Safety Leading Indicators (SLIs). A comprehensive field education framework includes project management participation in weekly safety meetings and monthly safety walks, new hire safety orientations, supervisors achieving Safety Trained Supervisor (STS) certification, and active Safety Committees.

Myers-Rados’ exemplary aggregate safety record is the result of focused leadership and dedicated effort to continuously improve our safety programs and approaches. While we count safety as one of the measures of our success, we ultimately understand that “it’s not about the numbers, but rather it’s about the people who we work with every day.”

## Command and Control

Overall project health and safety performance will be the responsibility of the Project Manager Micaiah Revero. 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. Claude Fiske, Safety Manager will directly assist the Project Manager and will be responsible for establishing requirements for safety and emergency preparedness, and developing/ implementing the site-specific Safety Plan. Claude has “stop work” authority, as does every individual on the project site who perceives a safety or health hazard.

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

## Environmental Health & Safety Plan

The Myers-Rados team is committed to excellence with its EH&S performance as an integral part of the Project. The Myers-Rados’ safety program will reflect the collective experience and respective corporate safety cultures of the team members. Myers-Rados job safety training will focus on helping all employees in identifying work-related safety and health hazards specific to the I-215 Barton Road Project. These hazards include highway work zone hazards, and major construction related hazards.

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



*Myers-Rados’ exemplary aggregate safety record is the result of focused leadership and dedicated effort to continuously improve our safety programs and approaches.*

## Key features of Myers-Rados' health and safety plan are:

- **Planning** – Early, frequent planning including hazard analysis for specific tasks and the use of fundamental safety management practices will be fostered from preconstruction, through construction and to closeout.
- **Priorities** – Risk management and safety activities are prioritized to focus resources on high and moderate potential risks while ensuring lower priority risks are not ignored. Priorities will be consistently evaluated and communicated to all project personnel.
- **Communication** – The Myers-Rados Team will utilize a Work Plan Package system to disseminate activity-specific safety information and to document that all personnel have been briefed on the safety information specific to each activity. Myers-Rados will frequently and consistently communicate safety and risk management expectations and performance level standards to all employees.
- **Accountability** – Every project employee will be accountable for safety and safe performance on the project and is empowered to make suggestions for improvement.
- **Enforcement** – Outstanding safety and risk management performance will be expected, encouraged and rewarded for all project employees. Disciplinary action will be focused, beginning with a front-line worker, and escalated as required to assure compliance. Unsafe behaviors and practices will not be tolerated.
- **Highway Safety Specifics** – All personnel working on or adjacent to an active highway traffic will be required to complete the project specific Highway Traffic Safety Training Program, prior to being allowed access to related work areas. This training will provide information on safety precautions required while working near any active high volume location. All superintendents will monitor their employees to ensure that access to the Project on or adjacent to an active highway will not be granted to anyone who has not completed this safety course.
- **Drug and Alcohol Program** – the Myers-Rados Team considers an alcohol- and drug-free work place to be an inviolate requirement and has a zero tolerance policy toward illegal drugs and alcohol in the workplace. We require pre-employment drug screening as well as post accident drug screening.

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

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

In addressing construction zone safety, work zone plans will be prepared consistent with Federal and Caltrans standards and will be coordinated with the local communities, area residents and businesses. **The Myers-Rados team will support the Caltrans PIO through our integrated Coordination and Logistics Management (CALM) approach** – providing updated information and access to key members of the project management and field management teams.

On projects constructed in dense urban environments such as the I-215 Barton Road corridor, the team’s objective has always been to minimize hazards to the traveling public, local businesses, schools, residents, and adjacent properties. Myers-Rados will implement well planned and maintained vehicle, pedestrian, and bicycle routes that are safe and clear.

### **Subcontractor Integration**

Each Myers-Rados field subcontractor working on the I-215 Barton Road effort will be contractually obligated to comply with all statutory safety requirements; corporate safety policies and procedures; specific project rules and regulations; all applicable regulatory rules and regulations, including federal, state, county, and city; and any specifics required by Caltrans. The safety manager will meet with each subcontractor prior to any work on the job site to inform the subcontractor of its obligations with regard to the project’s safety and health policies and owner regulations. Either the safety manager or a project management personnel will give all subcontractors a site orientation before they are allowed to proceed with their work.

### **Subcontractor Compliance**

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

### **Emergency, Crisis and First Responder Plan**

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

Our field personnel have been trained on the following:

- First Aid/CPR/AED
- Comprehensive training on Crisis Management
- Training on the necessary resources available to the job site to provide immediate medical response in case of:
  - Heat or Cold Illness/Heat Stress
  - Drowning / Water Hazard response
  - Poison Control due to accidental exposure
  - Reaction to contact with a chemical
  - Allergic reactions to chemicals or insect bites
  - Fire control and Fire Prevention
  - Hazardous Materials
- Understanding of emergency services and an evacuation plan specific to the project complete with assembly areas for personnel to gather and be counted in case of an emergency or a natural catastrophe.
- Contact data for emergency first responders.





## Proposed Health and Safety Manager

Myers-Rados' proposed Health and Safety Manager, Claude Fiske has extensive experience in the planning, development and execution of comprehensive safety programs for projects of similar scope and complexity.

During the pre-construction phase, Claude will integrate Caltrans, Myers-Rados team members and key stakeholders in risk management meetings where risk profiles will be identified, evaluated and ranked according to the severity and probability of risk, as well as related impacts on cost and schedule.

As project progresses through the pre-construction phase, Myers-Rados will work with Caltrans to update the safety plan as risks are mitigated or eliminated according to the risk register. Moving toward construction, Claude will develop a detailed site safety and accident prevention plan for the overall project, with sub-tier plans to address the specific needs of the specific project work.

### Fix50 W/X Viaduct Reconstruction

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

# 05



**Steve P. Rados, Inc.**

		<b>Team Project Experience:</b> The Myers-Rados team brings industry leading experience which aligns with Caltrans Criteria and ensures value and success on this project.					
<h1 style="font-size: 48px; margin: 0;">4.</h1> <h2 style="margin: 0;">Firm Experience and Past Performance</h2> <p style="margin: 0;">RFQ Section 3.5</p>							
	<b>3.5.1.A</b> Managing and Constructing Projects of the Same Size and Complexity	<b>3.5.1.B</b> Completion of Contracts on Time and Within a Fixed Price	<b>3.5.1.C</b> Record of Minimizing Delays and Claims and a Record of Partnering	<b>3.5.1.D</b> Technical and Management Experience on Projects with a Similar Scope as I-215 / Barton Road	<b>3.5.1.E</b> Managing all aspects of the Contract in a Timely and Effective Manner with Required Quality and Integration	<b>3.5.1.F</b> Experience in Developing and Implementing Innovative Solutions	
<b>Firm Projects</b> (Form B, this Section)							
Myers & Sons	2nd Level Roadway Reconstruction, et al.	•	•	•	•	•	•
	US Route 99 - Turlock	•	•	•	•	•	•
	US Route 580 Reconstruction	•	•	•	•	•	•
	Fix50 W/X Viaduct - Sacramento	•	•	•	•	•	•
	I-80 State Street to 1300E CMGC	•	•	•	•	•	•
Steve P. Rados, Inc.	Expo Light Rail - Phase II	•	•	•	•	•	•
	SR 22 Reconstruction	•	•	•	•	•	•
	I-215 Reconstruction	•	•	•	•	•	•
	Widening of the 1st Street Bridge	•	•	•	•	•	•
	Rt. 405 Sepulveda to Rt. 101	•	•	•	•	•	•

THE CAPACITY TO DELIVER

ALTERNATIVE PROJECT  
**DELIVERY**

**\$3.4B**

Alternative delivery projects safely delivered on time & budget.

HIGHWAY AND  
**STRUCTURES**

**\$5.9B**

Projects completed with Highways and Highway/Rail Bridges and Retaining Walls.

UTILITY  
**CROSSINGS**

**685/0**

Successful utility crossings / unplanned outages within the last 5 years.

PROJECT  
**EXPERIENCE**

**30**

CMGC / CMAR heavy civil projects successfully delivered.



C.C. Myers was born and raised in California and has over 50 years of experience in heavy civil and bridge construction industry including over 15 years of alternative delivery experience and 40 years experience as Principal-in-Charge of successful firms.

### **A history of delivering the impossible**

From restoring the MacArthur Maze Overpass to open access for the City of San Francisco, to completing the extensive repairs needed on the original San Francisco-Oakland Bay Bridge on-time and on-budget, to rebuilding the Santa Monica Freeway after the Northridge Earthquake, C.C. Myers has consistently led teams in delivering the impossible for Caltrans.

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“Thanks for rebuilding the bridge and for helping to rebuild America’s trust in government”

*Inscription from Vice President Al Gore on the opening of the Santa Monica Freeway in 1994*

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## **A. Narrative Summaries of Capability and Capacity** RFQ Section 3.5.A.

### **Myers and Sons Construction, LP**

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

#### **Proven Caltrans Delivery Performance.**

Myers and Sons’ record of successful project delivery for Transportation Agencies includes the ongoing \$18M RT 50/5 Bridge Rehabilitation (Caltrans Design-Build Project), the current \$52M RT 140 Ferguson Slide Restoration (Caltrans CMGC Project), the \$80M RT 99 Highway Rehabilitation (2014 AGC Excellence in Partnering Award Finalist, as well as 2013 and 2014 Caltrans Success in Motion Partnering Award winner), the \$89M RT 99/4 Interchange, the \$108M RT 710 Pavement Rehab and Widening, and the \$53M RT 101 Pavement Rehab. Myers currently holds over \$130M in CMGC and CMAR projects in backlog, including the complex \$80M 2nd Level Roadway CMAR project at Los Angeles International Airport.

Myers’ staff has developed an outstanding working relationship with Caltrans and other government agencies. Our staff has worked on

many contracts for Caltrans and other agencies around the state, including the \$59M RT 57/60 Interchange, \$91M RT 680/780 Interchange, \$67M Carquinez Bridge Approach, \$91M Harbor Freeway, \$467M Bay Bridge South Detour Design Build, and \$489M SR 22 Design Build for OCTA (a Joint Venture with Rados) and the Century Freeway. Our staff is well versed in the expectations of both third party stakeholders and the project owners expectations.

Myers, currently has over \$300M in ongoing projects in Southern California and can leverage our local experience, can do attitude and expertise with successful CMGC methodologies to provide Caltrans with the tools and expertise to succeed at every level of the RT 215 Barton Rd. project. We deliver a truly outstanding resume of experience in guiding complex teams to achieve project goals on-time, on-budget, in challenging construction environments, utilizing innovative approaches to ensure quality, best value and the safety of our workers and members of the public.

#### **Specialists in Managing Complex Challenges.**

Across the spectra of project delivery, the Myers team effectively partners with Owners, to reduce or eliminate project risk and implement innovative solutions that accelerate the project cycle, reduce cost, and minimize impacts to the public. We bring the tenacity and courage to overcome challenging barriers to project delivery, have a record of effectively managing contracts to minimize delays and claims and provide proven systems, processes and tools that

### Excellence in Caltrans Project Delivery

Myers just completed the Fix50 W/X Viaduct project ahead of time and with excellent public response.

Fix 50 @Fix\_50 · Aug 12  
#Fix50 team @ the @APWASacramento Awards: @D3PIO Engineers/PIOs, @MyersandSons leaders & our PR partners, @proprose



View more photos and videos

Fix 50 @Fix\_50 · Aug 8  
#Fix50 was awarded Project Of The Year in the Construction/Repair category by @APWASacramento!



View more photos and videos

Fix 50 retweeted  
Tammy Walls @tammywalls · Jun 19  
Fix 50 nearly wrapped up six days ahead of schedule  
bizjournals.com/sacramento/bl... via @Sacbiz #sacramento #WestSac #fix50

View summary

Fix 50 @Fix\_50 · Jun 19  
Press Release: Fix50 Work Completed  
[bit.ly/1qvYyEd](http://bit.ly/1qvYyEd) #Fixed50 #ThankYou #Sacramento

View more photos and videos

Fix 50 retweeted  
SacCityPublicWorks @StreetBeat2 · Jun 19  
@Fix\_50 was a success! A big thank you to the public for adjusting your commutes and @CaltransHQ for getting the job done early and smoothly

View more photos and videos

enhance the the CMGC contracting approach. We will ensure successful delivery of the Rt. 215/Barton Road project. Myers is currently the CMGC on the Caltras Rt. 140 project - currently in pre-construction. In this effort, we are acting as an extension of Caltrans staff in writing and applying for the permits needed to work in a wild and scenic river environment.

Myers has currently saved the Los Angeles World Airports (LAWA) over \$2.5M dollars using the CMAR process and developing alternatives means and methods to construct the project, these savings directly reduce the project budget for LAWA and are not shared with the contractor. On every CMGC project delivered by Myers and the Sterling Family of Companies, we have been able to reduce the allowable lane closures which limited the disruption to the traveling public.

### Firm Leadership Second to None.

C.C. Myers founded Myers and Sons Construction, LP (Myers) to continuously deliver complex, multi-scope projects on schedule and budget by driving innovation, partnership, and the use of proven techniques and methodologies at every level. Myers has made a strong commitment to alternative delivery projects, in particular CMGC and CMAR projects, where our approach to teamwork and partnering are unmatched. Mr. Myers' commitment to partnering excellence is recognized in the over 60 awards his firms have received while he was at the helm as well as the four partnering awards the Myers firm has earned for Caltrans projects over the past two years. C.C. Myers' leadership skills have allowed Myers and Sons to grow as a market leader in California in CMAR / CMGC construction.

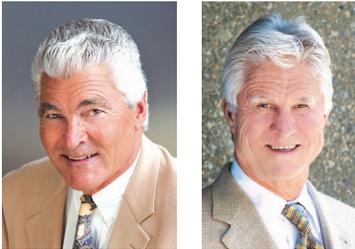
### Capacity: The Strength of Sterling.

Myers is a partnership that consists of C.C. Myers, Clinton W. Myers and the Sterling Construction Company, a publicly-traded heavy civil construction company. Sterling was founded in 1955 and owns companies across the Western United States, including Texas Sterling (Texas), R.L. Wadsworth (Utah and Colorado), Banicki Construction (Arizona), Road and Highway Builders (Nevada and Hawaii). Sterling is ranked 93rd by the ENR Top 400 Contractors, 16th of the Top 20 Transportation Contractors and 16th of the Top 50 Domestic Contractor for 2013. Sterling Construction Company has a current market value of \$650 million. Under the Sterling umbrella, Myers has an aggregate bonding capacity of over \$1 billion.

While the Sterling Construction Company operates under different company names based on local operating unit history, we are one company that shares common resources, experience, people and core values. Myers and Sons Construction brings not only our experience in California alternative delivery construction to the project, but all of Sterling's experience in alternative delivery projects across the Western United States. Our total experience includes 33 bridges built using ABC construction, 30 completed CMGC/CMAR projects, 20 completed Design Build projects, and 8 CMGC/CMAR projects under construction.

In total these projects represent billions of dollars of alternative deliver construction. With the addition of Sterling Construction Company, Myers and Sons Construction has 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.

## Steve P. Rados, Inc.



Rados began with an individual immigrating to America in search of a better life. Stojan Rados immigrated to America from his native Herzegovina (Yugoslavia) in 1910 at the age of seventeen. He spent his first ten years in America working at a variety of jobs, including washing dishes in restaurants and two years working in a copper mine in Jerome, Arizona.

This history of hard work and determination is continued today. Steve S. Rados and Wally Rados, co-presidents of Steve P. Rados, Inc., remain actively involved in the leadership of the company. They take pride in the tackling of challenging construction projects. With a proven record of outstanding performance on diverse projects ranging from bridges, interchanges, streets and highways to utilities infrastructure, sewer systems, Steve P. Rados, Inc. brings over a 90-year history of construction excellence to California.

## Steve P. Rados, Inc.

### Building and Investing in People for More than 90 Years

Steve P. Rados, Inc. was founded in 1922 by Steve P. Rados, a Yugoslavian who had immigrated to Los Angeles in 1910. Early construction work focused on underground public works projects, primarily pipelines and culverts. The company steadily expanded over the following decades. In the late 1960's, the company sought out growth opportunities in the highway sector and through various acquisitions and mergers, expanded its expertise to include the construction of bridges, roads and freeways.

The hard work, initiative and integrity of employees has been key to Rados' success and has underpinned their ability to effectively deliver difficult transportation and infrastructure construction projects across California. Rados' employees strive to be the best at what they do; their innovative approaches and teamwork along with the firm's core focus on safety ensure success not only for the project Owner and end users, but for stakeholders and the community as a whole.

Rados' staff is a cohesive team of seasoned project and field construction managers, engineers and trades people with vast experience in Caltrans highway market. This is a team that is dedicated, available and prepared to deliver your project, successfully.

### Specialists in California Infrastructure

Rados' successful partnership with Caltrans started in the 1980's, when Caltrans began to advance a number of projects with the goal of completing the Century Freeway (I-105). In support of that effort, Rados successfully completed nine separate Century Freeway contracts for a total construction value that would today exceed \$225M. Since that time, Rados has built numerous freeway and interchange projects in the LA Basin that provide similar scope and complexity challenges inherent to the I-215 Barton Road project. These include the I-405 / SR 118 Freeway Interchange in Mission Hills (Los Angeles County), the SR 55 SB to SR 73 SB flyover connector in Costa Mesa (Orange County), the San Joaquin Hills Transportation Corridor (Rt 73 Toll road) which included ten major bridge structures and interchanges at Laguna Canyon, El Toro, and Glenwood roads, the Eastern Transportation Corridor at the SR 133 / I-5 Interchange and at the Sand Canyon Avenue / I-5 Interchange and the I-405 to Sepulveda (101 Freeway) Interchange Reconstruction.

### Above and Below Ground

In addition to self performing all of the storm drain, sanitary sewer, and waterline construction on its freeway and bridge projects, Rados has successfully performed a significant number of projects that are primarily underground construction. Since 2001, Rados has completed over \$500M in underground construction in California. In 2008 Rados completed the Bushard Trunk Sewer – a \$30M project in which 21,800LF



#### Reach - Unit 4

#### Los Angeles Department of Water and Power

*This project consisted of the installation of approximately 10,400 lf of 48" to 96" diameter welded steel pipe and appurtenances. The new pipeline increases capacity and pressure, improves system reliability, and assists LADWP in complying with new federally mandated water quality regulations.*

*SPR work activities included open-cut excavation, four jack and bores from 100 lf to 650 lf, a sliplining section, and the construction of three valve vaults. Mainline pipe depths ranged from 10 to 35 feet, while the invert of multiple pits are in the 45 foot depth range. The project was divided into 13 separate work/staging areas.*

of 108" RCP sewer pipe was installed for the Orange County Sanitation District. In 2003, Rados installed a 96" storm drain system, including an underground retention structure, in the City of Redondo Beach for a contract value of \$8.5M.

This experience, leveraged with our recent successful delivery of the \$171M I-215 Freeway Reconstruction in San Bernardino provides us with an unparalleled understanding of the challenges, risks and best practice solutions for successfully constructing the Barton Road / I-215 corridor.

### **A Strong Utilities Focus**

Challenges inherent in projects of this magnitude that Rados has the qualifications to excel at include working with third party utility companies in order to relocate utilities well ahead of subsequent critical path work activities in order to keep projects on schedule and on budget. This being a common element in relation to many of our projects, Rados takes a proactive approach with the affected utility companies at the onset of new projects which prevents the pitfalls experienced by many contractors in which utility interferences delay the beginning of actual construction and impact the contract completion date. Additionally, Rados has extensive experience developing and implementing complex project staging both for highway and city projects. Constructing projects through complex staging has allowed Rados to meet and exceed the desires of affected stakeholders and minimally impact those parties impacted by these types of public works projects.

### **Building Partnerships**

Regardless of the delivery method, we understand that successful projects are built on the quality partnerships we develop with our clients, stakeholders, subcontractors and the community. The senior executives, project managers, engineers, and field supervisors proposed have actively participated in Caltrans Partnering Workshops on numerous projects. Rados nurtures a culture of collaboration and transparency on each of its projects, and brings to the I-215 / Barton Road effort a dynamic set of preconstruction and construction team members that have proven local experience and the ability to support Caltrans in the development of innovative designs, budgets, methods, and materials.

### **Delivering Consistent Success**

Rados has participated in the construction of some of the largest Southern California alternative delivery method projects over the past decade including the \$489 million State Route 22 (SR 22) Freeway Expansion project in Orange County. Similar in scope to the I-215 / Barton Road effort, the project included the widening of 31 bridges, 12 miles of freeway and the construction of over 100 retaining walls – all within a similar high volume, urban corridor.

Currently, Rados is in the construction phase of the \$582 million Expo 2 Design-Build Project, a 6.5 mile extension of the Expo Light Rail Transit facility from Culver City to Santa Monica.

From our beginnings in 1920 until now, Rados has been a driving force in the building and development of California infrastructure. As a member of the Myers-Rados JV, we are excited for the opportunity to bring over 90 years of expertise, passion and skill to bear in the success of the I-215 / Barton Road project.

## Dokken Engineering, Inc.

Established in 1986, Dokken Engineering is a multidiscipline, professional services firm specializing in the delivery of transportation projects for public agency clients. During the past 28 years, they have developed an exceptional depth of environmental and right-of-way experience and expertise, having achieved compliance on more than 1,500 infrastructure projects including more than 800 federally-funded projects. In April, 2014, Dokken Engineering was ranked (#479) in ENR's Top 500 design firms nationwide for the second consecutive year.

### Caltrans Experience

Dokken Engineering has worked extensively with Caltrans throughout California and is very familiar with Caltrans design procedures and Caltrans Standard Plans and Specifications. Their familiarity with Caltrans staff affords us the ability to work directly and effectively with the department to successfully achieve the environmental and ROW goals outlined for the I-215 / Barton Road Project. Dokken has provided similar services for several road, bridge, trail and interchange projects currently under construction. All of these projects included feasibility, environmental clearance, environmental impacts and mitigation, permitting, right of way determination and acquisition, public outreach, funding support, bidding support, and construction support.

### Comprehensive Environmental Approach

Dokken Engineering has an in-house Environmental Services Group with considerable experience working throughout the State of California on transportation and public works projects identical to the I-215 / Barton Road project. Dokken Engineering's team of

experts have established professional working relationships with federal and state regulatory agencies based on technical excellence and a thorough understanding of regulatory processes. Their hands-on approach and technical experience has accelerated schedules for all regulatory requirements of the Federal Clean Water Act (CWA), Sections 401, 402, and 404; the National Environmental Policy Act (NEPA); the National Historic Preservation Act (NHPA), Sections 106 and 110; the California Environmental Quality Act (CEQA).

**Dokken's Environmental effort will be led by Mr. Namat Hosseinion.** Namat is an Environmental Compliance Manager with Dokken Engineering and will be responsible for various stages of environmental compliance during construction, pre-construction activities including management and preparation of scoping documents, completion of NEPA/CEQA environmental documents, technical studies, and environmental permits. Mr. Hosseinion, a previous Caltrans employee, has wide ranging experience in obtaining environmental approvals for transportation projects, including local assistance and capital outlay projects with Caltrans and the FHWA. He has managed large-scale environmental tasks including environmental analysis and documentation, regulatory compliance, value engineering/analysis, public outreach for multi-disciplinary projects, and has focused experience on highways, transit, interchange, and bridge projects. In addition to this planning and regulatory work, Mr. Hosseinion is qualified to perform Section 106 compliance of archaeological studies for screened undertakings, surveys, and HPSR/ASR preparation.

### Right of Way Expertise

Dokken's in-house ROW Division has extensive experience in the management of the right of way acquisition process, from preliminary design and environmental approval through right of way certification and delivery.

**Dokken's ROW effort will be led by Mr. Chip Willett, Right of Way Manager.** Mr. Willett has managed the right of way identification and delivery process for numerous projects throughout the State of California over the last 26 years, including projects on and off the Caltrans system. He recently served as the Right of Way Coordinator for the 1-10/I-605 Interchange Improvements Design-Build Project in Los Angeles to construct a new flyover connection at the I-10/605 interchange. His responsibilities included close coordination with Caltrans, the design team and contractor for acquisitions in residential areas in the City of Baldwin Park, including oversight of all right of way activities.

Mr. Willett will be responsible for identifying right of way risks, definition of critical parcels or critical path acquisitions and assisting District ROW staff with project delivery, including but not limited to obtaining all appraisals required (real estate, review, furniture, fixture and equipment appraisals, and goodwill appraisals), preparation of offer packages, management of residential and business acquisition and relocation services, and right of way certification and delivery.



## Parsons Brinkerhoff

### Local Office with a Global Perspective

Parsons Brinkerhoff (PB) has a rich and proud history that extends more than 125 years. PB is a global consulting firm assisting public and private clients to plan, develop, construct, operate and maintain hundreds of critical infrastructure projects around the world. PB's local office has delivered some of the most significant transportation projects in southern California.

### Proven Caltrans Performance.

PB brings a wealth of funding innovation experience and will assist Caltrans in developing funding and financing strategies, a financial plan and grant application. Given the diversity of improvements, Caltrans can work with the various stakeholders including SANBAG, FHWA and the corridor cities to seek out funding and financing options. To assist in this effort, we are proposing the addition of Linda Bohlinger to our team. Linda brings a wealth of funding innovation experience and will assist the team and Caltrans in developing funding and financing strategies, a financial plan and grant applications with a focus on gaining additional funding for added scope.

#### SR 22 Reconstruction

*The Rados team employed a full time staff of maintenance and traffic engineers to help design and implement the hundreds of traffic control plans utilized on the project. We specifically addressed the impacts of planned construction on critical arterial access routes. Of the 51 ramps that were reconstructed, 46 of them [90%] remained open and functional during their reconstruction, except for night-time closures. Only three (3) ramps were closed for more than 10 consecutive days.*

## RGI, Inc.

### Specialists in the Art and Science of Dry Utilities

RGI was formed in April, 1978 as RHG and Associates, a California Corporation, to provide Dry Utility design and consulting for the Southern California area. The company's founder, Robert Gregory, sensed a need for one entity to coordinate the complex natures of the various Dry Utility Agencies in concert with commercial and residential developments in the region. The firm grew from a two person office to a current office consisting of eleven full-time personnel, three part-time personnel, and two contract specialists.

Mr. Gregory holds a Bachelor of Science Degree in Civil Engineering from the University of Missouri. He is a recognized expert in the field of "Dry Utilities" which encompass administrative, operational, and design knowledge for Power Companies, Telephone Companies, Gas Companies, CATV Companies, and Specialized Telecommunications Companies. Of particular interest is his expertise in major infrastructure for large Roadway Interchange Projects and major Grade Separation projects as well as his knowledge in dealings with SCE and DWP Transmission facilities and Dry Utility Rights-of-Way issues.

## Form B: Project Description

Name of the Proposer:

### Myers-Rados, A Joint Venture

Name of the Firm: Myers & Sons Construction, LP

Project Role: **Construction Manager / General Contractor (CMGC)**

Principal Participant: Myers & Sons Construction, LP  
(as RLW Sterling subsidiary)

Designer: UDOT

Years of Experience: Roads/Streets: (2);

Bridges/Structures: (2); Utility Relocations: (2)

*Project Name, Location, and Nature of Work for  
Which Company Was Responsible:*

## I-80 State Street to 1300E CMGC

Location: Salt Lake City, UT

*Nature of Work:* RLW was responsible for the delivery of this \$126M Freeway widening, reconstruction, and bridge replacement project

### Describe Site Conditions:

The CMGC project included replacing 12 bridges and over two (2) miles of soundwall installed on retaining walls and over bridges. Temporary bridge widenings were required. New bridges were constructed in a bridge farm and driven into new locations up to a mile away using Self Propelled Modular Transports.

### Success in Meeting Caltrans Goals:

**Safety:** We recognized the potential hazards to crews and the traveling public relative to ingress and egress to the project. We developed a plan to construct a series of acceleration/ deceleration zones where construction vehicles could enter and exit the construction work site.

**Mobility:** A movable barrier system was suggested by our team and implemented to minimize impacts to the traveling public and local businesses. The project kept the same number of lanes open during construction in the peak direction that existed prior to construction. Pedestrian access was maintained at all cross streets by providing fenced and protected corridors.

**Quality:** We created a rapid-response, sustainable and transparent QA/QC assessment process to ensure the delivery advantages of the CMGC process with the innovative benefits of ABC Construction. We instituted field-level Quality Assurance training for employees and subcontractors, which included efficient processes to integrate UDOT inspectors.

**Environmental:** Our team placed temporary concrete barriers adjacent to new construction that allowed for the separation of new construction and adjacent native areas. This minimized the need for re-vegetation resulting from "site creep." All embankment stabilization was performed at night to avoid impacts to high-volume traffic.

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

**Innovation:** Building bridges in a "bridge farm" and using SPMTs to place bridges in their final location included many innovations beyond just that particular groundbreaking concept. From temporary abutments to construction details to facilitate placing an entire bridge at once, to means and methods of monitoring bridges during the moves, the entire process was entirely new and required a complete revisit of what is considered normal bridge design and construction.

**Project Description:** The CMGC project included replacing 12 bridges and over two (2) miles of soundwall installed on retaining walls and over bridges. Temporary bridge widenings were required. New bridges were constructed in a "bridge farm" and driven into new locations, up to a mile away, using Self Propelled Modular Transports.



# I-80 State Street to 1300E CMGC

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
- 2009 AGC of Utah Superintendent of the Year
- 2009 ACPA Best PCCP Urban Divided Highway Project

## 3.5.B. Demonstrated Experience Table

x	Construction of Similar Size, Scope, and Complexity
x	Team Members Working Together as an Integrated Team
x	Construction/Reconstruction Using Innovative Design, Methods, and Materials
x	Implementation of Complication Staging and Traffic Handling
x	Accelerated Construction of Major Elements Common to this Project
x	Staged Bridge Construction over Existing Freeway
x	Innovative Structure and Retaining Wall Design to Reduce Construction Time line and Impacts
x	Coordination of Work and Traffic Control with Adjacent Contracts Performing Similar Highway Work.
x	Coordination of Complex Public Utility Relocation as well as Construction of Municipal Utilities.
x	Experience in Placing Large and Deep Cast-In-Place and Precast Structural Concrete Elements
x	Compliance with Environmental Regulations and Restrictive Permits Requirements
x	Constructing Controversial or Highly Sensitive Public Projects; Including Experience in Coordinating with Local and Regional Agencies on Similar-Sized Projects.

## Project Evaluation Criteria

**Successfully managing and constructing projects of same size and complexity as Project.** This was a CMGC contract for the reconstruction and widening of 2.2 miles of I-80 through the middle of a congested setting. This project addressed ramp and mainline geometry, pavement replacement, structural integrity of bridges, noise levels, traffic patterns on surface streets and over-crossings, and aesthetics. This project had ADTs of over 240,000 vehicles and included 12 bridges, three (3) interchanges, signal lighting, ATMS/ITS, and soundwalls.

**Completion of contracts on time and within fixed price.** Completed on schedule (21 months) and opened main line construction to traffic weeks ahead of schedule. The original contract of \$120M grew by \$6M, which was added scope that UDOT could add because project contingencies on UDOT side were not needed. This added scope included two (2) additional bridge deck replacements.

**Record of managing contracts and partnering to minimize delays, claims, dispute proceedings, litigation, and arbitration.** Our team partnered with the design team and UDOT to assist in the creation and definition of project scope, providing valuable input for engineering and constructability phasing and analysis as well as assistance in cost estimating of construction alternatives and scheduling. To meet the aggressive design schedule, we applied a “triage” system to the review of VE and constructability to make the review process more efficient. As a result of preconstruction CMGC value analysis, it was determined that partial depth precast deck panels on I-15 mainline bridges reduced cure time and shortened the overall project schedule, resulting in a savings of \$200,000. By planning and self-performing 82% of the scope of work and actively managing first-tier subcontractors and suppliers, our team was able to identify several utilities that needed to be relocated, including sewer, water, gas, electric, and communication. During construction, our project team maintained a constant monitoring of performance value, including checking budget expenditures and scheduling monthly project maintenance. These efforts during preconstruction and construction led to a project that had no delays, claims, dispute proceedings, litigation, or arbitration.

**Technical and management experience and expertise to plan, organize, and execute the construction of, and assure the quality and safety of, the project.**

As discussed above, our preconstruction effort for this project was intense and resulted in a project that received very high marks for safety and quality. The team recognized the potential hazards to construction crews and the traveling public associated with entering and exiting the project median areas, so we developed a Median Ingress/Egress Plan to construct a series of acceleration/deceleration zones where construction vehicles could enter and exit the construction work areas safely. We worked closely with UDOT and subcontractors to develop a site-specific safety plan which addressed the setting of girders in close proximity to the existing bridge structure. Accelerated Bridge Construction (ABC) techniques were used to minimize impacts to the existing structure and related traffic and insure the safety of workers within the project limits. Total job man hours amounted to over 300,000 with no lost time injuries.

# I-80 State Street to 1300E CMGC

## Client Information:

Name of Client

**UDOT - Region 2**

Address:

UDOT, 2010 S. 2760 West, Salt Lake City, UT 84104

Contact Name:

**John Montoya**

Telephone: (801) 957-4871

Fax: (801) 975-4854

Owners Project or Contract No.: S-80-3(151)121

Contract Value: \$120M

Final Value: \$126M<sup>1</sup>

Percent of Total Work Performed by the Company:  
53%

Commencement Date: 03/2007

Planned Completion Date: 09/2009

Actual Completion Date: 09/2009

Amount of Claims: \$0.00

Any Litigation No Litigation

<sup>1</sup>Cost differential is due to a UDOT-mandated increase in project scope. Our team worked with UDOT staff to provide value-engineered alternatives and active cost estimating to mitigate the costs associated with additional portions of project scope. Effective use of the partnering framework allowed solutions and mitigations to increased cost to be developed rapidly and efficiently and communicated with UDOT. The result of this commitment from all parties was a project delivered on time, with excellent quality, and with no claims.

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

**The ability to effectively manage all aspects of Contract in a high quality, timely, and effective manner and integrate the different parts of its organization with Department in a cohesive and seamless manner.** In coordinating with UDOT and local government interests, the entire 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 and, in turn, resulted in an improved public perception and acceptance of the project scope. Our team's integration with the PIO team was critical to the success of this project. We 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 contacted 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. This approach to integration is similar to the CALM approach that has been developed for Barton Rd.

Our team and UDOT collaborated so well as an integrated team. We developed the idea that temporary bridge widenings were required. We also conceived the plan to construct new bridges in a bridge farm and drive them into new locations, up to a mile away, using Self Propelled Modular Transports.

**The ability to develop and implement innovative solutions to accelerate construction and minimize impacts to the traveling public.** The ABC aspects of the project were showcased by UDOT and FHWA to the public and stakeholders as an innovation that would change the speed of highway construction forever. Cross streets remained open for longer periods of time than under traditional build methods, allowing businesses to stay open. More freeway lanes were open and fewer detours were required than with traditional construction. The use of an innovative movable median barrier allowed traffic to flow more freely during peak periods, lessening the impacts to the local residences and commuters. The customer's satisfaction is evidenced by our selection for subsequent CMGC projects as well as the construction-related awards this project took home. Additionally, the stakeholder's satisfaction can be measured by the continued funding of large and innovative Utah DOT projects by the State's representatives. The innovations on this project made this one of the most successful CMGC projects in UDOT history and those same innovations can be used on Barton Rd., setting a standard against which other Caltrans CMGC projects will be measured.

## Form B: Project Description

Name of the Proposer:

**Myers & Sons / Rados, JV**

Name of the Firm: Myers & Sons Construction, LP

Project Role: **Construction Manager At Risk (CMAR)**

Principal Participant: Myers & Sons Construction, LP

Designer: AECOM, Adkins, URS, KPFF

Years of Experience: Roads/Streets: (2);

Bridges/Structures: (2); Utility Relocations: (2)

*Project Name, Location, and Nature of Work for Which Company Was Responsible:*

### **2nd Level Roadway Reconstruction, et al.**

Location: Los Angeles International Airport (Los Angeles, CA)

*Nature of Work:* Heavy Civil Bridge and Roadway Reconstruction and Utility Relocation

#### **Describe Site Conditions:**

Myers & Sons is responsible for management and execution of both preconstruction and construction services, including self-performance of bridge jacking and repair, bearing pad replacement, barrier replacement, polyester concrete deck overlay, and roadway widening. The Project is characterized by significant vehicular and pedestrian congestion within the work area, night work requirements, high visibility of the construction work (and workers) to the public, and significant coordination requirements with multiple stakeholders such as other airport contractors, governing agencies, airport transportation (transport charter party, or TCP), busing, auto rental agencies, airport concessions, consultants and general deliveries. All involve 24 -hours-per-day/seven (7)-days-a-week monitoring and maintenance.

#### **Success in Meeting Caltrans Goals:**

**Safety:** The project's Site-Specific Safety Plan was specifically tailored to comply with the airport authority's own program, which is more stringent than OSHA and includes detailed procedural requirements. Implementation of safety protocols is facilitated by daytime and nighttime safety professionals using proactive measures such as incentives, training, reporting, and analysis of leading and lagging safety indicators.

**Mobility:** To improve mobility, Myers took the lead in the examination of traffic closures and re-engineered and realigned the k-rail system and traffic control devices. Similarly, the pedestrian barricade layouts and methodologies were altered. The result was a mutual benefit to the public, LAWA, and the contractor.

**Quality:** The project team provided and implemented preconstruction and construction solutions to the airport authority regarding engineered materials and construction methods that would be best suited to achieving the highest quality product and that which achieves, within budget, the design intent. One example of a change made to improve quality involves use of a high-slump, small aggregate structural concrete to provide better consolidation of a closed-form retrofit concrete placement with congested rebar.

**Environmental:** In order to meet the environmental goals and requirements of the airport, site-specific compliance plans were developed and implemented by the project team, including SWPPP, solid waste handling, and recycling. Additionally, implementation was integrated with the duties of on site safety professionals in order to take advantage of existing awareness, training, and reporting procedures, thus improving understanding and an increased compliance of individuals on the workforce.

**Project Delivery:** The project team has performed comprehensive reviews and coordination with the airport authority, four design firms, subcontractors, and project stakeholders to identify and execute a consolidated plan for completion of all required work. The team also developed and implemented multiple value engineering proposals (see below), which, in addition to cost and time savings, facilitate better integration and improved delivery of the completed work.

**Innovation:** In conjunction with detailed constructability reviews, the project team identified, developed, designed, and implemented two value engineering proposals, saving over \$2.5M in contractor and owner project costs.



## 2nd Level Roadway Reconstruction, et al.

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

This project is currently ongoing. From the onset of negotiations to contract award, the respective staff of the contractor, owner, and designer have established and continually maintained an excellent partnering relationship. This project includes a formally facilitated partnering effort; monthly partnering surveys have been routinely characterized by scores of “4” and “5” out of “5” across the board.

3.5.B. Demonstrated Experience Table	
x	Construction of Similar Size, Scope, and Complexity
x	Team Members Working Together as an Integrated Team
x	Construction/Reconstruction Using Innovative Design, Methods, and Materials
x	Implementation of Complication Staging and Traffic Handling
x	Accelerated Construction of Major Elements Common to this Project
x	Staged Bridge Construction over Existing Freeway
x	Innovative Structure and Retaining Wall Design to Reduce Construction Time line and Impacts
x	Coordinating Work and Traffic Control with Adjacent Contracts Performing Similar Highway Work.
x	Coordination of Complex Public Utility Relocation as well as Construction of Municipal Utilities.
x	Experience in Placing Large and Deep Cast-In-Place and Precast Structural Concrete Elements
x	Compliance with Environmental Regulations and Restrictive Permits Requirements
x	Constructing Controversial or Highly Sensitive Public Projects; Including Experience in Coordinating with Local and Regional Agencies on Similar Sized Projects.

### Project Evaluation Criteria

#### Successfully managing and constructing projects of same size and complexity as Project.

This is a CMAR contract with a self-performed element of comparable magnitude and scope, based on volume, as the I-215 / Barton Road project; namely, concrete bridge work on approx. 8000 LF of cast-in-place and precast girder bridge, roadway widening and related work, nightly traffic and pedestrian control requiring closure of multiple sections of traffic lanes each shift, and daily coordination with multiple stakeholders as well as owner and designer representatives. This project also had a significant preconstruction phase, requiring a significant coordination effort with the owner’s team, and is expected to involve comparable effort and resources as the I-215/Barton Road project.

**Completion of contracts on time and within fixed price.** Currently scheduled for project closeout in December, 2015, with major construction complete July, 2015, based on time saved in conjunction with a Value Engineering reduced scope. As of now, we have a positive contractor contingency account in excess of \$1M, with the amount remaining at the end of the project to be credited to the owner and/or used to fund owner-directed additional scope.

#### Record of managing contracts and partnering to minimizing delays, claims, dispute proceedings, litigation, and arbitration.

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

#### Technical and management experience paired with expertise to plan, organize, and execute the construction of, and assure the quality and safety of, the project.

The project team was specifically tailored to match the experience and expertise of team members with the nature and scope of the work. The team also identified specialty items for which the outside expertise of recognized consulting/subcontracting entities would result in a specific benefit to the project. Differential jacking/lifting of existing bridge spans presented unique technical and constructability challenges; a composite team was assembled consisting of in-house engineering staff and nationally recognized experts in the field of heavy lifting. The result was a successful bridge-lifting method that achieved closer tolerances than initially expected while protecting the integrity of the existing structure.

The airport authority placed a high value on the ability of contractors to communicate project phasing and access requirements using graphical tools and verbal presentation. Project engineers who excelled at generating diagrams and layout drawings, integrating information

## 2nd Level Roadway Reconstruction, et al.

### Client Information:

Name of Client

**City of Los Angeles, Los Angeles World Airports**

Address:

7301 World Way West, 9th Floor, Administration West

Contact Name:

**Larry Gonsalves**

Telephone: (424) 646-5960

Email: lgonsalves@lawa.org

Owners Project or Contract No.: DA-4789

Contract Value: \$79,995,062M

Final Value: In Progress

Percent of Total Work Performed by the Company:

Preconstruction 100%, Construction 30%

Commencement Date: 01/2014

Planned Completion Date: 12/2015

Actual Completion Date: In Progress

Amount of Claims: \$0.00

Any Litigation No Litigation

from various sources, and effectively communicating to both engineering and non-technical audiences, , were specifically assigned. The result was a high level of understanding among project stakeholders, subcontractors, and the project team of the work plans, thereby preventing procedural lapses that could otherwise impact quality and safety.

**The ability to effectively manage all aspects of Contract in a high quality, timely, and effective manner and integrate the different parts of its organization with Department in a cohesive and seamless manner.** A primary factor in the success of this project and the ongoing atmosphere of positive relations between the key players within the contractor's, owner's, and designer's teams is a true mutual dedication to partnering. Quality, timeliness, and, in general, the ability of the respective organizations to effectively react to and manage project issues, are directly related to the ability of team members to effectively communicate, cooperate, achieve concurrence when needed, and execute work as an integrated team. This project has been characterized by solid cooperation between members of each part of the contractor's organization and each corresponding part of the owner's organization, resulting in an integrated owner-contractor project team.

**The ability to develop and implement innovative solutions to accelerate construction and minimize impacts to the traveling public.** For this project, the Myers Team understood that minimizing impacts to departing and arriving passengers, as well as airport operational personnel, was of paramount importance. In conjunction with detailed constructability reviews, the project team identified, developed, designed, and implemented two value engineering proposals saving over \$2.5M in contractor and owner project costs. VE number one involved eliminating a ground-based temporary bridge support and jacking system, and instead utilizing a bridge-mounted suspended system, thereby substantially reducing the volume of work required and the footprint required to construct the work. As the work progressed, the project team identified additional engineering modifications to the temporary and permanent design in order to facilitate further reduction in the volume of work (effort, cost, and time) as well as further reduced impact to project stakeholders and the public. VE number two consisted of eliminating a complicated bridge-mounted structural steel support system for new custom light poles by designing and constructing a structurally enhanced section of concrete barrier rail and bridge deck, with a custom embedded steel anchorage.

## Form B: Project Description

Name of the Proposer:

**Myers-Rados, A Joint Venture**

Name of the Firm: Myers & Sons Construction, LP

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

Principal Participant: Myers & Sons Construction, LP

Designer: Caltrans

Years of Experience: Roads/Streets: (1);

Bridges/Structures: (1); Utility Relocations: (1)

*Project Name, Location, and Nature of Work for Which Company Was Responsible:*

### US Route 99 Reconstruction

Location: Stanislaus County in and near Turlock, Ceres and Modesto from Merced County Line to San Joaquin County Line

*Nature of Work:* Heavy Civil Roadway and Bridge Reconstruction

#### Describe Site Conditions:

The project scope and work occurred in a close-confined environment along 24.7 miles of freeway, with 76.2 lane miles of crack, seal, and overlay work; 165,299 tons of hot mix asphalt pavement, and 107,723 tons of rubber hot mix asphalt pavement; the replacement of 36.5 lane miles of concrete pavement replacement using approximately 96,900 cubic yards of Jointed Plain Concrete Pavement (JCPC) and 32,300 cubic yards of lean concrete base; the upgrade of 10,000 linear feet 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 in 140 days.

#### Success in Meeting Caltrans Goals:

**Safety:** The Route 99 project utilized 140,000 man hours, on a tight project schedule, with no lost time accidents, while managing 5-6 lane closures a night in a nine-hour period.

**Mobility:** Myers implemented work schedule changes that accommodated regional events, with over fifteen subcontractors throughout the project lifecycle, and spearheaded a campaign with affected businesses. The Myers Team also successfully reduced traffic delays.

**Quality:** Myers' foremen took it upon themselves to notify Caltrans inspectors of site conditions that would have led to long-term maintenance problems; Myers holds itself to a higher standard.

**Environmental:** Noise, silica dust, and health and safety plans were incorporated into a larger project environmental compliance document, broken down by work type. This plan was adhered to with no environmental violations or compromises.

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

**Innovation:** Myers proposed and implemented VE on the project to reduce the amount of K-Rail needed on the project, and Caltrans was credited with the savings. On the project, Myers used an innovative demolition method that minimized the use of more conventional, yet slower, production methods during short traffic closures and installed multiple batch plants, instead of volumetric mixer trucks, to improve concrete quality and reliability.

#### Project Evaluation Criteria

**Successfully managing and constructing projects of same size and complexity as Project.** The Route 99 project is similar in size and complexity to the I-215/Barton Road project. Both projects are on highly congested interstates that link communities to regional resources and commuter corridors. With a contract valued at nearly \$80M, the Myers Team had to schedule people and resources to perform an average of \$500K of work in a shift to keep the project on schedule. This project had up to six separate traffic closures



# US Route 99 Reconstruction

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

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

3.5.B. Demonstrated Experience Table	
X	Construction of Similar Size, Scope, and Complexity
X	Team Members Working Together as an Integrated Team
X	Construction/Reconstruction Using Innovative Design, Methods and Materials
X	Implementation of Complication Staging and Traffic Handling
X	Accelerated Construction of Major Elements Common to this Project
X	Innovative Structure and Retaining Wall Design to Reduce Construction Time line and Impacts
X	Coordinating Work and Traffic Control with Adjacent Contracts Performing Similar Highway Work.
X	Coordination of Complex Public Utility Relocation as well as Construction of Municipal Utilities.
X	Experience in Placing Large and Deep Cast-In-Place and Precast Structural Concrete Elements
X	Compliance with Environmental Regulations and Restrictive Permits Requirements
X	Constructing Controversial or Highly Sensitive Public Projects; Including Experience in Coordinating with Local and Regional Agencies on Similar Sized Projects.

per shift that interacted with the local community. This project had utility relocation and repair as well as an environmental plan that included sound and dust control, ultimately leading to negligible impacts to local residences by the project.

**Completion of contracts on time and within fixed price.** In the design process, the work days were estimated to be 500; our company committed to completing this project in less than a third of the projected estimate. This resulted in Myers delivering this project per the projected schedule, and on budget, for the nearly 22.4 million drivers who use this corridor. The project increase in final contract value was due to two (2 ) miles of additional concrete replacement requested by the owner, but even with this increased scope, the project finished on the original schedule.

**Record of managing contracts and partnering to minimizing delays, claims, dispute proceedings, litigation, and arbitration.** Myers prides themselves in a successful, meaningful partnership approach to projects, and the Route 99 Turlock project was no exception. The project had formal partnering and held regular partnering sessions, in which we discussed project-based issues or concerns. This honest and frank approach to partnership resulted in two (2) Caltrans Partnering Success in Motion Gold Awards, and the project was an AGC finalist for partnering on projects in excess of \$50 million. This project had no delays, claims, dispute proceedings, litigation, or arbitration.

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

# US Route 99 Reconstruction

## Client Information:

Name of Client

**Caltrans – District 10**

Address:

1976 East Charter Way, Stockton, CA 95201

Contact Name:

**Renee' M. Sutti, Resident Engineer**

Telephone: (209) 607-8741

Fax:

Owners Project or Contract No.: 10-0M8004

Contract Value: \$75,961,116.00M

Final Value: \$80,591,472.03M<sup>1</sup>

Percent of Total Work Performed by the Company:  
46%

Commencement Date: 04/2012

Planned Completion Date: 10/2013

Actual Completion Date: 10/2013

Amount of Claims: \$0.00

Any Litigation No Litigation

<sup>1</sup>Cost differential is due to an increase in project scope involving the addition of 2.2 miles of additional concrete paving. Even with this additional scope, the Myers team delivered this project within the work days allowed.

## **The ability to effectively manage all aspects of Contract in a quality, timely and effective manner and integrate the different parts of its organization with Department in a cohesive and seamless manner:**

Myers's integration with Caltrans on this project was excellent. From the beginning of the project, the Project Manager for Myers went with Caltrans' RE to local businesses to explain what was going to happen on Route 99 as well as when and how their respective businesses could be affected. In addition, during local events that would generate greater traffic on Route 99 and local streets, Myers either shut down the project or rearranged the work in areas to avoid potential traffic impacts. Myers and Caltrans worked with other contracts, both within and adjacent to our project limits, to ensure that no conflicts existed with ramp closures or any work that would affect the public. As a team, we were able to effectively manage the contract, even as issues arose during construction.

An example: when the local irrigation district approached Caltrans to replace a large diameter irrigation pipe that ran under Route 99, Myers agreed to do the repairs and re-sequence the project, because the pipe could only be replaced at low water levels which occurred in tandem with our project schedule.

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

## **The ability to develop and implement innovative solutions to accelerate construction and minimize impacts to the traveling public:**

Myers implemented innovative solutions to accelerate construction, beyond any other bidder, based on the days bid on the project. Myers used two (2) separate crews with two (2) portable batch plants, and both crews worked in the same closure to reduce the number of traffic closures needed for the project, therefore reducing the impacts to the public. In addition, Myers used an innovative demolition technique normally used in crack and seed asphalt paving in order to breakup the concrete prior to the main demolition scope; thereby increasing the amount of concrete removal that Myers could perform in a night. These innovations allowed Myers to reduce the original project schedule by one year.

## Form B: Project Description

Name of the Proposer:

### Myers-Rados, A Joint Venture

Name of the Firm: Myers & Sons Construction, LP

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

Principal Participant: Myers & Sons Construction, LP

Designer: Caltrans Design Group

Years of Experience: Roads/Streets: (1);

Bridges/Structures: (1); Utility Relocations: (1)

*Project Name, Location, and Nature of Work for  
Which Company Was Responsible:*

## US Route 580 Bridge and Roadway

Location: In Contra Costa County In Richmond From 0.3 Mile East Of Scofield Avenue Undercrossing To 0.2 Mile West Of Western Drive Undercrossing

*Nature of Work:* Heavy Civil Bridge and Roadway Reconstruction

### Describe Site Conditions:

Regionally, Route 580 serves as a vital commercial transport artery for the most populous state in the nation. With a number of risks present in the design, schedule, and construction, this project had the potential to generate significant regional impacts, resulting in increased commuter times and negative economic impacts to both local and intrastate business if construction on this main artery to the North Bay was delayed. Normal contract document submittals and review periods were compressed due to delays in the initial contract award. This resulted in an 82-calendar-day completion window to have the bridges replaced and opened to traffic prior to the Bay Bridge closure.

### Success in Meeting Caltrans Goals:

**Safety:** This project had over 60,000 man hours completed with no recordable incidents. This excellent record reflects Myers' commitment to actively manage and mitigate field risk on behalf of Caltrans as well as the project team's commitment to placing safety as a top priority.

**Mobility:** This Project was performed during the day and at times at night to mitigate impacts to the public. This Project was re-staged to complete the project ahead of schedule, so that the Richmond-San Rafael Bridge would be fully operational during the Labor Day Bay Bridge closure.

**Quality:** Design conflicts required that the Western Drive bridge deck be poured with less than the specified concrete cover. Myers worked directly with the District to evaluate and gain approval of the use of polyester overlay on the bridge deck to increase longevity and the quality of the deck.

**Environmental:** This project was next to the San Francisco Bay and our approach achieved zero occlusion of the drainage system and Bay and incorporated extensive use of vacuums and containment devices during demolition and concrete placement. A comprehensive plan was also implemented for all used liquids and slurry, with special attention paid to concrete wash outs and the disposal of liquid waste material.

**Project Delivery:** Through partnering, normal contract document submittals were prioritized and review periods were accelerated due to delays in the initial contract award. This resulted in an 82-calendar-day completion milestone to have the bridges replaced and opened to traffic prior to Labor Day weekend.

**Innovation:** Myers proposed a VE concept that resulted in a slight realignment to the project. This has a significant impact on the scope of work and eliminated the need for partial wall construction, thereby reducing the contract budget. Myers also suggested the use of Polyester Concrete as a workaround for grade conflicts that were overlooked in the design phase of the project.



# US Route 580 Bridge and Roadway

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

- Caltrans Partnering Success in Motion Gold Award in 2013
- AGC of California Partnering Award for Projects Under \$50 Million

## 3.5.B. Demonstrated Experience Table

X	Construction of Similar Size, Scope, and Complexity
X	Team Members Working Together as an Integrated Team
X	Construction/Reconstruction Using Innovative Design, Methods, and Materials
X	Implementation of Complication Staging and Traffic Handling
X	Accelerated Construction of Major Elements Common to this Project
X	Staged Bridge Construction over Existing Freeway
X	Innovative Structure and Retaining Wall Design to Reduce Construction Time line and Impacts
X	Coordinating Work and Traffic Control with Adjacent Contracts Performing Similar Highway Work.
X	Coordination of Complex Public Utility Relocation as well as Construction of Municipal Utilities.
X	Experience in Placing Large and Deep Cast-In-Place and Precast Structural Concrete Elements
X	Compliance with Environmental Regulations and Restrictive Permits Requirements
X	Constructing Controversial or Highly Sensitive Public Projects; Including Experience in Coordinating with Local and Regional Agencies on Similar Sized Projects.

## Project Evaluation Criteria

**Successfully managing and constructing projects of same size and complexity as Project:** The Route 580 project is similar in size and complexity to the I-215/Barton Road project. Both projects involve staged bridge construction in highly congested areas, regions that are used by both commuters and local residents. Another similarity between the two projects is that for every day the I-215/Barton Road project was under construction, there was an economic and social impact to the area. Caltrans has chosen the A+B contracting method for this project to shorten the project schedule and shift more of the schedule risk to the contractor. Similarly, District 8 chose the CMGC contract delivery method for the I-215/Barton Road project to be able to better evaluate, allocate, and define project risk. Both projects require that Caltrans and the contractor work as a team during the planning and construction phases to ensure a successful project.

**Completion of contracts on time and within fixed price:** This A+B project was completed under budget and ahead of schedule. Even with the acceleration cost, the realigning and restaging of the project eliminated or decreased several items of work. This savings more than paid for the acceleration cost and allowed Caltrans to save money on the project. Two milestones were identified as critical to the project success and were incorporated into Myers's approach to the project. The first milestone involved performing road and structure work to allow a traffic crossover to be built and traffic in the westbound 3 lanes be detoured onto the eastbound side of 580 to allow two (2) lanes of traffic in both direction. The second milestone covered the sawcutting, demolition, and replacement of 60,000 SF of existing bridge deck on three (3) separate bridges while coordinating the complex staging of traffic and construction.

**Record of managing contracts and partnering to minimizing delays, claims, dispute proceedings, litigation, and arbitration:** The project had formal partnering and was a two-time partnering award winner: once with AGC of California and another time with Caltrans as a Partnering Success in Motion Gold Award winner. Because of the project's late start, followed by the need to accelerate quickly, Caltrans and Myers were quick to find common ground in the form of partnering; this partnership held strong throughout the project and resulted in no claims, litigation, arbitration, or any other form of dispute proceedings.

**Technical and management experience and expertise to plan, organize and execute the construction of, and assure the quality and safety of, the project:** The Myers and Caltrans teams worked together from the beginning to plan, organize, and execute a project that not only finished below budget and ahead of schedule, but also had a perfect safety record and addressed quality concerns on the project in a proactive manner to prevent quality concerns in the field. As a result of this early partnership between Caltrans and Myers in the approach to safety management, this project had over 60,000 man hours completed with no recordable incidents. High levels of consistent traffic and night work were a significant challenge. This project is also located over a Chevron refinery which created an additional layer of complexity in addressing relative issues of safety. In a specific instance,

## Form B: Project Description

Name of the Proposer:

**Myers & Sons/Rados JV**

Name of the Firm: Myers & Sons Construction, LP

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

Principal Participant: Myers & Sons Construction, LP

Designer: Caltrans Design Group

Years of Experience: Roads/Streets: (1);

Bridges/Structures: (1); Utility Relocations: (1)

*Project Name, Location, and Nature of Work for  
Which Company Was Responsible:*

### Fix50 W/X Viaduct - Sacramento

Location: In Sacramento, at the Camellia City  
Viaduct, From 0.3 Mile East of Riverside Boulevard  
Undercrossing to 26th Street

*Nature of Work:* Heavy Civil Roadway and Bridge  
Reconstruction

#### Describe Site Conditions:

Myers and Sons Construction, LP (Myers) was awarded this project by Caltrans District 3. The project rehabilitated a section of U.S. Highway 50, known as the W/X Viaduct, between 18th and 24th Streets. It consisted of two 2,530 foot-long parallel structures approximately 90 feet-wide that carries six lanes of traffic over city streets, freight, and light rail lines in downtown Sacramento, with approximately 250,000 vehicles traveling on the Viaducts and 12,000 vehicles traveling on the surface streets daily. The project included placing a 4-inch concrete deck on top of the existing deck to mitigate cracking and provide Reconstruction. The project also added 146 steel column casings for seismic strengthening as well as new joint seals, new concrete barriers and railings, and energy-efficient lighting standards, thereby enhancing safety.

#### Success in Meeting Caltrans Goals:

**Safety:** Fix50 managed approximately 250,000 vehicles through the work site daily, while expending 70,000 man hours on a 24/7 schedule for 47 days with no lost time accidents. Through our approach to traffic management, the amount of traffic collisions in the area decreased.

**Mobility:** Myers submitted a Value Engineering Change Proposal (VECP) early in the project that generated a cost savings and reduced the impact to the traveling public by approximately 45%. The VECP improved safety and mobility by eliminating crossovers on the Viaducts, and allowing one direction of travel to continue unimpeded, while work occurred on the adjacent Viaduct.

**Quality:** Fix50 was the first large bridge deck Reconstruction project for the Department that required Fiber Reinforced Concrete (FRC). In order to improve the bridge deck finish and minimize cracking, we proposed the elimination of the macro fibers and the use of micro fibers solely in the mix design. Myers provided a number of trial slabs in order to refine and improve the construction process, which greatly exceeded the quality standards for the FRC bridge deck. Myers used a “grinding and grooving” machine finish to minimize the amount of vehicle noise resulting from the traveling public, and thus improving the coefficient of friction, at no additional costs to Caltrans.

**Environmental:** Fix50 adhered to all of the environmental permitting on the project and was 100% compliant, which in a densely traveled urban setting, is different from a less congested environment. Myers understands these differences, including being much closer to residences and paying close attention to dust control, construction water run-off, tracking control, drainage system protection, and noise control.

**Project Delivery:** Myers delivered this A+B project in 47 days, 33 days ahead of schedule. This reduced the potential impact to the traveling public of 20 million vehicles to approximately 11 million vehicles. In achieving this success, the Myers Team performed nearly \$300,000 worth of work a day. The project had a substantial PIO effort ([www.Fix50.com](http://www.Fix50.com)) that dramatically reduced impacts to the public. The project was the subject of news stories on television and in the newspapers, highlighting the success of the effort.

**Innovation:** Through early coordination and development with Caltrans, Myers was able to implement an extensive, creative VECP that significantly reduced the impact to the traveling public and stakeholders as well as resulting in a cost savings and early completion of the work.



# Fix50 W/X Viaduct

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

- American Public Works Association, Sacramento Chapter, Project of the Year Award, Construction/Repair Category
- Sacramento Business Journal Best Real Estate Projects Award - Infrastructure Project of the Year
- From the Sacramento Business Journal, "C.C. Myers, the namesake for the company, is familiar with highly visible, highly disruptive freeway projects, having finished ones in both the Bay Area and on Interstate 5 through Sacramento six years ago, ahead of schedule."

3.5.B. Demonstrated Experience Table	
x	Construction of Similar Size, Scope, and Complexity
x	Team Members Working Together as an Integrated Team
x	Construction/Reconstruction Using Innovative Design, Methods, and Materials
x	Implementation of Complication Staging and Traffic Handling
x	Accelerated Construction of Major Elements Common to this Project
x	Innovative Structure and Retaining Wall Design to Reduce Construction Time line and Impacts
x	Coordinating Work and Traffic Control with Adjacent Contracts Performing Similar Highway Work.
x	Coordination of Complex Public Utility Relocation as well as Construction of Municipal Utilities.
x	Experience in Placing Large and Deep Cast-In-Place and Precast Structural Concrete Elements
x	Compliance with Environmental Regulations and Restrictive Permits Requirements
x	Constructing Controversial or Highly Sensitive Public Projects; Including Experience in Coordinating with Local and Regional Agencies on Similar Sized Projects.

## Project Description

**Successfully managing and constructing projects of same size and complexity as Project:** The Fix50 project is similar in size and complexity to the I-215/ Barton Road project. Both projects are on highly congested Routes with overpasses that link communities heavily influenced by residents, businesses, churches, schools, local governments, and emergency responders. On the Fix50 project, there were over 16 square blocks adjacent to the project, which consisted of approximately 2,000 residents, 8 schools, 6 churches, 16 businesses, 3 apartment buildings, and 1 assisted living facility, all of which required in-depth and thorough coordination. In order to minimize the impact to the traveling public, the first responders, and other stakeholders, we developed a Construction Communication Plan that defined the lines of communication within team members. Through skillful management and proactive solution implementation, the Fix50 project was a success for all stakeholders involved and had overwhelming positive feedback from the project's Twitter feed.

**Completion of contracts on time and within fixed price:** The Fix50 project was completed ahead of schedule and recognized a significant cost savings. Myers delivered the project early and within budget by self-performing approximately 70% of the work and diligently managing subcontractors and suppliers. The scope of work included: structure concrete, HMA paving, structural steel column retrofitting, roadway widening, new concrete barriers and railings, energy-efficient highway lighting standards, and new overhead sign structures. Myers completed the A+B portion of the contract 33 days ahead of schedule, reducing the time by over 41%. The cost of the work to complete the project were well below the engineer's estimate.

**Record of managing contracts and partnering to minimizing delays, claims, dispute proceedings, litigation, and arbitration:** The Fix50 project did not experience delays and accelerated the schedule to finish early. There were no claims and, as a result of the highly participated partnering atmosphere, there were no notices of potential claim. Myers coordinated and collaborated with all project stakeholders continuously to ensure that all impacts resulting from the project were minimized and mitigated in this award-winning project. Through partnering with Caltrans and local community stakeholders, we were able to improve the construction approach for the benefit of the public and all other stakeholders. "We listened to hundreds of local community groups, public officials and law enforcement, and incorporated the community's best recommendations into this new plan for the Fix50 project," said Caltrans District 3 Director, Jody Jones. "The City agrees with this new approach," stated Jerry Way, Director of Public Works for the City of Sacramento. "Of course, there will still be significant traffic that will spill over onto city streets, and we urge everyone to make a plan in advance, but the overall traffic congestion and economic impact will be less. We are working

# Fix50 W/X Viaduct

## Client Information:

Name of Client

**Caltrans District 3**

Address:

2200 X Street, Suite 120A, Sacramento, CA 95818

Contact Name:

**Meshack Okpala**

Telephone: (916) 718-8051

Fax: (916) 683-2096

Owners Project or Contract No.: 03-0F2304

Contract Value: \$17,332,574M

Final Value: \$24,114,928M (Includes Incentive)<sup>1</sup>

Percent of Total Work Performed by the Company:  
69.82%

Commencement Date: 04/2014

Planned Completion Date: 09/2014

Actual Completion Date: 09/2014

Amount of Claims: N/A

Any Litigation No Litigation

<sup>1</sup>The project cost increase shown above is due to restaging costs and the bonus paid to Myers by Caltrans under the A+B contract. The A+B portion of the contract was completed on time, however other work on the project site continued until September, 2014

closely with Caltrans and taking every step we can to keep traffic flowing.” In preconstruction, along with the Construction Communication Plan, the revised construction approach and the community outreach, we were able to maximize the customer/stakeholder satisfaction by planning the acceleration of the work to significantly reduce the impacts of construction. Over 34 area businesses participated in “Open for Business” promotions for the impacted public. We facilitated the participation of 13 separate outreach organizations with assisting in providing alternative transportation to the public.

### **Technical and management experience and expertise to plan, organize and execute the construction of, and assure the quality and safety of, the project:**

The Fix50 project was technically advanced, similar to the I-215/Barton Road project in that they both require complex traffic handling, structure construction, roadway construction, public and stakeholder coordination, utility and underground construction, and a commitment to partnering. They both require skilled and experienced management to deliver a significant amount of work in a short period of time, with a high level of expertise in the planning, organization, and execution of the construction in a safe, high-quality manner. Myers Safety Director coordinated directly with the Caltrans North Region Construction Safety Engineer to ensure worker and public safety. Myers ensured 100% environmental compliance with daily inspections by their QSDs and QSPs and the immediate response by construction crews when necessary. By providing the appropriate technical and managerial experience and expertise, Myers ensured that the quality and safety of the project was delivered at the highest level possible.

### **The ability to effectively manage all aspects of Contract in a quality, timely, and effective manner and integrate the different parts of its organization with Department in a cohesive and seamless manner:**

Myers developed and implemented revised staging of the work to reduce ramp closures and eliminate crossovers that allowed the project to be completed ahead of schedule. During the VECP process, Myers met with Caltrans design, traffic, and construction personnel in the effort to develop the best possible approach to the work. Myers facilitated a substantial PIO effort ([www.fix50.com](http://www.fix50.com)) that dramatically reduced the project’s effects to the public in the effort to integrate all stakeholders for minimizing impacts.

### **The ability to develop and implement innovative solutions to accelerate construction and minimize impacts to the traveling public:**

Through innovative solutions and accelerated work, over \$1M in savings was recognized as a result of the Value Engineering Change Proposal associated with the revised staging. Myers was able to mitigate traffic impacts for more than 9 million vehicles with the accelerated schedule, significantly improving traffic conditions.

## Form B: Project Description

Name of the Proposer:

### **Myers-Rados, A Joint Venture**

Name of the Firm: Steve P. Rados, Inc. (Rados)

Project Role: **Design-Build Constructor**

Principal Participant: Steve P. Rados, Inc. (Rados)

Designer: Parsons-Brinkerhoff

Years of Experience: Roads/Streets: (3.5);

Bridges/Structures: (3.5); Utility Relocations: (3.5)

*Project Name, Location, and Nature of Work for  
Which Company Was Responsible:*

## Expo Light Rail - Phase II

Location: Culver City to Santa Monica, CA

*Nature of Work:* Heavy Civil, Bridges, Structures,  
Retaining and Sound Walls, Underground, and  
Sitework.

### **Describe Site Conditions:**

The Exposition Light Rail Transit Project – Phase 2 (Design-Build) is a 6.6-mile-long dual track light rail commuter facility linking Culver City, CA to Santa Monica, CA. Approximately 4.2 miles of the alignment are within the jurisdiction of the City of Los Angeles. The alignment alternately goes from at-grade to elevated, throughout the 6.6-mile length. A total of seven (7) transit stations; three (3) stations with at-grade platforms, and four (4) stations with elevated platforms, in addition to five (5) grade separations (Multi-Span Bridges). Amenities at the stations include architectural features that incorporate the surrounding communities' existing architecture. The construction of the stations included substantial utility relocation and intricate foundation work performed with limited access.

### **Success in Meeting Caltrans Goals:**

**Safety:** During the first year of construction on the project, Rados was recognized by Liberty Mutual Insurance for having attained 1,000,000 man hours without a Lost Time Accident. Rados' preconstruction review identified significant construction impacts and challenges in order to accommodate the high flow of traffic at the grade crossings. Rados assisted in the design of the staging for the MOT and validated the plan through constructability reviews and schedule analysis. The ultimate traffic handling design integrated cost, safety, public convenience, and schedule.



**Mobility:** The Expo alignment crosses a number of major urban arterials including Sepulveda Blvd., Pico Blvd., Olympic Blvd., and Overland Ave. as well as the I-405 and I-10 Freeways. Rados has had exemplary success in maintaining traffic around and through the construction site and, with the project nearly complete, Rados has had zero unplanned closures across the project corridor.

**Quality:** Rados maintains its own quality control organization on the project, which includes a Quality Control Manager and Quality Control Engineers. In addition to its Project QC Staff, Rados utilizes testing laboratories to conduct testing protocols as necessary to maintain a high standard of quality on the project. This effort has resulted in only nine (9) minor non-conformance reports issued for over \$425M of work completed.

**Environmental:** Rados has included recycled demolition material in both aggregate sub base and in a stabilizing material to repair yielding subgrade. These innovations created environmental benefits while reducing project cost and schedule.

**Project Delivery:** The project team has encountered a number of challenges to completing the project on time. With partnering and innovation, these obstacles were overcome; the project will open in time for revenue service in early 2016 and come in under budget.

**Innovation:** The Rados Team has been so innovative on this project that the Exposition Authority has added a second design-build project, the Expo Bikeway Project, to the overall project, through a change order.

## Expo Light Rail - Phase II

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

Although the Expo Light Rail project is still under construction, Rados was awarded the 2013 Gold Safety Award from Liberty Mutual Insurance Company for having attained 1,000,000 man hours of labor without a Lost Time Accident, within the period March 1, 2011 through August 31, 2013.

3.5.B. Demonstrated Experience Table	
x	Construction of Similar Size, Scope, and Complexity
x	Team Members Working Together as an Integrated Team
x	Construction/Reconstruction Using Innovative Design, Methods, and Materials
x	Implementation of Complication Staging and Traffic Handling
x	Accelerated Construction of Major Elements Common to this Project
x	Staged Bridge Construction over Existing Freeway
x	Innovative Structure and Retaining Wall Design to Reduce Construction Time line and Impacts
x	Coordinating Work and Traffic Control with Adjacent Contracts Performing Similar Highway Work.
x	Coordination of Complex Public Utility Relocation as well as Construction of Municipal Utilities.
x	Experience in Placing Large and Deep Cast-In-Place and Precast Structural Concrete Elements
x	Compliance with Environmental Regulations and Restrictive Permits Requirements
x	Constructing Controversial or Highly Sensitive Public Projects; Including Experience in Coordinating with Local and Regional Agencies on Similar-Sized Projects.

### Project Description

**Successfully managing and constructing projects of same size and complexity as Project:** Similar to the anticipated scope for the I-215/Barton Road project, Rados is constructing five (5) grade separations (bridge crossings) at Sepulveda Boulevard, Pico Boulevard, Purdie Drive, Bundy Drive, and Olympic/Cloverfield Boulevard. Approaching each of the grade separations, Rados is constructing retained earth embankments with MSE walls or retaining walls. Approximately 930 linear feet of the alignment is being built in an existing box culvert that will carry the Expo 2 transit line under the I-10 Freeway in West Los Angeles. Having similar ADT volumes to the I-215/Barton Road Corridor in which we would be working, approximately 1.2 miles of the alignment is being constructed in the center of Colorado Boulevard in downtown Santa Monica.

**Completion of contracts on time and within fixed price:** It is anticipated that this complex and challenging design-build project will open on time for revenue service in early 2016, under budget, with an extremely small percentage of change orders and without claims. Despite being located in one of the most densely populated areas of Los Angeles, the project team including the Owner, Rados and stakeholders have managed to overcome all obstacles by putting the project first and working collaboratively toward solutions that benefit all parties.

**Record of managing contracts and partnering to minimizing delays, claims, dispute proceedings, litigation and arbitration:** The entire project is located within a high-volume urban corridor where unexpected closures and mobility impacts can have an exponential effect on the surrounding community. Detailed traffic control planning was required for work constructing the Sepulveda Blvd., Pico Blvd. Olympic Blvd., and Overland Ave. over-crossings. In order to maintain the complex-multi discipline schedule and minimize potential delays, Rados utilized both day and night shifts to complete key construction benchmarks identified by the design-build team. Rados provided alternate construction concepts as well as constructability reviews to reduce project risk. Elements evaluated included: use of precast partial depth bridge deck panels, elimination of soundwall length through alignment optimization, increasing earthwork scope to reduce structure scope, substructure alternatives and storm drain materials. This project has no claims, dispute proceedings, litigations, or arbitrations.

**Technical and management experience and expertise to plan, organize and execute the construction of, and assure the quality and safety of, the project:** On this project, Rados has self-performed the critical items in the project that could affect the schedule or project stakeholders. In addition, Rados has managed more than 170 local small business enterprises. Self-performed construction work included: demolition of existing facilities, drainage, earthwork, five (5) bridges, associated structural work and traffic control services. Project controls maintained a constant monitoring of performance values, including

# Expo Light Rail - Phase II

## Client Information:

Name of Client

**Exposition Metro Line Construction Authority**

Address:

707 Wilshire Blvd, 34th Floor

Los Angeles, CA 90017

Contact Name:

**Richard Thorpe**

Telephone: (213) 243-5500

Fax: (213) 243-5553

Owners Project or Contract No.: XP8902-002

Contract Value: \$551M

Final Value: \$551M (Projected)

Percent of Total Work Performed by the Company:  
30%

Commencement Date: 04/2011

Planned Completion Date: 02/2016

Actual Completion Date: 02/2016 (Projected)

Amount of Claims: \$0.00

Any Litigation No Litigation

checking budget expenditures and scheduling monthly project maintenance. Rados is responsible for worker and public safety, public information distribution in coordination with the Construction Authority PIO, and 100% environmental compliance.

**The ability to effectively manage all aspects of Contract in a quality, timely, and effective manner and integrate the different parts of its organization with Department in a cohesive and seamless manner.** The entire design-build team, including Parsons-Brinkerhoff, Rados and LA Metro and Expo Authority Teams co-located during the critical first year of the design process, facilitating open communication and dialogue. Employees of all organizations were intermingled within the co-located office to promote collaboration. Rados was able to ensure the development of a collaborative environment that leveraged the skill and knowledge of all participants and stakeholders, in order to maximize the benefits of the collaborative effort. As a result, the design-build team was able to maximize constructability and value analysis efforts, utilizing “over-the-shoulder” reviews to spearhead the development and vetting of alternative technical concepts relative to project cost, schedule, and quality benchmarks.

**The ability to develop and implement innovative solutions to accelerate construction and minimize impacts to the traveling public:** The project’s pace is extremely rapid, with critical revenue completion milestones in place; it requires that every discipline and scope be examined to develop innovative and accelerated solutions that present a “no impact” effect on quality, function, or maintenance. The Rados Team is responsible for the design and accelerated construction of the low profile overhead catenary system (OCS), train controls and signals, traffic signals and rail crossing protections and traction power supply and distribution system - all elements that are currently projected to meet those critical revenue milestones in 2016. To achieve this success, the design-build collaborative effort started as early as 2010, with the formulation of the construction team and the subsequent choice of a qualified designer. Rados used formal and informal partnering and team building at the beginning of the project to focus the team on the common goals of the stakeholders. In minimizing affects to the traveling public, Rados has supported extensive coordination with project stakeholders, including adjacent business owners, property owners, and local agencies. By focusing on progressing construction phasing early in the preconstruction phase, impacts at key high-volume locations have been minimized, and the project is progressing with an excellent safety performance and outstanding quality.

## Form B: Project Description

Name of the Proposer:

### Myers-Rados, A Joint Venture

Name of the Firm: Steve P. Rados, Inc. (Rados)

Project Role: **Design-Build Constructor**

Principal Participant: Steve P. Rados, Inc. (Rados)

Designer: URS Corporation

Years of Experience: Roads/Streets: (7);

Bridges/Structures: (7); Utility Relocations: (7)

*Project Name, Location, and Nature of Work for Which Company Was Responsible:*

## SR 22 Reconstruction

Location: Orange County, CA

*Nature of Work:* Heavy Civil Bridges, Structures, Roadway Widening and Improvements.

### Describe Site Conditions:

The SR 22 (Garden Grove) Freeway is a 12-mile urban freeway that traverses central Orange County, from the I-405 Freeway to SR-55, the Costa Mesa Freeway. Portions of the original freeway were built in the late 1960s and early 1970s, with older standards of horizontal and vertical geometry, ramp curvature, and inadequate bridge clearances. The three (3) lanes in each direction were significantly worn and lacked sufficient horizontal clearance. The project replaced 35 bridges, mostly overpasses, miles of retaining and sound walls, and widened the SR 22 to four (4) lanes while replacing the existing lanes with concrete pavement. This project was constructed in an area with highly sensitive public stakeholders and environmental constraints.

### Success in Meeting Caltrans Goals:

**Safety:** The SR 22 Corridor spans high-volume urban and industrial areas with similar ADTs as the I-215/Barton Road corridor. Rados overcame challenges including rigorous MOT requirements, confined work zones, active utility relocations, busy interstate traffic, and overnight work. The project had hundreds of thousands of man hours with zero penalties for any serious, willful, or repeat violations of California's Occupational Safety and Health Administration's regulations.

**Mobility:** Rados employed a full-time staff of maintenance and traffic engineers to help design and implement the hundreds of traffic control plans on the project. Rados specifically addressed the impacts of planned construction on critical arterial access routes. Of the 51 ramps that were reconstructed, 46 of them [90%] remained open and functional during their reconstruction, except for night-time closures. Only three (3) ramps were closed for more than 10 consecutive days.

**Quality:** Rados successfully constructed 317 complex utility crossings to accommodate the newly widened alignment of the SR-22 mainline and ramps without a mission critical outage or service interruption. Rados' work was inspected by both Rados QC staff and independent QA/QC firms to ensure a proper assessment of quality and delivered that quality without exception.

**Environmental:** As a part of its design-build responsibilities, Rados designed, prepared, and implemented effective Best Management Practices (BMPs) for over 12 miles of high-volume corridor encompassing the Santa Ana and Wintersburg River channels. Rados delivered over 30 months of complex construction over these channels with zero incursions and no citations from any environmental permitting agency.

**Project Delivery:** This was an alternative delivery project utilizing the Design-Build procurement method. This delivery method reduced the project completion time by three (3) years, even with the incredible challenges resulting from mid-project seismic standard upgrades which required intensive design revisions.

**Innovation:** Rados utilized a "football" configuration to accelerate the construction of three (3) bridges. In this configuration, high-volume traffic was routed around the bridge location, with all work occurring within a closely-confined center area. This approach minimized impacts while allowing construction to occur around a 24/7 schedule.



## SR 22 Reconstruction

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

- “THE TRANNY AWARD “ Freeway Project of the Year– 2008” presented by the California Transportation Foundation.
- The Design Builder Owner of the Year Award presented to Orange County Transportation Authority for the SR-22 Project, presented by the Design-Build Institute of America.

3.5.B. Demonstrated Experience Table	
x	Construction of Similar Size, Scope, and Complexity
x	Team Members Working Together as an Integrated Team
x	Construction/Reconstruction Using Innovative Design, Methods, and Materials
x	Implementation of Complication Staging and Traffic Handling
x	Accelerated Construction of Major Elements Common to this Project
x	Staged Bridge Construction over Existing Freeway
x	Innovative Structure and Retaining Wall Design to Reduce Construction Time line and Impacts
x	Coordinating Work and Traffic Control with Adjacent Contracts Performing Similar Highway Work.
x	Coordination of Complex Public Utility Relocation as well as Construction of Municipal Utilities.
x	Experience in Placing Large and Deep Cast-In-Place and Precast Structural Concrete Elements
x	Compliance with Environmental Regulations and Restrictive Permits Requirements
x	Constructing Controversial or Highly Sensitive Public Projects; Including Experience in Coordinating with Local and Regional Agencies on Similar Sized Projects.

### Project Description

**Successfully managing and constructing projects of same size and complexity as Project:** SR 22 was realigned to improve traffic flow in congested areas, eliminating severe “weaving” conditions. Rados widened 26 bridge structures, carrying the SR 22 Freeway over major urban arterial streets while reconstructing nine (9) bridge structures that were obsolete due to the newly widened configuration of the SR 22 mainline. These reconstructions were similar to Barton Rd. in size. Also similar to I-215/Barton Road, Rados constructed 130 retaining/soundwalls to allow for the widened mainline, improved ramp configurations, and upgraded and/or reconstructed 51 ramps at the interchanges along the SR 22 alignment.

**Completion of contracts on time and within fixed price:** The SR 22 project was originally procured in 1999 with a Notice to Proceed (NTP) issued in September 2004. In the intervening years between procurement and letting, Caltrans updated delivery standards and, in addition, the seismic standards were revised as a result of the studies done after the Northridge earthquake on the effects on structures. These changes resulted in a significant departure from the conditions, designs, and intent outlined in the original procurement package. Rados collaborated with OCTA, Caltrans and other agencies through design, constructability, and value analysis meetings in order to successfully deliver this complex project. We were able to mitigate the project’s seismic redesign impacts by over 50% through the use of partnering, value engineering, and innovation. The project schedule was also impacted during design as a result of these revised design standards. Our team worked with OCTA to reschedule the work and accelerate critical items to reduce the overall project schedule impacts by 30% and accelerated the construction phase of the project to lessen impacts to the public.

**Record of managing contracts and partnering to minimizing delays, claims, dispute proceedings, ligation, and arbitration:** This project had significant participation by OCTA (contracting agency), Caltrans, and the cities of Westminster, Garden Grove, Santa Ana, and Orange. In addition, stakeholder interests included key retail, commercial, residential, and environmental organizations. With many stakeholders, partnering on this project was the key to working through project issues. The project had professional partnering, which resulted in reducing the amount of potential claims and led to a strong working relationship at the project level with OCTA and Rados. Rados used design impact meetings, collaborative workshops, and public outreach meetings to gain consensus for extended schedule and scope alternatives. These allowed for the completion of the work within a mutually agreed time line, minimizing unexpected impacts and significantly cutting cost and schedule expansions from original forecasts. Through this concerted effort, the Rados Team kept the project on track and ended with no litigation.

# SR 22 Reconstruction

## Client Information:

Name of Client

**Orange County Transportation Authority**

Address:

550 S. Main Street, Orange, CA 92868

Contact Name:

**Joe Toolson**

Telephone: (714) 560-5406

Fax: (714) 560-5983

Owners Project or Contract No.: C-3-0663

Contract Value: \$396M

Final Value: \$488M<sup>1</sup>

Percent of Total Work Performed by the Company:  
22.50%

Commencement Date: 09/2004

Planned Completion Date: 12/2006

Actual Completion Date: 04/2007

Amount of Claims: \$0.00

Any Litigation No Litigation

<sup>1</sup>Rados collaborated with OCTA, Caltrans, and other agencies through design, constructability, and value analysis meetings in order to successfully deliver this complex project. Through these efforts, we were able to mitigate over \$31.25M of the substantial budget growth projected for project closeout.

## **Technical and management experience and expertise to plan, organize and execute the construction of, and assure the quality and safety of, the project.:**

Maintenance of traffic was a major consideration for the success of the project. MOT was performed by Rados crews who were specifically trained in the handling of traffic through complex work zones. Major portions of the project were completed using abbreviated work shifts at night, or on weekends, in order to keep the facility operational during the daytime. Rados self-performed quality control and quality assurance utilizing its own QC staff with the assistance of an Independent Quality Firm (IQF). A project-specific quality management plan (QMP) was developed, integrating Caltrans and providing a high level of oversight of the program and verification testing. Through an active partnership with its own QC staff and the IQF, Rados proactively reviewed means, methods, and materials to ensure sustained, delivered quality, especially for the 317 complex utility crossings that were critical path items.

## **The ability to effectively manage all aspects of Contract in a quality, timely, and effective manner and integrate the different parts of its organization with Department in a cohesive and seamless manner:**

Rados' ability to integrate OCTA, URS, Caltrans and key municipalities through major portions of the project redesign, working productively together for the good of the project, was an integral component of the partnering process. Overall, this approach created value engineering ideas, reduced the project schedule expansion, and, ultimately, provided greater value within the overall project scope. With collaboration and oversight by Caltrans, Rados developed significant detour routes, complete with capacity improvements, to assure mobility in this critical corridor. The Rados Team identified key potential impacts that would affect the mobility of emergency services and worked with Caltrans, the Caltrans PIO, and affected municipalities to ensure that safe access through the project zones was available during all times.

## **The ability to develop and implement innovative solutions to accelerate construction and minimize impacts to the traveling public:**

This project presented unique public perception and stakeholder challenges that mirror those found on the I-215/Barton Road project, including limited public understanding as to proposed ROW take and the presence of closely adjacent residential areas adverse to any potential effects of construction. These challenges were identified as impact items that had the ability to negatively affect key milestones in the project schedule. To address these concerns, we supported the OCTA public outreach effort, coordinating with commercial and retail interests and municipalities. Rados held and participated in public meetings, participated in public outreach efforts and made key staff available for public outreach support throughout the project. Additionally, the team created a football field approach to constructing several bridges which pushed traffic to the sides of SR 22 without eliminating lanes and reduced construction impacts to the traveling public and increased traffic flow in those areas.

## Form B: Project Description

Name of the Proposer:

### Myers-Rados, A Joint Venture

Name of the Firm: Steve P. Rados, Inc. (Rados)

Project Role: **Design-Build Constructor**

Principal Participant: Steve P. Rados, Inc. (Rados)

Designer: Caltrans

Years of Experience: Roads/Streets: (4);

Bridges/Structures: (4); Utility Relocations: (4)

*Project Name, Location, and Nature of Work for  
Which Company Was Responsible:*

## I-215 Reconstruction

Location: San Bernardino, CA

*Nature of Work:* Heavy Civil Bridges, Structures,  
Roadway Widening and Improvements, Sound walls.

### Describe Site Conditions:

This project functions as the gateway to downtown San Bernardino, seat of both District 8 and County offices. Rados reconstructed I-215 for a three (3) mile length in San Bernardino, CA. The project involved multiple stages of construction over a five (5) year period to develop the corridor from a 3-lane configuration to a 4+1 configuration. Limited space along the ROW required TCEs on private property to construct numerous sound walls and retaining walls. The closely confined construction footprint posed significant challenges in coordinating laydown space for construction materials and equipment. This project required extensive resource coordination to construct multiple bridges concurrently. Constructed in four (4) different stages, Rados collaborated with Caltrans in the development of a Traffic Management Plan (TMP) and innovative traffic handling.

### Success in Meeting Caltrans Goals:

**Safety:** Rados effectively integrated the strong safety culture already ingrained in the individual team members to develop and implement the Safety Health Environmental Management Systems (SHEMS) program, which delivered the I-215 project with over 750,000 man hours with no OSHA violations or citations.

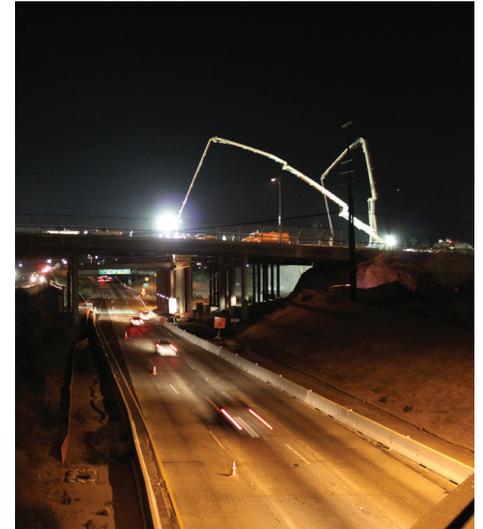
**Mobility:** Rados employed a full-time staff of traffic engineers and specialists to help design and implement the extensive traffic control plan implemented on the project. With over 90,000 vehicles accessing the project corridor every 24 hours, Rados coordinated closure and impact plans with SANBAG and the active Caltrans projects to the north and south.

**Quality:** Rados field supervisors and craft people emphasized quality control reviews for all aspects of the work. Rados used an internal quality control system that identified “hold points” in the progression of the work, so quality issues were addressed and corrected before proceeding with the next step in construction. This experience, organizational culture, and team building atmosphere was created and embraced by Rados on this project, which, combined with the QA/QC oversight by the SANBAG team, made for an efficient and quality final product.

**Environmental:** Rados implemented and maintained a Risk Level 2 SWPPP program, which successfully mitigated stormwater discharge throughout the three (3) mile project corridor and yielded no citations from the Water Board.

**Project Delivery:** Although the I-215 reconstruction was delivered under traditional bid-build delivery, Rados partnered with SANBAG, Caltrans, and the City of San Bernardino throughout the construction process, to identify differing field conditions while relentlessly working to minimize cost and schedule impacts that would have otherwise occurred. Through this effort, the team was able to mitigate over \$160,000 in potential change orders.

**Innovation:** Approximately 20% of our work was performed at night and included approximately 20 complete, long-duration freeway closures, all of which opened on time. Rados persevered in developing a “mid-stream” alternative staging and phasing plan to address and minimize schedule and budget risk in a highly fluid and changing construction environment. As a result, unforeseen closures and impacts to the peak-time vehicular traffic that occurs on weekends were reduced to zero. Rados also developed an approved VECP which modified traffic control and falsework for the 2nd and 3rd Street Stage 3 bridges, saving over \$100,000 and providing better vehicular access.



# I-215 Reconstruction

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

- 2014: Freeway/Expressway Project of the Year from California Transportation Foundation

3.5.B. Demonstrated Experience Table	
x	Construction of Similar Size, Scope and Complexity
x	Team Members Working Together as an Integrated Team
x	Construction/Reconstruction Using Innovative Design, Methods and Materials
x	Implementation of Complication Staging and Traffic Handling
x	Accelerated Construction of Major Elements Common to this Project
x	Staged Bridge Construction over Existing Freeway
x	Innovative Structure and Retaining Wall Design to Reduce Construction Time line and Impacts
x	Coordinating Work and Traffic Control with Adjacent Contracts Performing Similar Highway Work.
x	Coordination of Complex Public Utility Relocation as well as Construction of Municipal Utilities.
x	Experience in Placing Large and Deep Cast-In-Place and Precast Structural Concrete Elements
x	Compliance with Environmental Regulations and Restrictive Permits Requirements
x	Constructing Controversial or Highly Sensitive Public Projects; Including Experience in Coordinating with Local and Regional Agencies on Similar Sized Projects.

## Project Description

**Successfully managing and constructing projects of same size and complexity as Project.** Rados successfully delivered this complex project that shared many similarities to the Rt 215 Barton Road. The project had similar transportation elements that included complex traffic staging, multi-phased bridge construction, 21,000 lineal feet of retaining walls, concrete and HMA pavement sections, and 1.5 miles of soundwall construction along private property. The project had extensive SWPPP measures with complex MOT and construction staging. Rados achieved a UDBE goal set for the project that was 124% of the original contract requirement. Two (2) bridges (2nd and 3rd Streets) were built high due to low clearance and were later lowered with hydraulic jacks and set into place. Rados constructed a total of 19 post-tension box girder bridges. Similar to the Barton Road effort, box girder bridges were installed over freeway locations adjacent to traffic.

**Completion of contracts on time and within fixed price.** Through partnering, constructability and value analysis meetings the Rados Team facilitated several design brainstorm sessions and over the shoulder reviews with the Department. From these, Rados developed innovative solutions that minimized potential impacts to staging, traffic handling, drainage, access and cross-project mobility. Rados led the close coordination between design, management and field management teams to mitigate costs associated with a SWPPP upgrade (from Risk Level I to Risk Level II). As a result of Rados efforts, costs associated with this upgrade were reduced by 26%. This project was completed on time.

**Record of managing contracts and partnering to minimizing delays, claims, dispute proceedings, litigation and arbitration.** In order to minimize delays to the project, as well as potential subcontractor claims, Rados partnered with SANBAG, Caltrans and the City of San Bernardino to develop a collaborative solution to standardization difficulties encountered in the roadway signage package. Rados' Preconstruction team provided expertise to assist in the re-engineering of the signage package to meet the multi-jurisdictional needs and requirements. This effort reduced the time line for this effort by over three (3) months.

The Rados project team accommodated over 90,000 vehicles per day through the work area for the life of this 5-year project. With high volumes, the potential for considerable retail, commercial and community impacts, the Rados Team identified traffic control and staging as a mission critical element of the work. To meet these challenges, Rados dedicated in-house personnel to manage the coordination of entrance and exit ramp closures, as well as temporary and off-hours freeway closures and traffic detours. Over the lifecycle of the project, the Rados Team met every closure re-opening deadline, minimizing expected delays associated with a SWPPP upgrade (from Risk Level I to Risk Level II). As a result of Rados efforts, costs associated with this upgrade were reduced by 26%. This project has had no claims, disputes, litigation or arbitration.

# I-215 Reconstruction

## Client Information:

Name of Client

**San Bernardino Associated Governments (SANBAG)**

Address:

1170 W. 3rd. St. San Bernardino, CA 92410

Contact Name:

**Mike Barnum**

Telephone: (909) 884-8276

Fax: (909) 885-4407

Owners Project or Contract No.: C09-196

Contract Value: \$154.3M

Final Value: \$171.6M<sup>1</sup>

Percent of Total Work Performed by the Company:  
40%

Commencement Date: 09/2009

Planned Completion Date: 01/2014

Actual Completion Date: 01/2014

Amount of Claims: \$0.00

Any Litigation No Litigation

<sup>1</sup>Rados is still negotiating final payment. The increase was primarily due to complicated staging that had unforeseen conflicts. The NPDES permit requirements changed for SWPPP when California adopted the new permit causing overruns in SWPPP implementation. Rados led the close coordination between design, management and field management teams to mitigate costs.

## **Technical and management experience and expertise to plan, organize and execute the construction of, and assure the quality and safety of the project.**

The project team recognized early in the project that a system or planning tool would have to be implemented to insure quality and safety. Rados embraced SHEMS – Safety, Health, and Environmental Management System to serve as the framework to accomplish this goal. A SHEMS plan was developed for each major task of the construction process, detailing resources (labor, equipment and materials) required, budget constraints, and work flow, which triggered the identification of the safety risk exposures. We relied on a CalOSHA and heavy construction industry safety database to identify safety measures required to mitigate a potential risk. These were all discussed daily with the crew, seeking the crew's input, then implemented throughout their work task process for the day. This created a sense of ownership by each and every craft worker on the project to strive for safety and efficiency on the job.

## **The ability to effectively manage all aspects of Contract in a quality, timely and effective manner and integrate the different parts of its organization with Department in a cohesive and seamless manner.**

In understanding the importance of clear communication with stakeholders and members of the public, Rados provided key personnel, updated information and up-to-the-minute closure information for SANBAG's public relations campaign. Rados worked with SANBAG during design and field sessions to develop alternative traffic staging designs that would expedite the construction and completion of critical areas. A specific result of this effort was the construction of a low-cost additional temporary off ramp that was not originally indicated, but was determined needed to save the traveling public inconvenience and expedite construction. This innovation was only possible because Caltrans and our team worked together as a seamless unit.

## **The ability to develop and implement innovative solutions to accelerate construction and minimize impacts to the traveling public.**

To facilitate the extensive amount of bridge and structures work required, Rados developed several innovative types of shoring systems to address complex and differing site conditions encountered. Rados utilized in-house engineering expertise, coupled with oversight and input from our seasoned field structures manager, to provide innovative shoring designs which ranged from simple temporary pillow type walls to facilitate a stage change, to the beams, lagging and shoring required to build bridge footings. Rados field and construction engineering teams closely coordinated to develop a design that would allow for the reinforcement of a key location adjacent to a BNSF facility. Utilizing sheet piles with walers and tie backs to provide key support to the existing track facility, our team successfully constructed 3,200 linear feet of retaining wall near the BNSF lines with zero incursions and impacts to the 70 freight and commuter trains that used the corridor daily.

## Form B: Project Description

Name of the Proposer:

### Myers-Rados, A Joint Venture

Name of the Firm: Steve P. Rados, Inc. (Rados)

Project Role: **General Contractor (GC)**

Principal Participant: Steve P. Rados, Inc. (Rados)

Designer: Parsons

Years of Experience: Roads/Streets: (3.5);

Bridges/Structures: (3.5); Utility Relocations: (3.5)

*Project Name, Location, and Nature of Work for  
Which Company Was Responsible:*

## Widening of the 1st St. Bridge

Location: Los Angeles, CA

*Nature of Work:* Heavy Civil, Bridges, Structures,  
Roadway and Utilities

### Describe Site Conditions:

This project included the widening of the Historic 1st Street Bridge over the L.A. River in order to restore dual lanes of westbound traffic. The project added two new westbound traffic lanes, a bicycle lane, new sidewalks and a decorative barrier rail by widening the historic bridge structure to the north. Under a separate contract, LA METRO constructed a dual track rail transit facility over the 1st Street Bridge in downtown Los Angeles. Traffic on the remaining portion of the bridge was restricted to eastbound only and westbound traffic was diverted to other L.A. River crossings and City streets. Before construction commenced, the bridge carried over 18,000 motorists daily between the downtown Arts District, Little Tokyo and Boyle Heights.

### Success in Meeting Caltrans Goals:

**Safety:** Rados delivered this high profile project with zero safety incidents, even with the close proximity of the active Gold Line extension that runs down the middle of the bridge and extends from Pasadena to Boyle Heights.

**Mobility:** For the duration of construction, only eastbound traffic was permitted over the bridge. Within the confined limits of the project itself, the Rados Team created circulation and haul plans that streamlined access for construction vehicles navigating the tightly confined bridge space; facilitated and communicated clear access routes for emergency first responders, and minimized impacts to the eastbound lanes by scheduling Just-in-Time (JIT) deliveries during overnight and off-peak traffic hours.

**Quality:** The widening constructed by Rados structurally tied to an existing and historically- designated bridge structure built early in the 1900's and required uncommon arch construction. Rados maintained the historic character of the bridge while utilizing new components that met current specifications.

**Environmental:** Located directly over the LA River concrete channel, this project had the potential for downslope runoff, migrating construction dust and debris to impact the LA River channel. An effective level of SWPPP was implemented and maintained throughout the entire project, with zero citations issued by the USACE.

**Project Delivery:** The project was challenged with significant undiscovered and unrecorded subsurface conditions that varied from the original bid plans and specifications. Rados worked diligently with the City to minimize additional costs and schedule delays to the project and was recognized by then City Engineer, Gary Lee Moore, as one of the most challenging bridge projects ever undertaken by the City of Los Angeles.

**Innovation:** The 1st St. Bridge is historically designated due to the Merrill Butler support arch design that was common in the 1920's. To replicate these specialty structures, Rados developed specialized falsework and forming to allow for a matching of the bridge arch detail.



# Widening of the 1st St. Bridge

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

“ I am pleased that the difficult First Street Widening project was successfully completed by a company with the reputation and drive of Steve P. Rados”

Gary Lee Moore

City Engineer of the City of Los Angeles

3.5.B. Demonstrated Experience Table	
x	Construction of Similar Size, Scope and Complexity
x	Team Members Working Together as an Integrated Team
x	Construction/Reconstruction Using Innovative Design, Methods and Materials
x	Implementation of Complication Staging and Traffic Handling
x	Accelerated Construction of Major Elements Common to this Project
x	Staged Bridge Construction over Existing Freeway
x	Innovative Structure and Retaining Wall Design to Reduce Construction Time line and Impacts
x	Coordinating Work and Traffic Control with Adjacent Contracts Performing Similar Highway Work.
x	Coordination of Complex Public Utility Relocation as well as Construction of Municipal Utilities.
x	Experience in Placing Large and Deep Cast-In-Place and Precast Structural Concrete Elements
x	Compliance with Environmental Regulations and Restrictive Permits Requirements
x	Constructing Controversial or Highly Sensitive Public Projects; Including Experience in Coordinating with Local and Regional Agencies on Similar Sized Projects.

## Project Description

### Successfully managing and constructing projects of same size and complexity as Project.

The 1st Street Bridge project occurred in confined conditions similar to the Barton Road corridor, and involved significant structures demolition and construction, with additional retaining wall construction. The bridge begins with eight (8) spans for a length of 298’ to an Intermediate Pylon Abutment (IPA). From the IPA, the bridge crosses over 13 separate rail lines and the METRO Maintenance Facility Yard for a length of 395’. Rados’ Project Manager, worked closely with METRO facility operations to coordinate new construction with rail operational work windows. The result was zero incursions into METRO Facility ROW. At the west end of the METRO Yard the West Arch Abutment is situated – the beginning of the river crossing spans, each about 148’ each – to the eastern bank of the L.A. River. From the East Arch Abutment to the East Girder Abutment, the bridge is comprised of nine (9) spans [304’]. In addition to this complex structures construction, Rados constructed an addition 204’ aesthetic retaining wall at the east approach to the bridge. This project also included many utility relocations and maintenance of Right of Way.

**Completion of contracts on time and within fixed price.** Because the project is located in one of the oldest sections of the City of Los Angeles, much of the as-built information related to LADWP facilities were inaccurate at best, non-existent at worst. In addition, pre-bid discovery efforts were incomplete and hindered by seasonal water flow in the river’s channelized basin. As a result, early on in the project, Rados encountered significant undocumented subsurface conditions which severely impacted the schedule and the scope of work on the project. These included the discovery of unforeseen boulders, some averaging over 40’ in length, occurring directly in locations identified for new footings. To address these issues, over 60 change orders were issued to reconcile underground and substructure issues. Rados collaborated with the City to re-phase construction, mitigating cost impacts through remobilization and restaging, reallocating resources and modifying the construction project plan over the first 12 months of the job. This project would have been a great candidate for CMGC contacting, a partnered preconstruction phase would have substantially reduced the impacts that occurred on the project.

### Record of managing contracts and partnering to minimizing delays, claims, dispute proceedings, ligation and arbitration.

Rados managed difficult challenges presented by the close proximity of the project to commercial structures. To minimize delays and disruptions to the community and to eliminate direct claims to the project, the Rados Team, led by Steve Mueller, Project Manager, created a specific outreach effort for the Santa Fe Lofts, a multi-use building located within 30 feet of the project site. The Rados Team met often with building tenants to identify ways to minimize any ongoing impacts. As a result, Rados field teams created 24-hour clear access for deliveries, staged field crew parking remotely to lessen impacts on public parking available in front of the building, marked specialty zones within the project limits for express delivery vehicle parking and limited impact activities that produced vibration, dust and light pollution to specified work windows.

# Widening of the 1st St. Bridge

## Client Information:

Name of Client

**City of Los Angeles  
Bureau of Public Works  
Bureau of Engineering**

Address:

1149 S. Broadway, Suite 700 Los Angeles, CA 90015

Contact Name:

**Dung D. Tran, PE**

Telephone: (213) 485-5046

Fax: (213) 485-5912

Owners Project or Contract No.: E700051 F.1

Contract Value: \$26.8M

Final Value: \$42.8M<sup>1</sup>

Percent of Total Work Performed by the Company:  
70%

Commencement Date: 04/2008

Planned Completion Date: 05/2010

Actual Completion Date: 12/2011

Amount of Claims: \$0.00

Any Litigation No Litigation

<sup>1</sup>Cost differential is due to significant undocumented subsurface conditions which severely impacted the schedule and the scope of work. Rados collaborated with the City to re-phase construction, mitigating cost impacts through remobilization and restaging, reallocating resources and drastically modifying the construction project plan over the first 12 months of the job to avoid total project closure. This project finished with no claims, arbitration or litigation.

**Technical and management experience and expertise to plan, organize and execute the construction of, and assure the quality and safety of the project.** The two (2) historical arches reproduced by the Rados Team involved innovative and unconventional construction techniques, intricate falsework and a curved soffit to create the curved bottom of the structures. This effort was led by Mr. John Metzger, who coordinated with City of Los Angeles Bureau of Engineering for early approvals. Within the arched segment themselves, Rados formed and constructed a series of link beams, spandrel columns, transverse and longitudinal diaphragms, and sidewalk brackets to connect the arches to the deck and superstructure above. The project also included a significant amount of site work, including 4000' of 16" sanitary sewer construction, storm drains and waterlines. This specialty work was performed safely with no quality issues or concerns from the city.

**The ability to effectively manage all aspects of Contract in a quality, timely and effective manner and integrate the different parts of its organization with Department in a cohesive and seamless manner.** With the project owned by the City of Los Angeles, but extending through multiple City departments, historical and environmental agencies, the Rados Team and the Department of Public Works / Bureau of Engineering were regularly challenged to meet the needs of multiple stakeholders without impacting overall construction. Early in the preconstruction process, individual departments and agencies provided input to facilitate project planning. These included City of Los Angeles Bureau of Contract Administration, Street Services and Traffic Departments, LADWP and BOE, the USACE, METRO, California Historical Commission, Caltrans and State Departments of Air and Water Quality.

During construction, the Rados Team and City of Los Angeles together met with stakeholder representatives weekly to discuss schedule, maintenance of traffic, any utility work affecting local city facilities and to address any information requested by the stakeholders. The needs of this many stakeholders and city departments could not have been met without Rados and City of Los Angeles working together as a seamless unit to produce this very challenging project.

**The ability to develop and implement innovative solutions to accelerate construction and minimize impacts to the traveling public.** The project work zone and approaches were located immediately adjacent to an active rail transit lines, with trains running off a catenary system across the entire length of the bridge. Early in the bidding process, the Rados Team identified the 394' section of the new bridge spanning the METRO Maintenance Yard as a mission critical location with the potential to highly impact commuter rail traffic if a ROW incursion were to occur. The Rados Team, led by Mr. John Metzger, worked with the City of LA to evaluate the use and installation of a debris barrier to protect the 13 different rail facilities located directly under the work. Our proactive focus and coordinated effort resulted in zero incursions into this sensitive area over 42 months of construction. In addition, our team used innovative falsework techniques discussed above that reduced impacts to the traveling public and provided a high quality project.

## Form B: Project Description

Name of the Proposer:

### Myers-Rados, A Joint Venture

Name of the Firm: Steve P. Rados, Inc. (Rados)

Project Role: **Construction Manager/General Contractor (CMGC)**

Principal Participant: Steve P. Rados, Inc. (Rados)

Designer: TBD

Years of Experience: Roads/Streets: (2.25);

Bridges/Structures: (2.25); Utility Relocations: (2.25)

*Project Name, Location, and Nature of Work for  
Which Company Was Responsible:*

## Rt. 405 Sepulveda to Rt. 101

Location: Sherman Oaks (LA County), CA

*Nature of Work:* Heavy Civil, Bridges, Structures and Roadway Widening and Reconstruction.

### Describe Site Conditions:

This project encompassed the widening of the I-405 NB by adding one through lane and one or more auxiliary lanes to accommodate a reconfigured I-405 NB off ramp to Sepulveda, one block south of Ventura Boulevard. Rados replaced 12 bridges, and three (3) interchanges with a scope of work that included signal, lighting, drainage system reconstructions, ATMS/ITS and soundwall construction adjacent to a high-volume freeway. Through a focused staging and work plan approach, Rados significantly reduced noise and traffic impacts across the project corridor.

### Success in Meeting Caltrans Goals:

**Safety:** The I-405 / Rte. 101 / Sepulveda Boulevard Interchange is one of the most heavily traveled interchanges in the Los Angeles Freeway System. Rados executed the project utilizing over 138,000 man hours with no significant incidents. The Rados Team worked to specifically target and reduce changes to through-traffic configurations over the life of the project, yielding a reduced traffic collision incident rate.

**Mobility:** The reconstruction of this interchange required the closure of both the Ventura and Sepulveda Boulevard ramps accessing the freeways. The Rados Team developed accelerated crew mobilization and 24/7 work schedules in these areas to minimize the impacts due to these closures. Throughout the life of the project, there were no unexpected closures for any of the high-volume ramps within the project footprint.

**Quality:** Rados successfully managed several subcontractors and suppliers on the project to ensure delivered quality with no significant rework on over \$26M worth of construction. Rados worked closely with Caltrans to meet strict quality assurance and control requirements for the construction of 3,000 linear feet of aesthetic retaining walls which occurred in eight (8) separate locations.

**Environmental:** Portions of this project were located directly adjacent to retail and commercial areas, with the potential for downslope runoff, migrating construction dust and debris to have a significant impact on these businesses. SWPPP was implemented and maintained throughout the entire project, with no violations or incidents over 28 months of construction.

**Project Delivery:** Rados delivered this “A+B” bid procurement on schedule, meeting an aggressive schedule that was specifically developed to minimize overall corridor impacts, while meeting three (3) internal milestone incentives which were identified for successful project delivery.

**Innovation:** To meet the challenges of difficult site conditions, including grade changes and closely confined work areas, Rados identified specific areas of the work that were key to project success. We then devised innovative and alternative construction techniques – such as accessing retaining wall construction from above rather than below- in order to construct these portions of the work on an accelerated basis.



# Rt. 405 Sepulveda to Rt. 101

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

"I commend Steve P. Rados, inc. in their performance of the construction of this very important interchange in the Caltrans freeway network, and am pleased that the project was successfully completed with no outstanding claims.

Jagdish Patel  
Caltrans Senior Engineer

3.5.B. Demonstrated Experience Table	
x	Construction of Similar Size, Scope and Complexity
x	Team Members Working Together as an Integrated Team
x	Construction/Reconstruction Using Innovative Design, Methods and Materials
x	Implementation of Complication Staging and Traffic Handling
x	Accelerated Construction of Major Elements Common to this Project
x	Staged Bridge Construction over Existing Freeway
x	Innovative Structure and Retaining Wall Design to Reduce Construction Time line and Impacts
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x	Coordination of Complex Public Utility Relocation as well as Construction of Municipal Utilities.
x	Experience in Placing Large and Deep Cast-In-Place and Precast Structural Concrete Elements
x	Compliance with Environmental Regulations and Restrictive Permits Requirements
x	Constructing Controversial or Highly Sensitive Public Projects; Including Experience in Coordinating with Local and Regional Agencies on Similar Sized Projects.

## Project Description

**Successfully managing and constructing projects of same size and complexity as Project.** With site conditions similar to the I-215 Barton Road project, the Rt. 405 Sepulveda project involved bridge, structure, soundwall and highway widening in a high- volume corridor location along major urban arterial streets (Sepulveda and Ventura Boulevards), as well as near the confluence of two (2) major urban freeways (the I-405 and Rte. 101). The neighborhood in which the project was located has extensive retail and commercial stakeholders and small storefront restaurants and shops that are vital to the health of the surrounding community. These businesses are directly adjacent to the newly constructed on-ramps. To the rear side of many of these establishments was the construction of the widened freeway and on-ramps. Rados successfully met the challenge of maintaining viability to the community by addressing the unique needs of the business establishments within the corridor.

**Completion of contracts on time and within fixed price.** Rados was awarded the contract for the Rte. 405 – Sepulveda to Rte. 101 Interchange reconstruction in April 2005. The bidding format was an "A+B", so the proposed schedule played an important part of the bid evaluation process. In a highly competitive environment, Rados' bid came in approx. \$6.5 million under market value, taking into account the sum of the construction costs and schedule duration. Rados delivered this project on time with potential penalties of \$22,500 per day, while meeting all project milestones. Through effective scheduling and execution of the work, Rados not only satisfied the needs of critical corridor stakeholders but was able to meet all interim milestone early completion incentives, while delivering the overall project earlier than the 484 days projected in its bid.

**Record of managing contracts and partnering to minimizing delays, claims, dispute proceedings, litigation and arbitration.** The project was located along two (2) major urban arterial streets, as well as near the confluence of two (2) major urban freeways. The neighborhood in which the project was located has extensive commercial businesses. Rados worked with the Caltrans Team, was active in the planning, and then solely responsible for self-performing the implementation of the traffic handling plans. The construction of the widened freeway and on-ramps was directly to the rear of many of local businesses, challenging Rados and Caltrans to work together to perform the work while still maintaining viability to those small business establishments while minimizing delays, disputes and potential litigation resulting from construction impacts. In many instances, when parking was limited on Sepulveda during its widening, we insured that adequate short-term parking access was made available to those businesses to the rear of their establishments. Conversely, when retaining wall and embankment construction limited access to rear parking areas, Rados worked to construct early access to frontage parking. Because of these actions, including formal partnering, our team had no claims, disputes, litigation or arbitration on the project.

# Rt. 405 Sepulveda to 101

## Client Information:

Name of Client

**Caltrans District 7**

Address:

100 Main Street, Los Angeles, CA 90012

Contact Name:

**Jagdish Patel, RE**

Telephone: (909) 884-8276

Fax: (909) 885-4407

Owners Project or Contract No.: 07-201204

Contract Value: \$23.7M

Final Value: \$26.9M<sup>1</sup>

Percent of Total Work Performed by the Company:  
65%

Commencement Date: 04/2005

Planned Completion Date: 12/2007

Actual Completion Date: 12/2007

Amount of Claims: \$0.00

Any Litigation No Litigation

<sup>1</sup>Cost differential is due to achievement of performance awards for the A+B procurement.

**Technical and management experience and expertise to plan, organize and execute the construction of, and assure the quality and safety of the project.** This successful delivery included all of the critical elements found on the I-215 Barton Road project. In addition to the scope of work described earlier, Rados also widened Sepulveda Boulevard (a street under the jurisdiction of the City of Los Angeles) including curbs, sidewalks, and landscaping improvements to accommodate additional stacking capacity for the reconfigured on-ramps. The project also included the construction of over 3,600 linear feet of retaining walls in eight (8) separate locations. Paving plans, construction details, transition elements were all reviewed to ensure the final design documents were complete, constructible and efficient to build. Schedule, cost, ROW constraints were also reviewed to determine the best value approach for completing the project. During construction, Rados met with local stakeholders and municipalities weekly to discuss schedule, maintenance of traffic, any utility work affecting local city facilities and any information requested by the stakeholders. These efforts resulted in excellent quality and safety records for the project, because preplanning and work plans were a priority.

Similar to the Barton Road effort, this project required the relocation and or reconstruction of utilities including storm drainage, sanitary sewers, and water and irrigation lines to accommodate the heavy civil improvements. To address tough project utility challenges, Rados' Utility Coordinator worked closely with the Caltrans RE and field teams to devise and execute solutions for each conflict while negotiating many of the utility agreements needed for the project. The group successfully managed all utility conflicts with no delay to the project schedule.

**The ability to effectively manage all aspects of Contract in a quality, timely and effective manner and integrate the different parts of its organization with Department in a cohesive and seamless manner.** Rados self-performed the majority of the work and managed many key specialty subcontractors to maintain the accelerated project schedule. While not co-located, the Rados Team, Caltrans and the Caltrans project team met regularly during all phases of the project to facilitate a collaborative team atmosphere. Communication was open and efficient among all team members to accelerate construction and facilitate quality reviews. The team's ability to work collaboratively and productively together through construction and access and utility issues (described in previous sections) was an integral component of the partnering process and was a contributing factor to the project's timely completion and overall success.

**The ability to develop and implement innovative solutions to accelerate construction and minimize impacts to the traveling public.** In coordinating with Caltrans and local government interests, we focused on mitigating potential access impacts to local commuter by focusing on night lane closures and "early daily open" strategies that resulted in an improved public perception of the project. Our teams coordinated with the Caltrans PIO and media sources on a daily basis to notify the public of schedule and current MOT plans.

# 5.

## Proposer Key Personnel

RFQ Section 3.6

The Myers-Rados team offers Caltrans the best team of experienced, dedicated preconstruction and construction professionals with the exact experience in managing the critical elements found in the I-215 Barton Road project. In assembling this team of professionals our goal was to provide Caltrans with personnel with four vital team characteristics:

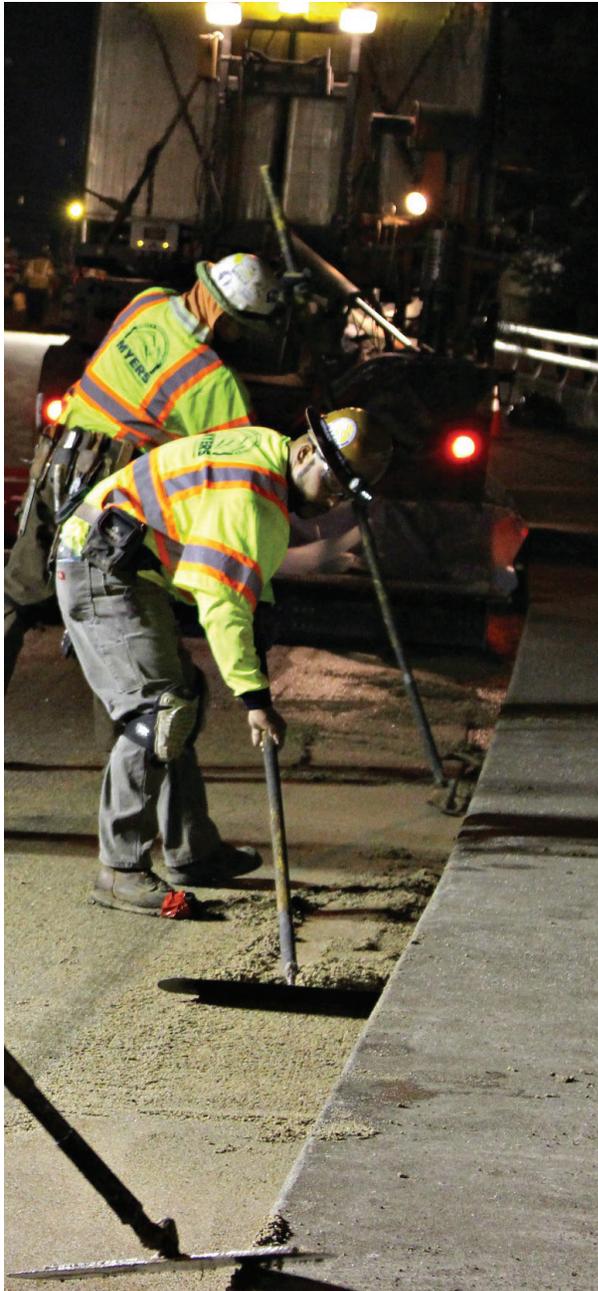
- Proven ability to successfully deliver similar complex, multi-stage infrastructure projects
- Experience working on similar projects locally and regionally
- Recognized for supporting innovative design and construction practices that will minimize risk and impacts
- Committed for the contract duration to provide continuity and maximize institutional knowledge.

### Key Team Members: Project Experience by Caltrans Established Goals

	3.6.1 Preferred Key Personnel				3.6.1.e Additional Key Personnel	
	Micaiah Revero Project Manager	John Metzger Construction Manager	Kevin Howlett Lead Estimator	Joe Peck Scheduler	Gerardo Perez Preconstruction Manager	John Njord CMGC Specialist
Safety	Developed an innovative bridge jacking technique that dramatically increased safety	Currently Construction Manager - Team recognized for delivering 1M man hours w/ no lost time accident	Provided OPCC for acceleration /deceleration zones that facilitated safe access for const. vehicles	Providing safety scheduling evaluations for the current Caltrans Rt 140 Ferguson Slide CMGC	Worked directly with design team to plan and implement hundreds of traffic control plans on the SR22 project.	Led large CMGC and DB projects for UDOT with recognized and outstanding safety records
Mobility	Realigned K-Rail and traffic control devices to minimize impacts to high volume traffic	Of 51 ramps that were reconstructed, 46 of them [90%] remained open and functional	Lead estimator on \$1.2B in projects with mobility elements similar to Barton	Lead scheduler for the \$385 Million Route 3 Design/Build Project for the Massachusetts Highway Department	Created staging and work plan approach which significantly reduced noise and construction traffic impacts	Led incorporation of A+B procurement to reduce the physical impacts on traffic volume
Quality	Championed use of high-slump, small aggregate structural concrete for better quality	Constructed 317 complex utility crossings without a service interruption	In his latest CMGC project, he modeled cost and construction impacts of several bridge designs	Provides scenario outcomes for evaluation and incorporate the interests of key project stakeholders	Led team that received nine (9) minor non-conformance reports issued for over \$425M of work	Under his direction, UDOT known as one of the most innovative and best run state DOT's in America
Enviro.	Led the development of a SWPPP that includes solid waste recycling	Best Management Practices (BMP's) for over 12 miles of high-volume corridor with zero incursions	Created CMGC Risk matrix for enviro. mitigation methods and third party utility requirements.	Recognized for his expertise in planning, schedule preparation, schedule oversight, schedule review	Incorporated recycled demolition material to repair yielding subgrade	Facilitated the use of CMGC for early mitigation of environmental issues on state projects
Delivery	Project Manger for \$80M LAX CMAR- currently under budget and on time	Expert in providing constructability, value analysis in collaboration with design teams	Achieved an approved GMP on 100% of his CMGC projects	Provides scenario outcomes for evaluation and incorporate the interests of key project stakeholders	Developed VECPs that yielded nearly 650K in scope and construction savings on a single project	Longest serving CEO of a Department of Transportation
Innovation	Implemented two VECP's - resulted in + \$2.5M in savings to the project	Utilized a "football" configuration to allow for 24/7 construction and project acceleration	Lead Estimator for the current Caltrans Rt 140 Ferguson Slide CMGC	Provides resource and revenue loaded schedules that evaluate cost/benefit for VECP's	Developed Iternate construction concepts for the use of precast partial depth bridge deck panels	Led the incorporation of ABC bridge construction and accelerated delivery

# A. Organizational Structure

RFQ Section 3.6.1.



MYERS-RADOS, A JOINT VENTURE

## Organizational Team Narrative

The Myers-Rados Team is organized to successfully manage the project from preconstruction through completion of all construction, developing a collaborative partnering environment with our partner Caltrans, as well as stakeholder interests and oversight agencies.

### Management Group

The Myers-Rados Project Manager, Micaiah Revero will act as the single point of contact and primary link of communication with Caltrans and the Caltrans District 8 Team. He has full authority to execute the project and make decisions on behalf of the Joint Venture. As the Project Manager, Micaiah has direct oversight of the Preconstruction Services, Construction Services, and Project Support Pool Personnel. Support pool personnel will provide additional experience and expertise to the Myers-Rados Team, but are also available to Caltrans staff directly as an “extension of staff” support under the CMGC framework.

Micaiah will be directly supported by John Njord, P.E., CMGC Specialist – the first of two value added positions identified by Myers-Rados. As CMGC specialist, John functions as an independent resource, coordinating directly with Caltrans and the project manager to ensure the collaboration and integration necessary to achieve the benefits of the CMGC framework. John will be directly available to Caltrans staff through out the life cycle of the project to share his industry-leading CMGC experience and expertise.

With project oversight and contractual responsibility, the Project Executive Team, consisting of Mr. C.C. Myers (Myers) and Mr. Terry Wenz (Rados), will ensure the ready availability of necessary personnel, equipment and material resources to deliver the I-215 Barton Road project on time, on budget while maintaining a record of zero accidents and impacts to the community and environment. They will provide oversight to the project manager and act as the point of contact for both the safety and quality control functions. They will ensure both confidentiality and review capacity that is independent from the project management structure.

Mr. Myers and Mr. Wenz are responsible for maintaining the positive relationships and the long-standing reputation the Myers-Rados Team members have earned with Caltrans. As such, they will handle all contractual matters on behalf of the joint venture and be ultimately accountable for the quality and timeliness of the team’s performance.

## Industry Leading Preconstruction Services

Because successful CMGC project delivery hinges on a robust and vibrant CMGC preconstruction services approach, Myers-Rados has identified the role of Preconstruction Manager, lead by Gerardo Perez, as second of two value added positions vital to the success of this project. Gerardo will report directly to Micaiah and will coordinate a staff of preconstruction specialists to complete all of the tasks required for the Preconstruction Services and Construction Manager phases of the project. His extensive expertise in the CMGC delivery method will allow him to bring Myers-Rados established processes and procedures to Caltrans for their consideration and use on the project. At the end of the preconstruction services phase, Gerardo will provide transition support to the construction services team to ensure a seamless transition and maximum benefit to the project.

Reporting directly to Gerardo will be Lead Scheduler Joe Peck, and Lead Estimator/Budget Manager Kevin Howlett. Joe is responsible for preparing and accurately maintaining the resource loaded baseline schedule. Kevin will be supported by the estimating team consisting of estimators specializing in structures, roadway and traffic management, and will work with the CMGC team at large to provide value analysis and conceptual cost estimates throughout the preconstruction phase. He is directly responsible for GMP modeling and total project estimating and will interact with Caltrans ICE.

## Combined with the Skill And Knowledge to Build the Job

The I-215 Barton Road project is a complex effort that will require intense coordination to deliver the project ahead of schedule, on budget and with minimal impacts to stakeholders. The ability to execute the work effectively based on the preconstruction services discovery and innovations process is of prime importance. The construction services team will be led by Construction Manager John Metzger. His role is to successfully build the job through the planning, organizing, scheduling and directing of all project construction activities. John will provide the project manager with specific expertise and the necessary information to make accurate and timely decisions throughout the preconstruction and construction phases of the project. John will directly oversee Tony Amaya, MOT Coordinator, and Gonzolo Ceja, Utilities Relocation Coordinator.

## Monitoring For Safety and Quality

Independent monitoring includes Ed Bulaong - Quality Control Lead, and Claude Fiske - Safety Manager. Each of these individuals reports directly to the Project Executive Team in order to ensure independent reporting of safety and quality compliance. Claude 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 QA/QC Manager will develop the QA/QC program for the project and direct the execution of both the quality inspectors and the independent labs.

## Coordination and Logistics Management (CALM)

The CALM Team is led by Kevin Carter, CALM Manager, and will communicate directly with the Project Manager, Preconstruction Manager, Project Construction Manager. The purpose of the CALM Team is to facilitate communication on changes to project scheduling, construction stages, traffic control and closures, and detours that may affect the traveling public or construction personnel performing work adjacent to or within the project corridor. The CALM Team also acts as an Ombudsman on behalf of Caltrans and project stakeholders to minimize impacts to the community. The CALM Team manages all community outreach during the preconstruction and construction phases and supports the Caltrans' Public Outreach efforts.

## B. Qualified Personnel

RFQ Section 3.6.2

Myers-Rados is comprised of a highly experienced, dedicated team of professionals with real-world experience in successful CMGC delivery and expertise in Caltrans Construction Standards. They are qualified and prepared to effectively manage all aspects of the Contract and to integrate and support Caltrans in a cohesive and seamless manner. Myers-Rados is committing a project team and resources that has proven to exceed the expectations of Caltrans. The team utilizes a CMGC approach that maximizes value and mitigates impacts to cost and schedule while mitigating overall risk to Caltrans.

### LAX Second Level Roadway Repair et al. (CMAR)

*Mr. Revero led the development and submittal of two Value Engineering (VE) Change Proposals which have cumulatively saved the project approx. \$2.5M in construction costs and mitigated impacts to the traveling public.*

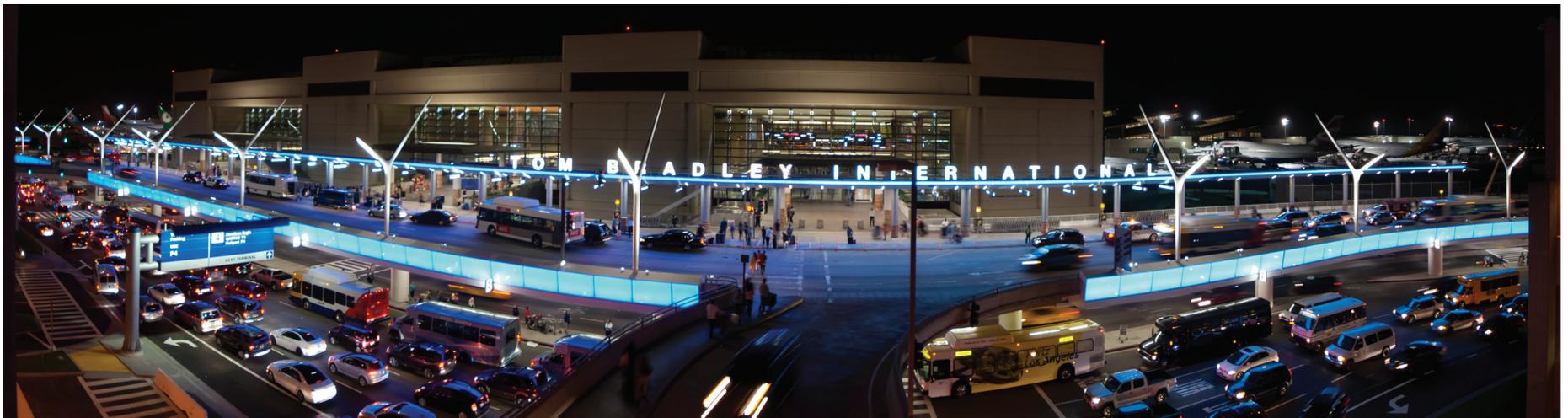
## Key Team Members

### Micaiah Revero - Project Manager

Micaiah Revero is an industry leading project manager who has overseen complex civil infrastructure, bridge and construction efforts across the United States. He brings expertise in assessing project parameters and requirements including risk mitigation, schedule and cost savings concepts for complex and intensive projects. He is well versed in the federal, state and local permitting process and understands their impact on design, schedule, and costs. Micaiah is currently managing the \$80M Construction Manager at Risk (CMAR) 2nd Level Roadway Reconstruction, et al, project at Los Angeles International Airport (LAX). This delivery method is nearly identical to the CMGC procurement and delivery method indicated for the I-215 Barton Road project. Micaiah's comprehensive project management methodology ensures the close integration of owner, designer, construction and environmental stakeholders.

**Authority:** Micaiah has the management authority over all of the I-215/Barton Road preconstruction and construction team members and will ensure the complete availability and focus of these employees to the project. He has authority over daily construction operations, as well as field and subcontractor staff. He has the authority to negotiate a GMP with Caltrans, to enter into subcontracts, consulting agreements, and purchasing agreements on behalf of Myers-Rados. During construction, Micaiah is empowered to "Stop Work" when necessary.

**Method of Selection:** Micaiah was selected for project for the experience and expertise he brings to CMGC, his extensive understanding of complex project delivery and expertise in heavy civil, roadway and structures scopes. He has provided design management and project execution that has ensured adherence to project schedules and budgets while maintaining safety and quality standards, with zero-lost days due to accidents.



### **C.C. Myers - Executive Team**

If one individual has his finger on the pulse of transportation in California, it is Mr. C.C. Myers. Mr. Myers' easygoing manner and ability to communicate plainly and effectively, with both clients and project stakeholders, ideally positions him to oversee the overall delivery of this project effort.

### **Terry Wenz - Executive Team**

Over his 35-year career, Mr. Wenz has built a reputation for successfully delivering the most technically challenging, resource driven projects across California. He will work directly with Mr. Myers to ensure the successful execution of this I-215 Barton Road project.

Authority: Mr. Myers and Mr. Wenz have oversight authority over all facets of the Myers-Rados Team effort and will ensure the complete availability of all necessary financial, material and staffing resources to ensure the Caltrans' project goals are achieved. They have oversight and contractual authority over GMP negotiations, subcontracts, consulting and purchasing agreements.

Method of Selection: Mr. Myers and Mr. Wenz were selected for unique experience with complex and challenging California transportation infrastructure projects, their recognized leadership in projects with identical elements of bridge and highway construction, as well as their understanding of the challenges of working in sensitive mixed use retail-commercial-residential environments. They have a proven track record of team building and partnering with Caltrans, oversight agencies and stakeholders, and have consistently led teams in the delivery of safe, successful and sound projects meeting schedule and budget goals.

### **John Metzger - Project Construction Manager**

John has over 34 years of experience in the construction of heavy civil projects of similar size and scope. He has successfully managed the construction of highways and bridge projects with comparable Average Daily Trip (ADT) loads. John is recognized for his experience to preconstruction, assisting in value analysis and constructability reviews and in supporting the development of a comprehensive GMP that incorporates both value and innovation. John is second-to-none in leading the integration of a social safety mindset into daily work activities. He has a record of zero lost time accidents on projects under his management.

Authority: John has the authority to commit the necessary personnel, material and equipment resources to the successful delivery of this project. John is empowered to "Stop Work," if necessary, to address any safety, quality or delivery issue that may impact the project.

Method of Selection: John was selected for his significant experience with Caltrans involving bridge construction, highway construction and realignment, and grading projects, as well as work in sensitive environments. He has a proven track record of team building and partnering with Caltrans.

### **Kevin Howlett - Lead Estimator**

As the Chief Estimator, he has led efforts for 21 CMGC and design-build projects for UDOT and the Utah Transit Agency worth over \$2M and led estimating teams in the open book cost modeling of over \$1.2B in projects containing over 40 similar highway and bridge structures components.

Authority: Kevin has the authority to share confidential cost information including crew composition and history of productions with his Caltrans and Independent Cost Engineer counterparts. Kevin has the authority to interact with contractors and suppliers and discuss innovation alternatives, current cost considerations and escalations.

Method of Selection: Kevin was selected for this I-215 / Barton Road project for his extensive estimation experience within the CMGC environment, his consistent record of achieving viable GMP's and his recognized excellence in collaborative communication with owners and fiscal stakeholders.

### **Joe Peck - Scheduler**

Joe provides industry-leading experience in heavy civil, bridge, rail and highway project scheduling and has worked on over 21 Caltrans projects worth over \$765M in project value. Nationally, Joe led planning and scheduling efforts for significant capital projects including the \$14.5 Billion Central Artery Tunnel (Big Dig) in Boston, \$3.8 Billion Deer Island Waste Treatment Facility in Boston and the \$385 Million Route 3 Design/Build Project for the Massachusetts Highway Department.

Joe currently holds a similar position and works with Micaiah Revero on the \$80M 2nd Level Roadway et al CMAR at LAX, is the lead scheduler for the \$52M Caltrans Rt. 140 CMGC (Ferguson Slide) and recently finished work on the \$18M Fix50 W/X viaduct Reconstruction. (wasn't sure about the placement)

Authority: Joe will work hand-in-hand with Caltrans scheduling staff to verify the validity of current schedules, provide updates and create alternatives in order to mitigate areas of risk. Joe has the authority to share all of Myers-Rados' collected scheduling data directly with Caltrans.

Method of Selection: Joe was selected for his extensive Caltrans project delivery experience, his industry-recognized approach and understanding of scheduling dynamics and his proven record of clear and factual communication.

### **Two Value Added Positions**

Myers-Rados has identified two (2) additional value added positions which include following key members:

#### **John Njord, P.E.- CMGC Specialist**

John is a proven leader with a working knowledge of the technical aspects of the transportation and infrastructure industry in addition to a first-hand understanding of the political, financial, and social requirements. At the time of his retirement, he was the longest serving CEO of a State Department of Transportation (DOT) in the country having served for 12 years and under four (4) Governors. Under John's leadership, multiple billions of dollars worth of infrastructure projects were delivered on schedule and budget, or better, using partnering techniques.

Authority: As CMGC specialist, John functions as an independent resource, coordinating directly with Caltrans and the project manager to ensure the collaboration and integration necessary to achieve the benefits of the CMGC framework. John will be directly available to Caltrans staff throughout the life cycle of the project to share his industry-leading CMGC experience and expertise.

Method of Selection: John was selected for his industry-leading experience facilitating Design/Build and CMGC partnering on major infrastructure projects in New York, California, Florida, Louisiana, Minnesota, Missouri, Oregon, Wyoming and Washington. He has advised clients regarding innovative project delivery methods and informed best practices and is the editor of a widely circulated transportation industry newsletter. He provides an unparalleled resource to Caltrans and ensures the full implementation of CMGC framework across the life cycle of the project.

#### **Gerardo Perez. - Preconstruction Manager**

Gerardo will lead the constructability and value analysis efforts, spearheading the development and vetting of alternative technical concepts. He will track and assist Caltrans, when needed, in utility relocation and ROW acquisition. He will support the scheduling, risk management, estimation and project management teams in the development of an accurate and accepted GMP and will ensure a seamless transition from preconstruction to construction.

Authority: Gerardo has the authority to commit personnel and material resources during the preconstruction phase to meet project demands. He has the authority to commit the Myers-Rados Team to timelines and critical path milestones.

Method of Selection: As an experienced construction professional, who is accustomed to coordinating, and communicating that experience to design teams, Gerardo is ideally suited to provide preconstruction leadership to the Myers-Rados Team and strong support to the Caltrans design team. Gerardo is recognized for his preconstruction approach and has been instrumental in developing bridges between design and construction teams, across all methods of procurement.

## Key Caltrans Support Pool

In addition to the key personnel outlined in 3.6.2.a, we have identified key supporting staff that bring added value and expertise to the I-215 Barton Road effort. If requested, these staff would be made available to Caltrans for “extension of staff” – providing project support and expertise. These staff include:

### **Chip Willet, PE - Right-of-Way Specialist**

Mr. Willett has managed the right of way identification and delivery process for numerous projects throughout the State of California over the last 26 years, including projects on and off the Caltrans system. He recently served as the Right of Way Coordinator for the 1-10/I-605 Interchange Improvements Design-Build Project in Los Angeles to construct a new flyover connection at the I-10/605 interchange. His responsibilities included close coordination with Caltrans, the design team and contractor for acquisitions in residential areas in the City of Baldwin Park, including oversight of all right of way activities. Mr. Willett will be responsible for identifying right of way risks, definition of critical parcels or critical path acquisitions and assisting District ROW staff with project delivery, including but not limited to obtaining all appraisals required (real estate, review, furniture, fixture and equipment appraisals, and goodwill appraisals), preparation of offer packages, management of residential and business acquisition and relocation services, and right of way certification and delivery.

### **Brandon Squire, PE - Accelerated Bridge Construction Specialist**

As a professional engineer with over 24 year of bridge and structures construction experience, Mr. Squire delivers innovative design and quality preconstruction expertise for complex and challenging transportation infrastructure projects across the nation. Brandon’s areas of expertise includes the integration of Accelerated Bridge Construction (ABC) techniques, preconstruction ABC evaluation, design and construction team management. 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 and understands the cost/benefit analysis that is vital to the successful integration of ABC into state transportation projects.. 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 a UDOT Construction Manager on the \$232M I-15 NOW Design-Build project in Weber County. Additionally, Brandon was instrumental in developing UDOT’s standardization manual for ABC integration and is a nationally recognized expert in the utilization of ABC to deliver added value and reduced impacts for multi-stage transportation projects.

### **Linda Bohlinger - Funding Specialist**

In addition to innovation in engineering and construction, we believe an effective way of achieving “more now” is the ability to leverage many different funding sources available to public agencies at local, state, and federal levels. To assist in this effort, we are proposing the addition of Linda Bohlinger - Funding Specialist- to our team. Linda brings a wealth of funding innovation experience and will assist the team and Caltrans to explore and examine potential funding sources that could be utilized to obtain additional scope.

Mrs. Bohlinger, a principal consultant in Parsons Brinckerhoff’s Strategic Consult Group, advises transportation owners, operators and developers on project development, funding and policy, including alternative delivery, value capture, congestion pricing and public-private partnerships. She is a nationally recognized transportation funding specialist with industry experience in both the public and private sector. During her 36 year career, Ms. Bohlinger has worked with federal, state and local transportation agencies, providers and investors to develop and implement capital programs, funding strategies, financial plans, public-private partnership (P3) endeavors and other innovative financial approaches for rail, bus and highway projects.

### **Kevin Carter - Coordination and Logistics Manager (CALM)**

Kevin has over 20 years of experience in the construction of heavy civil transportation infrastructure, wet utility conveyance. He has successfully managed the construction of well over 30 miles of highway with comparable Average Daily Trip (ADT) loads for a total project value of over \$250 million. Kevin is recognized for his effective communication style and his ability to successfully work with diverse project stakeholders – technical, construction, client, public and environmental, to achieve successful project outcomes. Kevin will work directly with key members of the preconstruction and construction team to facilitate project coordination and to provide any and all necessary data to effectively support Caltrans Public Outreach efforts. Kevin currently holds this position at LAX.

### **Mr. Namat Hosseinion - Environmental Compliance and Permitting Specialist**

In support of the project, Dokken Engineering will be providing their in-house Environmental Services Group with considerable experience working throughout the State of California on transportation and public works projects identical to the I-215 Barton Road effort. This effort will be led by Mr. Namat Hosseinion. Namat is an Environmental Compliance Manager with Dokken Engineering and will be responsible for various stages of environmental compliance during construction and preconstruction activities including management and preparation of scoping documents, completion of NEPA/CEQA environmental documents, technical studies, and environmental permits.

Mr. Hosseinion, a previous Caltrans employee, has wide ranging experience in obtaining environmental approvals for transportation projects, including local assistance and capital outlay projects with Caltrans and the FHWA. He has managed large-scale environmental tasks including environmental analysis and documentation, regulatory compliance, value engineering/analysis, public outreach for multi-disciplinary projects, and has focused experience on highways, transit, interchange, and bridge projects. He is currently filling this role on the Rt. 140 CMGC project.

### **Ed Bulaong - QA/QC Lead**

Ed Bulaong received his Civil Engineering degree in 1988 and has been employed by Steve P. Rados, Inc. since 2005. For the past six years as a part of his project engineering responsibilities he has been Rados' QC representative on their last two San Francisco Public Utilities Commission projects, the Sunol Alameda Siphon #4 project, and the Seismic Upgrade of the Alameda Siphon Pipelines at the Hayward Fault.

### **Gonzolo Ceja - Utility Relocation Specialist**

Mr. Ceja has been employed by Steve P. Rados, Inc. for over thirty years. As a Labor Superintendent, he has overseen Rados' efforts on countless utility relocations, and on many projects with new utility construction. Mr. Ceja has worked independently on this type of work, planning and scheduling his labor and equipment, listing and procuring materials, interacting with public utility agencies, and arranging for inspections and acceptances by the public utilities of the completed work.

Gonzolo led Rados' underground utility work on the First Street Bridge project in Los Angeles, as well as on the I-215 project in San Bernardino, both referenced projects.

### **Anthony Amaya - Traffic Specialist**

Mr. Amaya is a graduate engineer (CalState Northridge) and has been employed by Steve P. Rados, Inc. for over ten years. Mr. Amaya worked as a traffic control liaison on referenced project, Rt. 22 Freeway Widening and Reconstruction, and is currently handling the nighttime traffic control efforts on EXPO 2 (also a referenced project). Prior to EXPO 2, Mr. Amaya worked on the First Street Bridge Project in Los Angeles, where in addition to other general project engineer duties, handled the preparation of traffic control plans and the procurement of traffic control permits with the City of Los Angeles.

## **Key Personnel**

RFQ Section 3.6.2.A

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

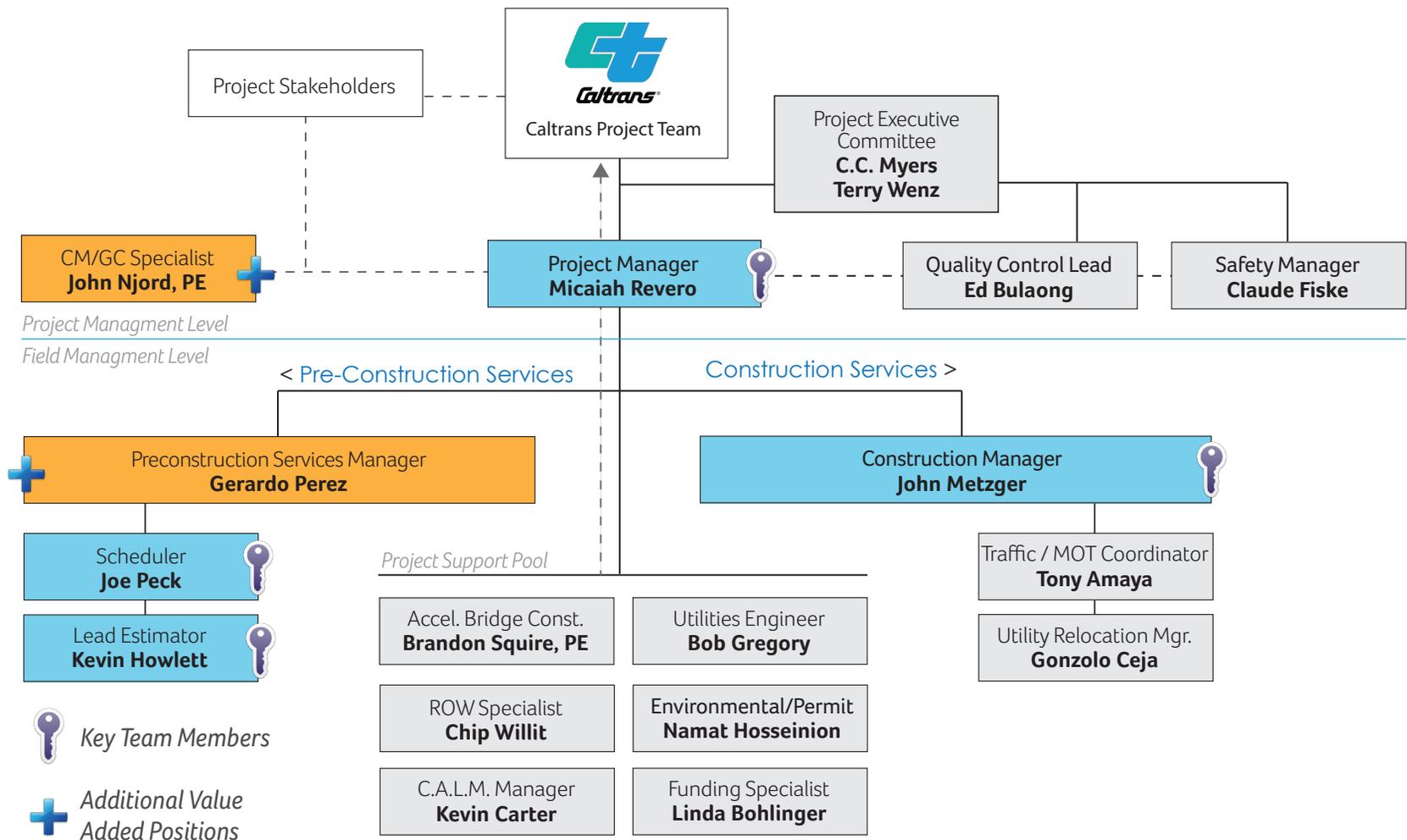
## **Required Resumes**

RFQ Section 3.6.2.B

Required Resumes for Personnel are included in Appendix A

## Project Team

This organizational chart identifies management staff and key personnel at both the field and corporate levels, provides lines of authority and structure for both the pre-construction and construction phase of the project.



## Myers-Rados- Delivering Success

Myers-Rados is the right partner to deliver this project on schedule and under budget, while incorporating value at every level in the project life cycle. Our CMGC experience, highway, structures, right-of-way and utilities expertise, combined with our local knowledge positions our team to meet the project challenges and respond to the needs of the project stakeholders, community and environment. We are committed to high quality, safety, and project success, and we are excited to have this opportunity to be the partner of choice for Caltrans.

Preferred Key Personnel RFQ Section 3.6.3 Additional Information		% Project Commitment			(2) Percentage Committed to other Projects	(2) Description
		Design	Post Design	Construction		
Key Positions Identified	Micaiah Revero - Project Manager	100	100	100	None	Micaiah is 100% committed to the I-215/Barton Road Project. He will only work on other projects if time allows.
	John Metzger - Project Construction Manager -	100	100	100	None	John is 100% committed to the I-215/Barton Road Project. He will only work on other projects if time allows.
	Kevin Howlett - Lead Estimator/Budget Manager	100	100	100	None	Kevin is 100% committed to the I-215/Barton Road Project. He will only work on other projects if time allows.
	Joe Peck - Lead Scheduler	100	100	100	None	Joe is 100% committed to the I-215/Barton Road Project. He will only work on other projects if time allows.
(2) Additional Positions	Geraldo Perez, Preconstruction Manager	100	100	100	None	Geraldo is 100% committed to the I-215/Barton Road Project. He will only work on other projects if time allows.
	John Njord, P.E. CMGC Specialist	100	50	50	None	John is 100% committed to the I-215/Barton Road Project for Preconstruction Services. He will only work on other projects if time allows. As design is completed, John's services will taper off during construction. Other projects to be determined.

- Myers-Rados fully understands that Caltrans has the final decision on actual hours of the key personnel on the project. 100% commitment means that this person is 100% available to meet Caltrans' schedule for meetings and providing deliverables.
- Preconstruction effort is expected to change from week to week depending on the project needs and Caltrans' schedule.
- The I-215/Barton Road project will be the primary responsibility for the Key Personnel. Work on other projects will be performed only as time allows.

### Ensuring that Key Personnel Remain Assigned to the Project For It's Duration

Each member of the I-215/Barton Road team has been vetted for upcoming scheduling conflicts, project assignments and project overlap that would in any way affect their 100% commitment to the I-215/Barton Road project. As in the Organizational Chart accompanying this submission, the I-215/Barton Road team has the full and complete support of the Executive Team. **This support includes the understanding that each individual committed to the I-215/Barton Road team will remain assigned to the project for it's duration.**

# 06



**Steve P. Rados, Inc.**

# 6.

## Understanding And Approach RFQ Section 3.7

**As important as the construction scope is our role in supporting Caltrans as your CMGC.** We know that partnering is about continuously cultivating the strong positive relationships necessary to realize project success.

Collaboration is the backbone of our successful CMGC management platform and we bring our vibrant and successful Caltrans CMGC approach to this project. The Myers-Rados team has extensive experience in supporting Caltrans for CMGC project delivery, most recently on the Rt. 140 Ferguson Slide. Project Manager, Micaiah Revero, currently completing an \$80M CMAR at Los Angeles World Airports (LAX), will promote the Project's partnering principles on a daily basis and create an atmosphere of collaboration, innovation and creativity during preconstruction services.

## A. Project Understanding RFQ Section 3.7.A

Myers-Rados has extensive experience partnering with Caltrans, CMGC expertise, and the local presence obtained from decades of building projects in San Bernardino County, to be leveraged towards exceeding the expectations of Caltrans in delivering the I-215/Barton Road Interchange project. We understand the critical nature of this project to Caltrans, and through our analysis of the project, we are able to provide unique solutions to some of the major construction challenges this project presents.

### Understanding of the Project Scope

We understand the scope of this project entails performing the role of CMGC in designing and constructing the widening of Barton Road adjacent to and over-crossing the I-215 to meet or exceed Caltrans standards. Major items of work include the following: The Barton Road over-crossing will be raised to accommodate vertical clearance standard requirements and widened to a total of five lanes; two through lanes in each direction plus one lane that provides access to both the I-215 northbound and southbound directions. In addition, the I-215 freeway will be widened, cold-planed and overlaid adjacent to Barton Road. New sound walls and retaining walls along the I-215 will be constructed.

The high volume of traffic both on the I-215, as well as Barton Road and the impacted local roads, will be seamlessly maintained during all construction phasing. Significant coordination of third party stakeholders is critical. Stakeholders include the City of Grand Terrace, adjacent cities, San Bernardino County Emergency Services and SANBAG. Coordination is also required with utility companies and other construction projects taking place within the corridor. Additionally, coordination is required with local businesses, Grand Terrace Elementary School, and property owners (for example the Terrace Village RV park) and Grand Terrace Mobile Home Park.

New drainage systems, alterations to an existing concrete channel and landscaping consistent with the existing landscaping along the I-215 will be

constructed.

A new roundabout on the southbound side of the I-215 at Barton Road will be built. The northbound exit ramps will also be modified. This will be the first roundabout ever built for Caltrans in San Bernardino County, District 8. This is from a report from July 2014 called "Roundabouts - The California State System Roundabouts Inventory". Commerce Way will be realigned and widened to intersect at Vivienda Avenue. Additionally, alterations will be made to Michigan Avenue. Adjacent street work includes construction of a two-lane road parallel to Vivienda Avenue between La Crosse Avenue (Carhart Rd.) and Grand Terrace Road. Driveways will be constructed for residents and businesses, and a new cul-de-sac at the existing T-intersection of Michigan Avenue and Barton Road will be built.

### Local and Regional Significance

Locally, Barton Road is the only freeway interchange in Grand Terrace and serves as the primary access to the City as well as key commercial and industrial areas to the west of the project site. Regionally, the proposed interchange improvement project will accommodate the programmatic widening of Interstate 215, realign the on-ramps and off-ramps and provide increased level of service. Our team recently completed the I-215 freeway reconstruction in San Bernardino County, a four-year project less than four miles from the Barton Road interchange. Our relationships and the local knowledge we have developed allowed the I-215 freeway reconstruction project to win the 25th Annual CTF Transportation Award: Freeway / Expressway Project of the Year (2014).

## Relationship of the Project Constraints and Potential Impacts to the Project Schedule

Through site visits, performing independent traffic counts and other due diligence, the Myers-Rados team has identified the following constraints:

<p><b>1. Maintenance of Traffic (MOT)</b></p> <p>Impact</p> <p>Efficient East / West mobility through the Barton Road corridor will be of primary importance to maintaining the project schedule &amp; satisfying the citizens of Grand Terrace, and businesses such as Lineage Trucking.</p>	<p><b>2. Right of Way</b></p> <p>Impact</p> <p>Right-of-way procurement is identified as a high-risk item with the ability to significantly delay the construction of the project.</p>	<p><b>3. Roundabout Construction</b></p> <p>Impact</p> <p>Roundabout construction is unique and may have construction requirements not readily apparent in the design phase that could affect the proposed project schedule.</p>
<p>Myers-Rados Approach</p> <ul style="list-style-type: none"> <li>Collaborate with Caltrans and additional stakeholders to provide input on traffic control and staging plans to minimize both cost and schedule impacts.</li> <li>Utilize a 72-hour closure to complete major items of construction minimizing overall long-term impacts to project traffic flow.</li> <li>Formulate plan for efficient handling of pedestrian traffic throughout jobsite.</li> <li>Develop and implement a comprehensive public information plan during preconstruction and construction phases. Use of website, flyers, and public meetings to keep the public informed on traffic flow throughout the project.</li> </ul>	<p>Myers-Rados Approach</p> <ul style="list-style-type: none"> <li>Early in the CMGC design process, work with the Caltrans' real estate department to identify properties affected by partial or full takes.</li> <li>Utilize the services of Dokken Right of Way Department as a support service to Caltrans ROW, to facilitate the identification and procurement of right-of-way for the project. Right of way mapping and appraisals for the proposed Right of Way requirement are being developed, by early coordination and collaboration with Caltrans, our team can assist in finalizing ROW requirements and procurements.</li> <li>Minimize impacts to adjacent property owners by performing significant impact construction activities during "off peak" times. (i.e. – build the retaining walls along the Grand Terrace Elementary School during vacation, holidays or during a shift when school is not in session).</li> </ul>	<p>Myers-Rados Approach</p> <ul style="list-style-type: none"> <li>Our team has successful built roundabouts and facilitated traffic flows, in the roundabout planning, design, and construction phases.</li> <li>Investigate the possibility of constructing the roundabout under an accelerated, extended weekend closure, to minimize the impacts to traffic flows.</li> <li>Explore the possibility of building the riding surface of the roundabout out of PCCP, or other more durable riding surface to increase longevity due to the significant volume of truck traffic observed.</li> <li>Review the potential for an early GMP package to cover a portions of the construction related to roundabout construction to create a "fast start" for work assigned under the roadway package.</li> </ul>
<p><b>4. Utility Identification Relocation</b></p> <p>Impact</p> <p>Undiscovered and undocumented utility issues adversely impacting the schedule and major items of construction (ie. bridge).</p>	<p><b>5. Structures - Retaining Walls</b></p> <p>Impact</p> <p>Field conditions have the potential for cost and schedule impacts relative to wall footing and wall configuration options</p>	<p><b>6. Structures - Bridge</b></p> <p>Impact</p> <p>Traditional construction methods create significant mobility, access and safety issues within the project corridor</p>
<p>Myers-Rados Approach</p> <ul style="list-style-type: none"> <li>Early in the CMGC design process, perform comprehensive mapping of existing utilities and determine what relocations and/or replacements will have to be performed to facilitate the new vertical geometry of reconstructed Barton Road.</li> <li>Utilize new technologies such as ground penetrating radar, 3-D modeling, and non-destructive potholing, to obtain precise locations of existing utilities.</li> <li>Perform all of the advance utility work in coordination with the construction staging plans.</li> <li>Design efficient and effective temporary utilities to prevent outages to businesses along the Barton Road alignment.</li> </ul>	<p>Myers-Rados Approach</p> <ul style="list-style-type: none"> <li>Explore alternative construction methods for retaining walls (conventional CIP, MSE, Soil Nail and/or Tieback Walls) to minimize the impact to adjacent property owners, minimize schedule durations, and maximize cost effectiveness.</li> <li>Evaluate various footing construction alternatives and their impact to right-of way takes or the need for construction easements.</li> <li>Evaluate the profile grade line of the new Barton Road alignment to potentially minimize the need for or the height of retaining walls along Barton Road.</li> </ul>	<p>Myers-Rados Approach</p> <ul style="list-style-type: none"> <li>Actively pursue the advantages of Accelerated Bridge Construction (ABC) techniques to facilitate building of the bridge superstructure within ONE – 72-hour weekend closure; and building Stage 2 of the bridge superstructure within ONE – 12-hour weekend closure.</li> <li>Consider and evaluate multiple types of bridge sub-and superstructure construction to meet design criteria and optimize cost and schedule.</li> <li>Investigate minimizing the depth of the bridge section so as to reduce the grade adjustment along Barton Road while providing sufficient under clearance along the I-215 corridor.</li> </ul>

## **B.** Approach to CMGC Project Contracting

.RFQ Section 3.7.B.

Myers-Rados approach to the CMGC methodology is based on consensus building, shared problem solving, proactive risk management and value engineering. **Through our 30 CMGC/CMAR and 23 Design Build projects totaling over \$2.6B in project value**, the Myers-Rados Team understands that the CMGC approach brings inherent benefits:

- Early involvement of the Myers-Rados Team in design review minimizes risks to schedule, cost, quality and safety outcomes and improves constructability.
- The Myers-Rados Team works directly with the designer to develop solutions to challenges, that effect constructability.
- Overall project risk is minimized as construction sequencing, schedule and safety approaches are developed early in the discovery process. The early coordination of complex public utility relocations as well as construction of municipal utilities will also reduce risk.
- Project time is shortened by the overlapping of construction and design and the seamless movement from “CM” to “GC”
- Early coordination and planning between construction and design teams results in a dramatic reduction in public impacts.
- CMGC allows Caltrans, the design and construction teams the option to flexibly partner to respond to the project goals established by Caltrans

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

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

### Partnering Approach

Our partnering approach is centered on establishing a sustainable win-win relationship for all project participants based on mutual trust and teamwork, and on the mitigation of risk and maximization of project efficiencies. Central to this approach is the drive to foster open communication. Micaiah Revero, Project Manager will promote the project’s partnering principles on a daily basis and create an atmosphere of collaboration, innovation and creativity during preconstruction services. Micaiah was able to quickly achieve this objective at the LAX CMAR project, as Micaiah and Larry Gonsalves,

LAWA Project Manager, have formed a relationship built on honesty and trust.

### **Integrating the Myers-Rados and Caltrans Personnel into an Effective and Efficient CMGC Team**

In the CMGC method it is critical that our team members become integrated with Caltrans internal departments, and stakeholders involved on the project. The multi-level integration and constant coordination will drive results and help achieve project expectations. In our CMGC experience, our team has learned that a close proximity relationship with all team members is critical during preconstruction and construction. This enhances our team’s ability to assist in developing critical components such as environmental permits, third-party agreements, and facilitating innovation workshops, design charrettes, and over-the-shoulder daily coordination. Myers-Rados is committed to providing key personnel on the project during preconstruction. Co-location may be appropriate for this project and Myers-Rados would encourage co-locating if it was an option for Caltrans. It is paramount that we maintain an open dialogue among all Caltrans representatives, Myers-Rados employees, and internal and external project stakeholders to achieve the full benefits of the CMGC process.

### **Success Begins with an Effective Pre-construction Services Approach**

Our CMGC approach is designed to mitigate risk by identifying issues that may have an impact to the project schedule and budget, and to draw upon the experience of our team in developing options and deriving meaningful solutions. Myers-Rados will partner with Caltrans during the preconstruction phase to complete the

final design and determine the construction methods that will achieve the Department's primary project goals of safety, mobility, quality, environmental compliance, project delivery and innovation. Preconstruction Manager, Gerry Perez and CMGC Specialist, John Njord will guide our team through the process. As design-construction liaisons they will conduct and guide design and constructability reviews, feasibility studies/analyses, estimate development and schedule/risk analyses, environmental compliance and safety.

**Major elements of our Preconstruction Services Approach include:**

### **1. Design Review Task Force:**

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

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

**Key Team Members:** Micaiah Revero (Project Manager), John Njord (CMGC Specialist), Gerry Perez (Preconstruction Manager), John Metzger (Construction Manager), Joe Peck (Scheduler), Namat Hosseinon (Environmental Manager), Claude Fiske (Safety)

### **2. Value Engineering and Constructability Analysis:**

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

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

**Key Team Members:** C.C. Myers (Project Executive), Micaiah Revero (Project Manager), John Metzger (Construction Manager), Gerry Perez (Preconstruction Manager), Kevin Howlett (Lead Estimator)

## **Value Engineering Success:**

### **I-80 State Street to 1300E CM/GC**

To meet the aggressive design schedule, we applied a "triage" system to the review of VE and constructability review to make the review process more efficient. As a result of preconstruction CM/GC value analysis, it was determined that partial depth precast deck panels on I-15 mainline bridges reduced cure time and shortened the overall project schedule resulting in a savings of \$200,000.

### **2nd Level Roadway Reconstruction CMAR**

Our team understood that minimizing impacts to departing and arriving passengers, as well as airport operational personnel, was of paramount importance. In conjunction with detailed constructability reviews, the project team identified, developed, designed, and implemented two value engineering proposals saving over \$2.5M in contractor and owner project costs.

### **Fix50 W/X Viaduct - Sacramento A+B**

Our team submitted a Value Engineering Change Proposal (VECP) early in the project that generated a cost savings and reduced the impact to the traveling public by approximately 45%. The VECP improved safety and mobility by eliminating crossovers on the Viaducts, and allowing one direction of travel to continue unimpeded, while work occurred on the adjacent Viaduct.

### **SR 22 Reconstruction**

Our team collaborated with OCTA, Caltrans and other agencies through design, constructability and value analysis meetings in order to successfully deliver this complex project. We were able to mitigate the project's seismic redesign impacts by over 50% through the use of partnering, value engineering and innovation.

### 3. Innovation & Cost Savings Tracking

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

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

**Key Team Members:** Gerry Perez (Preconstruction Manager), Kevin Howlett (Lead Estimator)

What is the goal of the process? At the end of preconstruction we will arrive at the initial GMP, accounting for risk, value and innovation.

### 4. Schedule and Forecasting Analysis – Schedule Certainty

One of the greatest advantages of the CMGC process is the capacity to draw upon the Myers-Rados’ ability to compare the costs and schedule impacts of alternate designs, innovations and ideas. When a decision may impact user, design or maintenance costs, the Myers-Rados Team, with Caltrans, will provide cost analysis. As the design is being refined, our P6 Scheduling Specialist, Joe Peck, will develop and maintain resource loaded project schedules. These include all preconstruction and construction activities and encompass all project elements including design milestones, project administration, schedule constraints, public and private utilities, right of way procurement, third party approvals and issues, permits, environmental restrictions, material procurement, long lead items, QA/QC, subcontractors, and public involvement. It will be updated, at a minimum, at major design milestones designated by Caltrans. We will plan the project with Caltrans using a Work Breakdown Structure that incorporates design and construction activities into distinct and severable work categories. A fully functional baseline

schedule is a powerful tool for evaluating “what-if ” scenarios, identifying potential critical paths, prioritizing submittal and fabrication activities, and communicating significant dates and milestones to stakeholders.

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

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

**Key Team Members:** Micaiah Revero (Project Manager), Gerry Perez (Preconstruction Manager), Joe Peck (Scheduler), John Metzger (Const. Mgr.)



## 5. Scope Resolution and GMP Creation – Cost Certainty

The Myers-Rados Team will participate in estimating reviews with Caltrans, to discuss assumptions, risk amounts, allocation of risk, and negotiate GMP (Guaranteed Maximum Price). With John Njord’s guidance Kevin Howlett, Micaiah Revero and Gerry Perez will create a cost model that will be compatible with Caltrans’ Engineer’s estimate format. Kevin will lead the Myers-Rados Estimating Team in developing and submitting the contract construction price including direct costs, risk contingency, and CMGC fee. Through an open book negotiation process, Myers-Rados will share our detailed cost breakdown of our production rates, quantities, crew sizes, work shifts, labor rates, equipment rates, material prices, and subcontractor prices. Our team, led by Micaiah, and with support from the Executive Team, will start negotiating the final GMP at final design after the following: all alternative methods of performing the work under the Subcontracting Plan have been discussed, the DBE plan is reviewed and approved, and all alternative value engineering methods based upon the 90% design have been incorporated.

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

**Key Team Members:** C.C. Myers and Terry Wenz (Project Executives), Micaiah Revero (Project Manager), Gerry Perez (Preconstruction Manager), Kevin Howlett (Lead Estimator), John Njord (CMGC Specialist)

## Project Delivery

A primary benefit of the CMGC process is that during construction, our team can leverage the institutional knowledge gained during pre-construction to quickly resolve construction issues that arise. Collaborative involvement during the design phase allows Myers-Rados to minimize errors and conflicts that typically lead to contractor requested change orders. Our team’s CMGC projects average less than 0.1% in contractor requested change orders. Utilizing the CMGC delivery method in order to obtain best value, budget accuracy and environmental compliance for Caltrans and by extension each taxpayer in the State of California. Myers-Rados’ construction management process begins with

transitioning its staff from preconstruction to construction, maintaining the continuity of personnel who understand the project and will hit the ground running. From a partnering perspective, Myers-Rados is uniquely versed in the major components that impact the project life cycle. These include:

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

# CALM

What is the goal of the process? *Reduction of impacts to corridor traffic, and the effective communication of potential impacts to stakeholders.*

**The Myers-Rados Team is proposing the creation of a Coordination and Logistics Management (CALM) team led by Kevin Carter, CALM Manager**, to streamline communication and information dissemination. The CALM Team would consist of core individuals from the preconstruction, construction management and field operations areas of the project. Rt. 215 Barton Rd. will require the coordination, communication and management of subcontractors as well as an extensive communication and outreach program developed in concert with Caltrans to address the needs of corridor stakeholders.

The **first objective of the CALM approach** is to gather and communicate accurate data on current project activities including safety, emergency procedures, scheduling, environmental processes, access to properties, closures, outages, security, temporary facilities, signage, utilities and other topics that may be identified for dissemination to Caltrans Public Information Officers (PIOs) and project stakeholders through direct contact, media, website and social media distribution.

**The second objective of the CALM approach is to coordinate and track construction work phase activities in “real time”**, allowing project managers, Caltrans personnel and field management staff to analyze current operations to identify conflicting activities or those that may develop and pose significant impacts within the construction corridor. The CALM Team would work directly with other members of the CMGC Team in order to mitigate or minimize these impacts for the benefit of the project at large and stakeholders specifically.

From a technical perspective, the Myers-Rados Team understands that our construction role will culminate in the delivery of a finished, high quality project, well-built structures, and a sustainable construction solution that mitigates future risk to the traveling public. But equally as important, from a public perspective, our performance (and the project at large) will be judged on our ability to deliver a total project solution that minimizes disruption to local businesses, mitigates impacts to the commuting public and the environment, and delivers on the public’s trust and expectations for achieving budget and schedule goals. To achieve true CMGC success in the minds of local officials, businesses, and constituents, our team will use the CALM approach and then at 80% project completion implement Red Zone to ensure quick and successful project closeout.

### Key Team Members: CMGC Integration and Benefits

#### 3.6.1 Preferred Key Personnel roles and responsibilities with Caltrans and project stakeholders

	Role	Benefit
<b>Micaiah Revero</b> Project Manager	Micaiah will coordinate daily with the Caltrans Project Manager and Design team to assist with critical issues that have the possibility of impacting Caltrans goals.	Micaiah is currently delivering a successful \$80M CMAR at LAX. He will bring this experience to District 8 to coordinate the multiple stakeholders on this project.
<b>John Metzger</b> Construction Manager	John will work with Caltrans to explore constructability, sequencing and schedule acceleration options through intensive value analysis and constructability review.	John is recognized for his experience in preconstruction, assisting in value analysis and constructability reviews, and in supporting the development of a comprehensive GMP.
<b>Kevin Howlett</b> Lead Estimator	Kevin will develop our estimate in collaboration with the Caltrans Design Team and will use his experience to offer alternatives to reducing those costs through innovation, supporting the effort to discover ways to add value without dramatically changing the scope of work.	Kevin has led efforts for 21 CMGC and design-build projects worth over \$3B and led estimating teams in cost modeling of over \$1.2B in projects containing over 44 similar highway and bridge structures components.
<b>Joe Peck</b> Scheduler	Joe will work with the Myers-Rados and Caltrans teams to evaluate schedule and phasing benefits or impacts resulting from alternatives review.	Joe provides industry-leading schedule in heavy civil, bridge, utility and alternative delivery highway project worth over \$1.7B in project value, including the RT 150 CMGC project
<b>Gerardo Perez</b> Preconstruction Manager	Gerardo will work with the Caltrans Project Team to update our risk and cost matrix weekly to make sure we are making progress in reducing costs and eliminating or mitigating risk.	Gerardo brings a strong construction and engineering background to his preconstruction management role, with extensive and relevant experience in bridges and structures.

### Red Zone: Facilitate Quality Project Completion

The Myers-Rados Team utilizes a “red zone” approach to ensuring successful project closeout for Caltrans, the CMGC Team, and all stakeholders involved in the Rt. 215 Barton Rd. project construction process.

The “Red Zone” is typically identified as the point that 80% or more of the project scope or schedule is completed. Based on an award-winning sports methodology that focuses on, Myers-Rados Team’s Red Zone approach places greater emphasis and scrutiny on the details in the final phase of the project.

The goal is to develop a specific post-80% completion schedule that encompasses all items needed to achieve both timely project completion and financial closeout. During a red zone meeting, the project team will discuss the closeout and commissioning process, schedule milestones and events, and assign responsibilities for actions necessary to provide a physically complete project for Caltrans and to ensure a smooth transfer and financial closeout before project completion date.

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



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

Myers-Rados will achieve the project goals listed in section 1.4 through our job-tested CMGC approach to projects and our team through extensive CMGC experience as described in the previous section. The CMGC process is an opportunity for contractors and designers to tackle issues through collaboration and innovation. Below are some examples of issues that could effect achieving the project goals & schedule.

## Safety

Pedestrians on Barton Rd. - Perform detailed and seasonal pedestrian traffic counts on Barton Road during preconstruction to create a plan for safe pathways during construction to move pedestrians from one side of the project to another. These paths will be separated from traffic and the use of cross-guards at traffic peaks will need to be considered.

### Approach:

- Risk Management Workshop During the Early Stages of Preconstruction, led by Claude Fiske, Safety Manager and John Njord, CMGC Specialist
- A Series of Meetings during Preconstruction to Identify potential Safety Risk on the Project, both during and After Construction, led by Claude Fiske and coordinated by Gerry Perez, Preconstruction Manager
- Prioritize Risk Based on Severity and Probability and Assign Initial Cost and Time Impacts to Risk
- Update Risk Impacts as Design, Schedule and GMP Develop

**Action Plan:** During Construction, Claude Fiske will use the same Risk Matrix to Develop Work Plans and Site Specific Training. John Njord will ensure that all parties understand the purpose of the Risk Mitigation Workshop and that project roles and responsibilities are properly communicated. Gerry Perez will coordinate our follow up meeting and require that all key personnel attend these meetings, so that the team has complete buy in and can mitigate these risks as efficiently as possible during the preconstruction phase.

## Mobility

Relieving Congestion at the Barton Rd. and La Crosse Ave Interchange to Improve Traffic Flows and Emergency Vehicle Access - An early GMP opportunity to explore would be to construct the new two (2) -lane roads that connect La Crosse Ave. and Grand Terrace Parkway and eliminate access to La Crosse Ave. from Barton Rd. to the Rt. 215 off ramp. This early GMP will shift some local traffic from La Crosse to Grand Terrace and will reduce the impacts to Barton Road where the major construction will occur and allow for emergency vehicles to move through the area with greater efficiency.

### Approach:

- Brainstorming Sessions Led by Gerry Perez during Preconstruction to Evaluate Project Phasing and Schedule to Determine Ways to Reduce Construction Impacts and the Overall Schedule
- Create a Community Outreach Plan in Conjunction with Caltrans PIO. This plan will be created and implemented by Kevin Carter, the Project CALM Team Manager
- Meet with Other Constructors with Projects in the Area, Stakeholders and Emergency Service Providers to Plan Our Work in Order to Minimize Project Impacts

**Action Plan:** Gerry Perez will led the brainstorming effort during preconstruction, incorporating innovation into the GMP. Kevin Carter and the CALM Team will then ensure that our community outreach plan, project plan and work schedule are properly communicated to the public, project stakeholders and emergency service providers.

## Quality

Ensuring Quality for the New Barton Road Bridge - Caltrans Structures, lead by Rob Stott, is in the process of implementing a new specification that requires independent quality control and testing from a third party QC firm for cast-in-place structural concrete materials. Our team would encourage the use of this new specification on this project to give District 8 and the Structures group confidence in the project, and our team that the upmost level of quality will be maintained through out the project.

### Approach:

- Gerry Perez will Lead our Initial Discussions on Project Quality Goals and Establish Guidelines that the Team will Take into Account when Making Project Decisions
- Dokken Engineering with Ensure that Myers-Rados Understands Caltrans Current Design Standards
- Type Selection and Project Mix Designs will be Quality Based Decisions and not "Lowest Bid" Decisions
- Independent Third Party Quality Control and Testing will be Used When Needed to Ensure that Quality and Proper Record Keeping Exists

**Action Plan:** During Preconstruction, Gerry Perez will ensure that the quality guidelines agreed to by the entire project team are adhered to during the design and GMP development stage. Mr. Perez has filled this role in the past as the liaison between designers and contractors on design build projects such as Expo Two with LA Metro.

## Environmental Compliance

Residents in the mobile home and RV park have complained about the dust that is being generated by construction nearby and during the existing drought, dust control becomes even more important at Barton Road. Namat Hosseinion, our Environmental Permit and Compliance Manager will develop a dust control plan that includes implementing dust control measures and regular monitoring to ensure project compliance and stakeholder satisfaction.

### Approach:

- Namat will work with Caltrans District 8 Environmental Group to Create an Environmental Matrix to Document all of the Required Permits and the Conditions of Those Permits
- John Njord and Namat will lead an Environmental Risk Workshop and use the CMGC Process to Identify Environmental Risk and Potential Mitigation for Those Risks
- Namat and Caltrans Environmental Team will Determine if Current Permitting is Appropriate for the Project
- Namat will Attend Design and Constructability Review Meetings to Ensure that the Current Design, Means and Methods and Construction Schedule will not Conflict with the Environmental Permits
- Namat will Develop Environmental Plans including SWPPP and Dust Control to Ensure Compliance on the Project

**Action Plan:** During Construction Regular Monitoring, Maintenance and Inspections will be performed. Namat Hosseinion is a former Caltrans District 8 employee who fully understands the environmental permitting and constraints in the area. Namat is also working on the Route 140 CMGC project with Myers and Sons Construction and understands how to use the CMGC process to maximize its benefits on a project.

## Project Delivery

The biggest obstacle to substantially completing Barton Road by October 2018 is Right of Way Acquisitions and Utility Relocations. In order to ensure that these items do not become critical during preconstruction and then ultimately delay the start of construction our team has brought on board Dokken Engineering and RGI to be an extension of Caltrans staff if requested. In addition, our Scheduler Joe Peck will build a master project schedule that includes both pre-construction tasks and construction tasks so that early detection of critical items such as right of way or utility relocation can be identified and resolved.

### Approach:

- Initial Meeting with Caltrans, Myers-Rados and John Njord to Establish Project Goals, Responsibilities and Timelines
- Joe Peck will resource Load the Preconstruction Schedule will Key and Non-Key Personal Time Requirements to Ensure Schedule Feasibility
- Regularly Update the Project Schedule as Innovations, Means and Methods, Project Constraints and Staging are Incorporated into the Project Plan
- Identify Critical Path Items that can be accelerated to Reduce Project Duration

**Action Plan:** Adhere to the Project Schedule and where deviations need to occur, address those potential impacts prior to proceeding. When the Project Reaches 80%, Complete use the “Red Zone Approach” to Ensure Rapid Project Closeout. Our team sub consultants Dokken Engineering and RGI can provide services to minimize impacts from third party stakeholders, Gerry Perez, Preconstruction Manager, will ensure that the project meets or exceeds its preconstruction expectations and schedule, while working with John Njord, CMGC Specialist, to ensure adherence to the CMGC Process.

## Innovation

Our team proposes an innovative modified project staging plan, incorporating early GMP work, and the use of ABC Bridge Construction, to expedite the project schedule and reduce impacts to the surrounding communities, emergency responders and businesses.

### Approach:

- John Njord and Gerry Perez will lead an Innovation Workshop with the Project Team to create an Innovation Matrix
- Gerry Perez will create an Innovations Matrix using Ideas from the Workshop and the Proposal
- The Project Team Lead by Micaiah Revero, PM and the Caltrans Project Manager, will Determine the Feasibility of the Innovations
- Joe Peck, Namat Hosseinion and Kevin Howlett, Lead Estimator, will analyze how these Innovations Effect, Schedule, Environmental, Budget, and Permits
- Innovations Determined by the Project Managers to Benefit the Project, will be Incorporated into the Project GMP and Schedule
- Have Targeted Project Meetings that Focus on Certain Aspects of the Project to Speed Up the Project Development
- Develop Project Goals into a Preconstruction Schedule that all Parties Agree to

**Action Plan:** Both Myers and Rados have a long history of innovating on projects. C.C. Myers has built his reputation on innovation and will have personal involvement in this project as well. Our current value engineering ideas at LAX have saved the client several million dollars already.

# D. Top Risks Identified: Construction, Design, ROW, Environmental and Stakeholder RFQ Section 3.7.D

No project is without design and construction risk. However, we are confident that with the collective talents and experience of Caltrans and the Myers-Rados Team the I-215 Barton Road will be successful and achieve each of the project goals. The team will be proactive in identifying risks and creating the plans to eliminate or minimize them. The table below provides a brief summary of project risks our team has identified in the due diligence process, project constraints that the Myers-Rados Team along with Caltrans will aggressively address, mitigation measures we propose, the benefit of our approach.

Top Priority Risk	Myers-Rados Mitigation Approach	Approach Benefit
<b>CONSTRUCTION</b>		
School, residential, retail and commercial stakeholders are adversely impacted by noise, vibration and dust. Key stakeholders include Grand Terrace Elementary School, Grand Terrace Mobile Home Park and Terrace Village RV Park.	Myers-Rados will establish a three-pronged approach to prevent against this risk: 1) During preconstruction, our CALM Team will assist the Caltrans PIO in outreach to key stakeholders adjacent to the project site. Utilizing information obtained during this discovery process, we will develop a “flex hours” approach that schedules high impact activities during non-critical hours for key stakeholders 2) Through close coordination with Caltrans and the Myers-Rados CALM Team, Myers-Rados will establish a threshold and compliance monitoring program specific to the project site. The goal will be to establish thresholds that meet community concerns while exceeding environmental standards. 3) Myers-Rados will establish a construction impacts mitigation program specifically targeted to Grand Terrace Elementary School. Key elements include accelerated summer construction efforts, off-peak construction hours during the school year, sound dampening efforts during schools hours, mobility and transit plans specific to the ADTs identified at this location.	<p>Impacts to the key stakeholders affect not only the health of the community but have negative economic impacts as well.</p> <ul style="list-style-type: none"> <li>• Our approach protects key stakeholders</li> <li>• Establishes a collaborative working relationship</li> <li>• Moves beyond the “construct at all costs mindset” and embraces true CMGC</li> </ul>
Safety risks to pedestrians and field workers due to vehicular traffic adjacent to closely confined construction site.	The confluence of the on and off ramps, as well as the traffic on La Crosse Ave and Barton Road, will necessitate extra-ordinary worker, pedestrian, and vehicular safety to get this project constructed. Beginning in the preconstruction process, Myers-Rados will collaborate with Caltrans to determine and design optimized staging based on community input and traffic data.	<ul style="list-style-type: none"> <li>• Safety is a moral obligation and is good for business.</li> <li>• A safe environment ensures on-time, on-budget delivery</li> </ul>
<b>DESIGN</b>		
Unmarked or mis-marked utilities delay construction of planned improvements.	Myers-Rados will: 1) develop a collaborative outreach program early to identify the potential utilities within the project ROW 2) coordinate with the utility owners to minimize the chance of a conflict, and 3) establish during early design a partial or early GMP to verify utility location through non-intrusive means (vacuum truck, ground penetrating radar, etc.). Myers-Rados will make Bob Gregory available to Caltron as an extension of staff, if requested, to assist in the first three items. 4) Establish early GMP to relocate utilities that could impact the project schedule	<ul style="list-style-type: none"> <li>• Early preconstruction focus leads to early discovery</li> <li>• Early discovery reduces overall project costs</li> </ul>
Traditional bridge construction staging results in extended duration impacts to traffic and local economy.	Myers-Rados will provide industry-leading expertise in Accelerated Bridge Construction (ABC) techniques. Support will be provided to the Caltrans Design Team in evaluating options to reduce work item durations to minimize economic and mobility stresses caused by the project.	<ul style="list-style-type: none"> <li>• Accelerating bridge construction reduces economic impacts to the community</li> </ul>

<p>Pedestrians, students and mass transit riders create a safety hazard by crossing Barton Road at uncontrolled locations.</p>	<p>Myers-Rados in collaboration with the Caltrans Design Team, will determine accurate pedestrian counts and jointly develop a pedestrian management plan utilizing a combination of trained traffic control personnel (during peak access times) and hard barriers to restrict pedestrian crossovers to controlled crossing points.</p>	<p>Controlled access protects school children who may not be attentive to the presence of heavy construction operations.</p>
<p><b>RIGHT-OF-WAY</b></p>		
<p>Delay of ROW acquisition results in project construction delays.</p>	<p>Myers-Rados will support Caltrans with additional site discovery and condition verification. Myers-Rados has a dedicated ROW specialist, Chip Willett, available to support Caltrans in the acquisition process.</p>	<p>Our ROW specialist will be available as an extension of Caltrans staff if requested</p>
<p>Overtake of ROW may result in higher cost and stakeholder dissatisfaction.</p>	<p>Myers-Rados will work with Caltrans to explore construction means and methods in ROW areas to determine the most efficient quantity of right of way take. We will research whether temporary or permanent construction easements are a more economical solution.</p>	<p>Targeted and timed ROW take reduces public push-back, reduces costs and potential delays</p>
<p>Early Right of Way take may harm local economy.</p>	<p>Myers-Rados and Caltrans will review the project staging and schedule to determine ideal timing of right-of-way takes similar to a "Just in Time" approach.</p>	
<p><b>ENVIRONMENTAL</b></p>		
<p>Long term HAZMAT generating installations in construction footprint such as Aerially eposited Lead from vehicles, fuel spills from the traveling public and haulers and local business that handle hazardous materials.</p>	<p>Myers-Rados and Dokken will assist Caltrans in analyzing methods to dispose of hazardous materials potentially encountered. Assistance will be provided to Caltrans in the work planning of Phase II investigations to ensure no late discoveries are encountered during construction. This early coordination allows the GMP to be accurate with no contingencies or surprises.</p>	<p>A robust HAZMAT approach is in alignment with Caltrans' project goal of environmental compliance. Early planning reduces HAZMAT scope.</p>
<p>Sudden and severe weather event has the potential to affect water quality while construction improvements are being performed on concrete channel.</p>	<p>Myers-Rados if needed, establish an active drainage and water quality monitoring system exceeding SWPPP requirements with the capacity to handle a 50 year storm event.</p>	<p>Although we are currently in a drought, preparedness for a sudden weather event mitigates cost and delays to the project.</p>
<p>Changes in jurisdictional waters impacts.</p>	<p>Myers-Rados will assist in obtaining all necessary permits for impacts to waters of the U.S. and California (404 Permit for impacts to waters of the US through Army Corps of Engineers, 401 Cerification through Santa Ana Regional Water Quality Control Board, and 1602 Stream bed Alteration Agreement through California Department of Fish and Wildlife).</p>	<p>Per the Environmental Document, no mitigation will be proposed as impacts to waters are all within a concrete lined channel.</p>
<p><b>STAKEHOLDER</b></p>		
<p>City Of Grand Terrace has concerns over the affect of construction activities on the park adjacent to Carhart.</p>	<p>Myers-Rados will work with the City of Grand Terrace to establish designated parking zones along Grand Terrace Road as well as delineated pedestrian access routes for park access.</p>	<p>Myers-Rados has evaluated options to increase parking by 6-30 spaces (see 3.7.f, Innovations)</p>
<p>Primary first responders (police, fire) are located east of the project location. Construction impacts could increase response times to areas west of the project limits.</p>	<p>Myers-Rados will work directly with police and fire to provide for a "facilitated access" plan for first responders during active construction times. Additionally, will work directly with Caltrans for pre-emptive accommodation.</p>	<p>Myers-Rados is proposing an accelerated project delivery solution that would reduce mobility impacts by 85% (see 3.7.f, Innovations)</p>

## 6. E Approach to Managing Risk

Section 3.7.D.

Our team believes the “devil is in the details”. Through extensive CMGC and Caltrans project delivery experience we have developed an industry leading approach to risk management, which begins with our preconstruction approach. We will prioritize the early identification of issues that may impact the project, and we have already identified a number of important considerations and potential challenges that could affect the Project, in Section 6.D.

### Risk Management Approach Specific to the I-215/Barton Road project.

#### Design Task Force and Constructability Review

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

The following areas will be explored in these meetings: Value Engineering, Constructability Reviews, Design Criteria Reviews, Access, Permitting, Staging, Scheduling Conflicts/ Milestones, ROW Validation, Utility Relocation, and Long Lead Procurement.

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

Myers-Rados will host an initial Risk Analysis and Mitigation (RAM) workshop facilitated by John Njord, CMGC Specialist, for all members of the project team. This will occur within the first 30 days of the project. In this workshop and following RAM meetings, the preconstruction and construction teams will work together utilizing a proven RAM approach that includes identifying project risk, classifying the risk relative to the project plan, quantifying the risk in terms of price and schedule impacts, allocating and assigning the risk to the party who can best manage that risk, and lastly, manage that risk and try to eliminate it entirely or mitigate it to the greatest extent possible for the project. The RAM approach includes the following steps:

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

#### Risk Register

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

## Cost Model Approach: Cost Certainty

The goal of our cost model approach is to minimize exposure and risk to Caltrans, arriving at innovative solutions while maintaining strict adherence to the budgetary guidelines. To do this, we start with our Estimating Process. We have estimated thousands of similar highway projects, and we will rely on the same procedures we use for estimating bid-build projects. We will identify bid items and review the plans to identify the scope and location of the bid items. We will develop estimates using actual material and subcontractor costs, our firms historical bid data, and production study estimates from current projects. Using Heavy Bid software, we will develop the bid item list like on any other project and present that in meetings with the project owners and the ICE (Independent Cost Estimating), so we can see line by line where our costs are. All parties can see a detailed cost breakdown of our production rates, quantities, crew sizes, work shifts, labor rates, equipment rates, material prices and subcontractor prices.

### Utilizing Existing Bid Items from the Item Code List:

The Caltrans item code list is a useful tool to thoroughly investigate options particularly at the initial estimate of GMP development. The first step in a preliminary GMP is to quickly look at the 30% plans, develop our bid list and identify key quantities, construction activities, and scheduling the project dates that can impact the project cost.

### Communicating Assumptions of Cost, Risk, Subcontracting, Market:

As part of the CMGC process, our team will openly discuss how our costs models are developed. Our experience with CMGC shows that there will be items where our cost and approach differs from the ICE, and we get into open discussions of subcontractors, materials availability, schedules of when work is performed, production rates, means and methods, risk and where risk is allocated. The face-to-face communication at meetings is the heart of the CMGC process.

### Submit Comprehensive Pricing that Includes Innovative Cost Savings, Added Value, and Low Risk:

Myers-Rados has been estimating projects throughout California for over 100 years and have completed or have under construction several alternative delivery projects in California including Design Build, CMAR and CMGC. We also have experience working with District 8 on highway projects. As we develop our estimate, we will evaluate costs and use our experience to offer alternatives to reducing those costs through innovative ideas, design changes, suggestions to changing specifications, alternative traffic patterns, schedule modification or ways to add value without dramatically changing the scope of work.

### Comprehensive Scheduling: Schedule Certainty

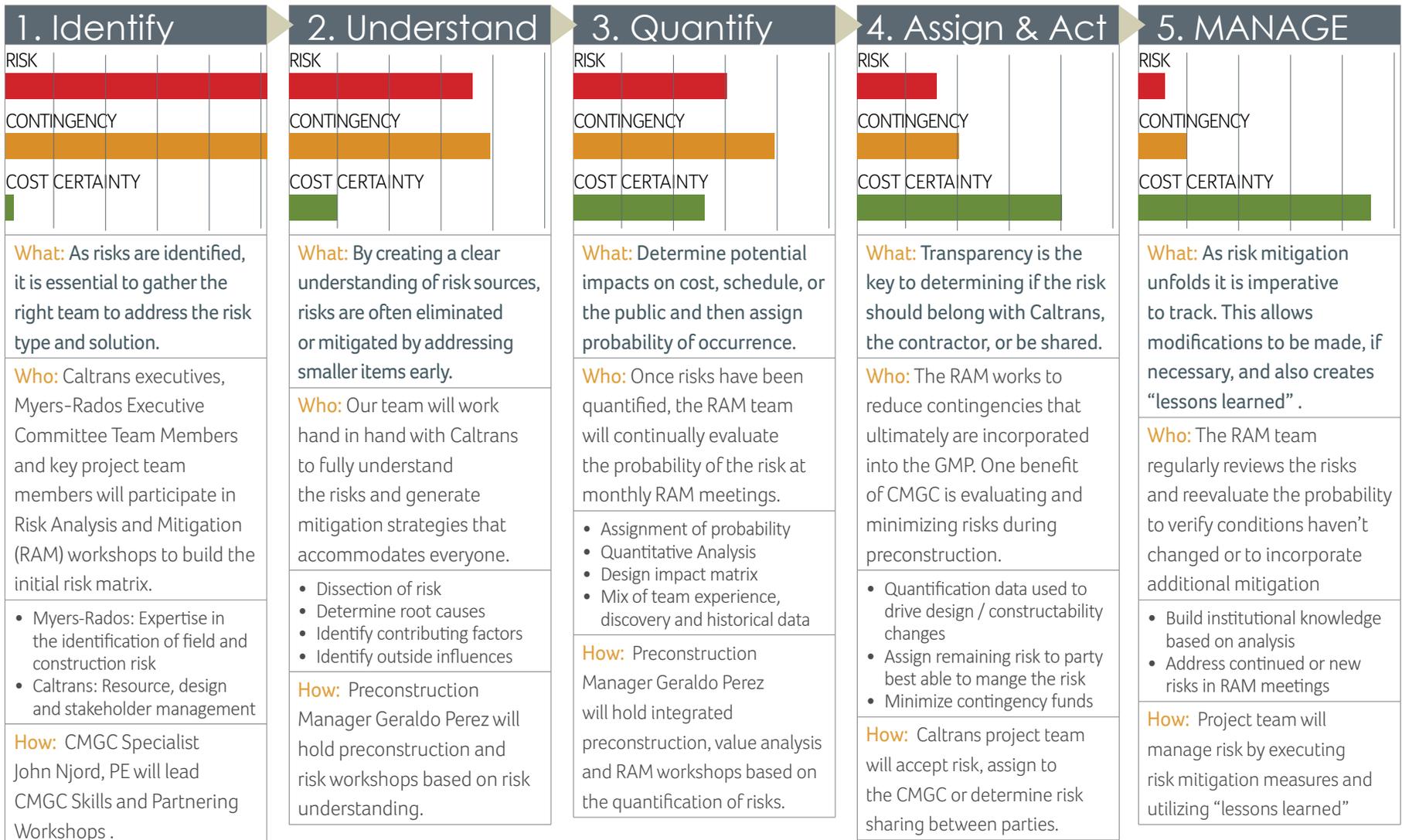
Myers-Rados will use the Critical Path Method (CPM) of scheduling to establish a Project Baseline and track performance and forecast remaining work as the project progresses. A comprehensive, resource loaded schedule is invaluable in understanding the impacts of project risks. CPM allows the team to accurately model the entire scope of work, and capture construction sequencing and work item dependencies. Our team utilizes the CPM to manage and analyze changes that occur in a dynamic field environment, and to examine alternate strategies in completing the project in a timely manner. Our team will consider each and every activity and apply a risk/contingency duration multiplier where appropriate, so that when a schedule is submitted, it contains requisite buffers and will allow the team to successfully deliver the project on-time and on-budget.

Two key factors to successful schedules are:

- **Schedule viability-** Coordinating the efforts of the design, preconstruction and construction teams, consultants, and subcontractors to create a viable project schedule to ensure project goals are met.
- **Scheduling Risks-** The Myers-Rados Team is well versed in dealing with changing conditions, facing planned blackout dates, off-work periods due to inclement weather, natural conditions and other impacts within the field environment. All of these components are influences that can change an otherwise excellent plan. Our Scheduler, Joe Peck has dealt with these conditions and adapted schedules for decades on project across the United States.

## Risk/Opportunity Approach

Our Risk sharing philosophy generally follows the principle. Risk should be owned by the party best suited to manage the risk. This is in concert with the Caltrans' approach to managing risk. Quantity and production risk are generally owned by the contractor. With the CMGC process, plans and specs are advanced to a point where the CMGC can do a detailed takeoff and put together a hard dollar estimate for the work. Schedule risk generally follows quantity and production risk. When quantities and scope are known, the contractor should have the responsibility for schedule risk. In addition, shared risk should be considered for some items. No black and white rule exists, and each situation should be evaluated independently and fairly. The creative use of allowances, not-to-exceed amounts, float ownership, and force account work can produce a fair and balanced approach to many risk items without the project incurring large contingencies yet still providing cost certainty for Caltrans.



## Providing added scope for 3rd party stakeholders

During the construction of the park adjacent to the right-of-way area currently designated for Carhart Street, the City of Grand Terrace significantly reduced the amount of parking available to the facility. We believe a number of options exist for providing increased dedicated parking in this area.



**Option A:** Parallel parking along the north side of Carhart Road adjacent to the city park.



**Option A:** Create parking perpendicular to Carhart adjacent to the Grand Terrace Mobile Home Park



**Option C:** Create parking and dedicated sidewalk access perpendicular to Carhart adjacent to the new city park

## How We Pay For It

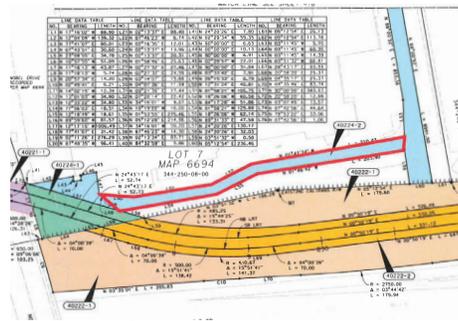
### 1. Minimize Duration from Temporary Construction Easements

Temporary construction easements (TCE) are essentially a “rental” of land and are normally computed based on a capitalized return on the value of the underlying property. Any decrease in the proposed TCE duration on the Barton Road project would result in project savings.

For instance, if the size of the TCE is 50,000 square feet, the value of the underlying property is \$100/SF, using a capitalization rate of 10%, the monthly TCE cost would be  $(50,000 \times \$100 \times .10) / 12$ , or \$41,166. Using 18 month construction duration, the “cost” of the TCE would be \$750,000.

In the given example, the monthly savings would be \$41,166. However, these decreased durations must be determined and agreed to between CALTRANS and the CMGC before the TCEs are appraised and acquired by CALTRANS, because the basis of the appraisal and payment to the property owner will be the duration of the project in months, and there will be no provision for refund to CALTRANS for early completion.

### 2. Minimize Take from Temporary Construction Easements



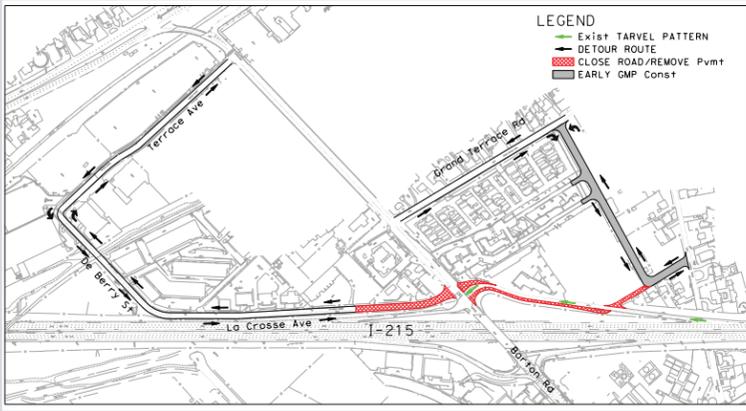
An example of reducing TCE take occurred during meetings between the Agency and the CMGC. The area shown outlined in red is a portion of a TCE/Temporary Access determined by the design engineers to be required for construction. As the CMGC, we eliminated this area because it would isolate an area of parking between the construction zone (shown in brown/yellow) and construction access. Eliminating this portion of the TCE saved dollars in acquisition cost and removed the risk of third party claims from motorist parking in that area.

### 3. Create Additional Funds for Project Use

In addition to innovation in engineering and construction, we believe an effective way of achieving “more now” is the ability to leverage many different funding sources available to public agencies at local, state, and federal levels. To assist in this effort, we are proposing the addition of Linda Bohlinger, Funding Specialist, to our team. Linda’s effort will start by analysis the existing funding sources, review the proposed additional scope opportunities and then match those opportunities with potential additional funding sources. Linda has recently achieved this on two projects in Southern California: For the Sixth Street Viaduct, Ms. Bohlinger secured \$365.6 million of federal Highway Bridge Program funds, \$29.7 million of state Proposition 1B Local Bridge Seismic Retrofit Account funds and \$200,000 misc. funds to leverage the city’s \$5.5 million of matching funds. Linda also recently worked with SANBAG and secured \$4.67 million for bicycle and pedestrian safety improvements that will allow projects to be constructed that otherwise would not have been built.

# Innovation: How We Deliver this Project To Caltrans Ahead of Schedule and Under Budget

RFQ Section 3.7.F.



## 1. We Start Work Earlier: Multiple GMPs

In order to facilitate a faster project delivery and less disruption to traffic, there are several items of work that can be completed as an early GMP. **The first item of work will be constructing Carhart Ave.** This allows traffic to be rerouted around the project site. Traffic normally on La Crosse Ave, north of Barton Rd, will be detoured onto Carhart Ave and Grand Terrace Rd South of Barton Rd, traffic will be detoured from La Crosse Ave to De Berry S. and Terrace Ave.

These detours will allow for the closure of La Crosse Rd at Barton Rd. By realigning the SB off-ramp to be directly across from SB on-ramp and installing a temporary signal, the ramp intersection with Barton Road will operate with much greater efficiency, improving LOS even during construction. The SB off-ramp will also operate more effectively and with less confusion as a normal off-ramp and not an off-ramp/local road combination.

## 3. We Work Smarter

Myers-Rados will provide industry-leading expertise in Accelerated Bridge Construction (ABC) techniques.



### Phase 1

- Construct portions of the abutments, and two most southerly columns of both bents of the Stage 1 overcrossing.
- Construct Stage 1 superstructure offsite at a "bridge farm".
- Traffic handling remains unchanged from existing. Overcrossing remains three lanes (one in each direction with left turn channelization lane).



### Phase 2 Two Weeks

- Decrease existing overcrossing to two lanes by removing left turn channelization.
- Demo portion of existing overcrossing.
- Construct remaining portion of abutments and last column for Stage 1 bridge construction.
- Finish construction on Stage 1 superstructure.



### Phase 3:

- Fully close interchange
- Slide Stage 1 superstructure into place
- Complete roadway work
- Complete in 72 hours. Once open, overcrossing is three lanes.
- Demo remaining portion of existing overcrossing
- Construct Stage 2 superstructure offsite at a "bridge farm"



### Phase 4

- Construct Stage 2 substructure, including abutments, footings and columns.
- Finish Construction on Stage 2 superstructure.

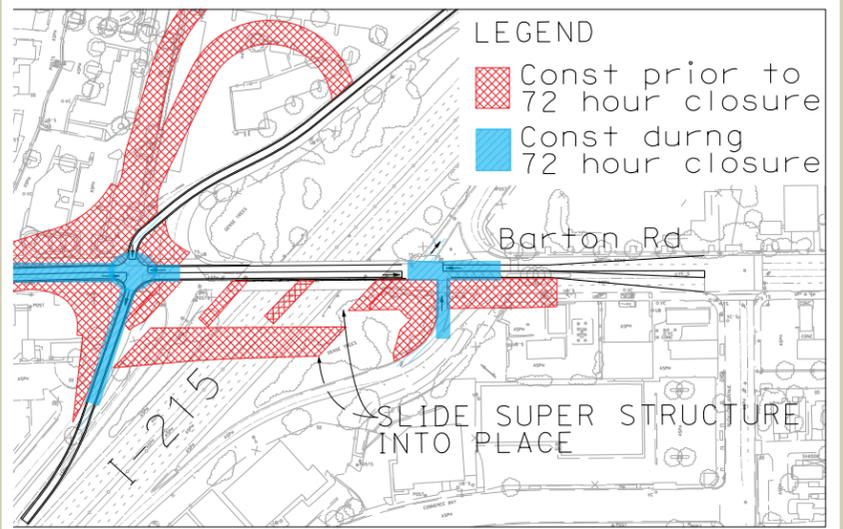


### Phase 5

- Slide Stage 2 Superstructure into place
- Perform closure pour between Stage 1 and Stage 2.
- Fully open completed overcrossing to traffic all ways

## 2. We Work Faster

Myers-Rados will provide industry-leading expertise in Accelerated Bridge Construction (ABC) techniques. Myers-Rados is proposing an accelerated project delivery solution that would reduce mobility impacts by 85% by building of the Stage 1 bridge superstructure and approaches, including a majority of the roundabout construction, within one – 72-hour weekend closure; and building Stage 2 of the bridge superstructure within one – 12-hour partial weekend closure.



## 4. The Result?

**We Minimize 80% of Impacts to Traffic**

The I-215/Barton Road interchange is the only major ingress and egress point for the City of Grand Terrace. Traditional bridge construction techniques create sizeable restrictions to this traffic - reducing the available lanes down to two for over a year. We propose using ABC to construct the bridge decks offsite at a "bridge farm" and then transporting each into place utilizing Self Propelled Motorized Transports (SPMTs).

**Using the Myers-Rados approach reduces restrictions to traffic from 14 months to 2 weeks.**

**Key Experience: I-80 State Street to 1300E CMGC**  
This CMGC project included replacing 12 bridges and over two (2) miles of soundwall installed on retaining walls and over bridges. New bridges were constructed in a "bridge farm" and driven into new locations, up to a mile away, using SPMTs. The ABC aspects of the project were showcased by UDOT and FHWA to the public and stakeholders as an innovation that would change the speed of highway construction forever.

# A. Safety

RFQ Section 3.7.G.

## Overall Approach to Safety

The Myer-Rados team believes that working safe is an essential way to do business and every working person is entitled to a safe and healthy place to work. Our “Safe and Sound” approach empowers all employees to stop or correct any unsafe condition or employee action immediately. We train employees on the importance of identifying hazardous conditions, training time is not wasted time. Our Health and Safety Manager, Claude Fiske, will lead meetings during the pre-construction phase where risk profiles will be identified, evaluated and ranked according to the severity and probability of the risk. The goal of these meetings is to effectively make the project safety for our workers and the public both during and after construction.

## Safety Considerations Specific to the Project



**Protecting our Children.** During construction, there will be changes to the existing pedestrian paths within the project that lead to the school and over Barton Road. We monitored this area for several days and observed several students using these pedestrian paths. Changes to those paths can lead to confusion and put students at risk. Our team suggests involving the school to educate the students on upcoming changes and using dedicated, properly signed pedestrian paths with a protective barrier whenever possible. Use of a crossing guard during peak times and a HAWK(High intensity Activated crossWalk) will allow for a safe crossing.



**Protecting the Motoring Public.** Currently the RT 215 South off ramp onto Barton Rd. intersects with La Crosse Ave. prior to reaching Barton Road. Motorize wishing to continue down La Crosse must cross the off ramp. This has created an unsafe situation where traffic that just exited from the 215 is traveling at a high rate of speed and motorist on La Crosse must properly judge those speeds to prior to crossing. The early GMP suggested in our innovations section would eliminate that crossing by building Carhart Rd. early and shifting traffic from that portion of La Crosse Ave. to Grand Terrace Road.



**Ensuring the Safety of our People.** The Myers-Rados as well as Caltrans employees are at heighten risk when working next to live traffic. Studies have shown that more Caltrans personal are killed in construction zones by traffic entering the work area, then all other causes combined. Our team is an advocate of using k-rail whenever possible to separate oncoming traffic from work zones. In addition the use of site specific training, restricted speed zones, on duty CHP and placing attenuator trucks on the leading edge are practices that further ensure the safety of our workforce.



**Ensuring We Meet the Needs of First Responders.** The San Bernardino fire department uses the Barton Rd. overcrossing to access communities on the other side of the 215. During construction the travel time across Barton Rd. could dramatically increase, having a negative impact of emergency response times. In the innovations section of our proposal the Myers-Rados team suggested an alternative staging plan that through an early GMP moves traffic away from the Barton Rd. interchange and reduces congestion at that point. The revised staging plan also implements ABC bridge construction and uses a 72 work window to reduce the project schedule by over 6 months, and does not restrict the number of lanes crossing over the 215 on Barton Rd. This plan reduces the time and the severity that emergency services will be impacted.

The Myers-Rados team has proposed a Health and Safety Manager, Claude Fiske, who has extensive experience in the planning, development and execution of the comprehensive safety programs for projects of relevant scope and complexity. During the pre-construction phase, Claude will lead meetings where risk profiles will be identified, evaluated and ranked according to the severity and probability of risk as well as related impacts on cost and schedule. Moving into construction, Claude will develop a detailed site safety and accident prevention plan for the overall project that will act as a supplement to the “Safe and Sound” approach that is the framework for our team’s excellent safety record.

# 07



**Steve P. Rados, Inc.**



## Micaiah Revero

### Project Manager

*Micaiah will lead the Myers-Rados team in partnering with Caltrans to deliver the I-215/Barton Road Project ahead of schedule and below budget.*

### Qualifications:

16 Years of Similar Experience in Heavy Civil Construction

### Education / Licensing/Training:

CSU Long Beach, BS, Civil Engineering

### I-215/Barton Road Organizational Role:

As Project Manager during preconstruction, Mr. Revero will conduct both formal and “over the shoulder” constructability reviews for structures design, staging and phasing, work planning, public impacts, and environmental planning, acting as the focal point for the team and primary contact for turnaround of project deliverables. He will additionally take advantage of all available opportunities for value analysis, working to arrive at solutions and methods that leverage maximum value with minimal impacts.

During construction, Mr. Revero will continue in the established leadership role by managing the execution of all preconstruction planning, towards on- time and on-budget execution of the work. He will manage construction integration strategies, communicate the status of construction, provide updates and work progress reports to the project management team. In project close out Micaiah will use the “Red Zone” approach to closing the project out efficiently and effectively.

### Career Summary:

Mr. Revero’s construction engineering and management career is characterized by innovation in construction, solid understanding and execution of contractual requirements and procedures, and a clear commitment to owner collaboration through partnering. His effective partnering skills are evidenced by receipt of two Caltrans project partnering awards. Larry Gonsalves, Project Manager at LAX, said “**Micaiah was the right choice for the CMAR Delivery Method**, we have an excellent working relationship, built on partnering.” Maintaining a high standard of ethics in project delivery, recognizing the human element of construction management, and a commitment to understanding contractual details constitutes the backbone of Mr. Revero’s management ability. Mr. Revero also has a strong background in Caltrans highway and bridge construction through his engineering and management experience on eight Caltrans contracts. Management of a high profile bridge retrofit and architectural enhancement for Los Angeles World Airports at LAX has further served to solidify Mr. Revero’s ability to engage in successful coordination within a complex working environment.

In simultaneously fulfilling both engineering and project management roles on multiple projects, Mr. Revero has a unique comprehension of both real-world applications and managerial administration of preconstruction, contract execution, owner and third-party coordination, and CPM scheduling. Mr. Revero’s construction engineering and management experience represents over \$650 million in total project delivery consisting of highway, bridge, and utility contracts. Facilitation and development of a positive safety culture is at the forefront of Mr. Revero’s personal management style, as evidenced by multiple projects achieving **100,000 consecutive man-hours with no recordable injuries while under his tenure.**

### Authority:

Mr. Revero has authority to commit the necessary personnel, material and equipment resources to the successful delivery of this project. Mr. Revero is empowered to “Stop Work” if necessary to address any safety, quality or delivery issue that may impact the project.

### Why we chose Mr. Revero for this project:

Mr. Revero was selected for his significant experience with Caltrans involving bridge and highway construction, as well as for his well-rounded background in addressing the unique needs of varied types of heavy civil and architectural construction. **He has experience managing a CMAR/CMGC project in Southern California** and a proven track record of project execution resulting in projects delivered to schedule and budget benchmarks, while maintaining safety and quality standards with an impressive safety record, and zero environmental violations.

Micaiah's experience relevant to the I-215/Barton Road project includes:

### **LAX Second Level Roadway Repair et al. (CMAR)**

*CMAR Project Manager* | Contract# DA-4879 | Los Angeles, CA | \$80M | 100% on job | 02/2014 - Present

Contact: Larry Gonsalves, Project Manager | (424) 646-5960 | LGONSALVES@lawa.org

This Construction Manager at Risk (CMAR) project includes several major components, all required to be completed within an active international airport (LAX), requiring extensive owner and third-party coordination, as well as traffic and pedestrian control using the Coordination and Logistics Management (CALM) System. The bridge reconstruction component includes bridge jacking and removal/replacement of hinge concrete, bearing pads, and bridge joints at over 40 locations. Also included is over 550,000 SF of polyester concrete overlay, barrier rail replacement/modification at 78 locations, deck drainage retrofits, and re-striping traffic lanes for the entire departure level.

**Specific responsibilities relevant to this I-215/Barton Road project:** As Project Manager, Mr. Revero is responsible for all aspects of project management, contract compliance, scheduling, procurement, and safety. He managed the onsite project team including coordination with the owner and third party stakeholders. Mr. Revero provides leadership and extensive coordination with government and regulatory agencies and stakeholders during each phase of the project. Additionally, **Mr. Revero led the development and submittal of two Value Engineering (VE) Change Proposals which have cumulatively saved the project approx. \$2.5M in construction costs and mitigated impacts to the traveling public.** The first VE Change modified the traditional ground-based bridge jacking support system shown in the plans to a bridge-mounted system that resulted in greatly reduced traffic and pedestrian impact to the airport. The second VE Change improved the barrier rail structural retrofit design to provide a more structurally sound design and a faster, less costly installation. Furthermore, Mr. Revero's leadership of the project team facilitates a strong partnering relationship with the client, resulting in quick resolution of issues at the lowest management level.

### **Route 710 Highway Rehabilitation and Widening - Caltrans District 7**

*Project Manager* | Contract# 07-202114 | Los Angeles, CA | \$105M | 100% on job | 08/2012 - 02/2014

Contact: Reza Jahromi, RE. | (562) 401-3333 | reza.jahromi@dot.ca.gov

\$105 million, 10-mile-long highway reconstruction, including seven cast-in-place and precast bridges, retaining walls, barrier rail, mass excavation, GSRDs, PCC paving, HMA paving, and precast/prestressed/post-tensioned concrete panel paving (long life pavement). This was 80% night work under traffic control and the largest long-life pavement project awarded to any California contractor to date. Significant design/specification changes required strategic project management and scheduling.

**Specific responsibilities relevant to this I-215/Barton Road project:** Mr. Revero was responsible for all aspects of construction management, contract compliance, scheduling, procurement, and safety. He managed the onsite project team including coordination with the owner and third party stakeholders. Mr. Revero provided leadership and extensive coordination with government and regulatory agencies and stakeholders during each phase of the project.

### **I-10 Highway Rehabilitation - Caltrans District 7**

*Project Manager* | Contract# 07-222224 | Los Angeles, CA | \$18M | 100% on job | 08/2012 - 02/2014

Contact: Reza Jahromi, RE. | (562) 401-3333 | reza.jahromi@dot.ca.gov

\$18 million freeway viaduct rehabilitation, consisting of over 4.1 million sq. ft. (50,000+ gallons) of machine-placed methacrylate bridge deck treatment, 11,000 ft of barrier replacement, bridge hinge replacement under live traffic, deck drainage system retrofit, approach slab replacement, and field welding.

This was 80% night work under traffic control. Global differing site conditions, design/specification changes, and significant project delays required strategic project management and CPM scheduling. This project was the largest deck treatment project awarded by Caltrans to date.

**Specific responsibilities relevant to this I-215/Barton Road project:** Mr. Revero was responsible for all aspects of construction management, contract compliance, scheduling, procurement, and safety. He managed the onsite project team including coordination with the owner and third party stakeholders. Mr. Revero provided leadership and extensive coordination with government and regulatory agencies and stakeholders during each phase of the project. In managing startup, execution, completion, and close-out of this project, **Mr. Revero's achievements included establishing mutually acceptable inspection, quality control, and payment methods for the newly created automated deck treatment technology, as well as strategically modifying work plans to best incorporate post-bid owner design changes, related to unknown existing conditions, at the lowest possible cost to the owner.** Despite the difficult and changed conditions, Mr. Revero led the project team to complete the work seven months earlier than required by the contract.

### **I-405 Jeffrey Road Interchange - City of Irvine with Caltrans Oversight**

*Project Manager | Contract# CIP 323500 | City of Irvine, CA | \$9.0M | 100% on job | 2005 - 2007*

Contact: Kal Lambaz, Project Manager | (949) 724-7555 | klambaz@ci.irvine.ca.us

\$9 million freeway overcrossing bridge widening in a closely confined corridor with Average Daily Trip (ADT) volumes matching that of the I-215/Barton Road project. Construction included cast-in-place post tensioned box girder bridge construction with precast prestressed box girder construction, roadway widening, and ramp reconstruction.

**Specific responsibilities relevant to this I-215/Barton Road project:** Mr. Revero was responsible for all aspects of construction management, contract compliance, scheduling, procurement, and safety. He managed the onsite project team including coordination with the owner and third party stakeholders. Mr. Revero provided leadership and extensive coordination with government and regulatory agencies and stakeholders during each phase of the project. While managing this project, Mr. Revero successfully initiated the first phases of construction, including development of a strategic partnering alliance with the Caltrans construction team that paved the way for a collaborative construction process. Mr. Revero also helped pioneer the District's then-new electronic Lane Closure System (LCS) by voluntarily participating in Contractor entry of planned lane closures into the new online system, in conjunction with the project's traffic control program.

### **SR 133 Highway Reconstruction - Caltrans District 12**

*Project Manager | Contract # 2006-144 | City of Irvine, CA | \$30.0M | 30% on job | 2006 - 2007*

Contact: Kamran Emam, RE | (951) 277-8582 | kamran\_emam@dot.ca.gov

\$30 million freeway reconstruction, including 4 miles of highway realignment, 8 bridges, over 1,000,000 CY of earthmoving, and complex above ground and subsurface drainage facilities. Project included stringent environmental and archaeological requirements, substantial design issues/conflicts, numerous change orders, and coordination with another ongoing City contract within the same project limits and on the same parcel.

**Specific responsibilities relevant to this I-215/Barton Road project:** Mr. Revero was responsible for all aspects of construction management, contract compliance, scheduling, procurement, and safety. He managed the onsite project team including coordination with the owner and third party stakeholders. **Mr. Revero provided leadership and extensive coordination with government and regulatory agencies and stakeholders during each phase of the project.** Upon being assigned to manage and close out this project, Mr. Revero's accomplishments included significantly improving owner-contractor relations, successfully resolving previous longstanding CPM schedule disputes, and working to strategically control owner costs after a significant archaeological find.

### **I-405 / SR-73 Interchange - Caltrans District 12**

*Project Manager / Project Engineer | Contract #12-202114 | City of Costa Mesa, CA | \$20.0M | 50% on job | 2003 - 2004*

Contact: Larry Kellerman, RE | (714) 418-5055 | larry\_kellerman@dot.ca.gov

\$20 million freeway interchange, consisting of single and multiple frame cast-in-place post tensioned box girder bridges, retaining walls, MSE Walls, AC and PCC highway and ramp construction, and related facilities. This project included complex staging with large traffic openings in falsework.

**Specific responsibilities relevant to this I-215/Barton Road project:** Mr. Revero performed all construction engineering responsibilities to complete this cast-in-place post tensioned box girder bridge widening and highway reconstruction, including construction layout, CPM scheduling, change management, cost control, and all correspondence. Unique project features included coordination with another adjoining and concurrent large Caltrans highway and bridge contract.

### **I-405 / SR-55 Interchange - Caltrans District 12**

*Project Manager / Project Engineer | Contract #12-11243 | Santa Ana, CA | \$35.0M | 80% on job | 2001 - 2002*

Contact: Bill Gilchrist, RE | (714) 751-2790 | william\_gilchrist@dot.ca.gov

\$35 million freeway interchange, consisting of single and multiple frame cast-in-place post tensioned box girder bridges, retaining walls, MSE Walls, AC and PCC highway and ramp construction, and related facilities. This project included complex staging with large traffic openings in falsework.

**Specific responsibilities relevant to this I-215/Barton Road project:** Mr. Revero performed all construction management responsibilities to complete this cast-in-place post tensioned box girder bridge widening and highway reconstruction, including construction layout, CPM scheduling, change management, cost control, and all correspondence. Unique project features included coordination with another adjoining and concurrent large Caltrans highway and bridge contract.

### **Henry Ford Grade Separation - Alameda Corridor Transportation Authority**

*Owner's Representative | Contract # Not Available | Wilmington, CA | \$80.0M | 80% on job | 2000 - 2002*

Contact: Leonard Beystrom, RE | (714) 751-2790 | lbeystrom@parsonsbrinckerhoff.com

\$80 million railroad grade separation at southern end of Alameda Corridor. Project features included cast-in steel shell piles, subsurface stone and concrete columns, MSE walls, roadway and ramp construction, waterline installation, 20-span precast box girder viaduct structure, precast I-girder bridge, structural steel plate girder and truss bridges, and railroad construction.

**Specific responsibilities relevant to this I-215/Barton Road project:** Mr. Revero worked directly for the owner's construction manager. Responsibilities included management of all project controls as well as contractor correspondence, CPM schedule, RFI, and submittal management. Mr. Revero managed a three person engineering staff on the project.



## John Metzger

### Construction Manager

*John will lead the construction of the I-215/Barton Road project to exacting quality specifications, on-time and under budget.*

#### Qualifications:

34 Years of Similar Experience in Heavy Civil Construction

Construction Manager for the Expo II Light Rail team which was recognized by Liberty Mutual Insurance for having attained 1,000,000 man-hours without a Lost Time Accident on the project.

#### I-215/Barton Road Organizational Role:

During preconstruction, John will conduct formal constructability reviews for structures design, traffic phasing, work planning, SWPPP and environmental planning. He will support the team for value analysis and methods that leverage maximum value with minimal impact within the corridor. He will participate in preconstruction planning for early utility and environmental tasks as well as for the completion of highway work as an integrated component to the overall project scope. During construction, John will support Micaiah by managing the execution of preconstruction planning. He will manage alignment and construction integration strategies, provide daily updates and work progress reports to the project management team. He will manage and ensure the proper execution of all safety plans and will adoption of Myers-Rados safety approach and active monitoring of safety practices.

#### Career Summary:

John has over 34 years of experience in the construction of heavy civil projects of similar size and scope. He has successfully managed the construction of highways and bridge projects with comparable Average Daily Trip (ADT) volume.

John is recognized for his experience in preconstruction, assisting in value analysis and constructability reviews, and in supporting the development of a comprehensive GMP that incorporates both value and innovation. John is second-to-none in leading the integration of a social safety mindset into daily work activities, with a record of zero lost time accidents on projects under his management.

At the field management level, John utilizes his successful delivery experience of over **\$1B Billion in highway and structures projects**, and has experience in projects with similar community impacts and stakeholder challenges. His partnership-driven approach enables him to consistently achieve quality, cost and schedule benchmarks and successful project completions with no environmental citations.

#### Authority:

John has authority to commit the necessary personnel, material and equipment resources to the successful delivery of this project. John is empowered to “Stop Work” if necessary to address any safety, quality, environmental or delivery issue that may impact the project.

#### Why we chose John for this project:

John was selected for his significant experience with bridge and structures construction, highway construction and realignment, and grading projects, as well as work in sensitive environments similar to the I-215/Barton Road project. He has a proven track record of team building and partnering with owners, stakeholders, subcontractors and suppliers and is recognized for facilitating interaction with the communities in which he works. John has provided preconstruction support and project execution resulting in projects completed on time and within budget, while maintaining safety and quality standards with zero-lost days due to accidents, and zero-violations with regard to environmental reviews.

#### John’s experience relevant to the I-215/Barton Road project includes:

##### **Expo II Light Rail - Expo Light Rail Authority**

*Construction Manager* | Contract # XP8902-002 | Santa Monica, CA | \$560M | 100% on job | 2011- Present | Contact: Eric Olson | (213) 243-5500 | eolson@exporail.net

The Exposition Light Rail Transit Project – Phase 2 (Design-Build) is a 6.6 mile long dual track light rail commuter facility linking Culver City, CA to Santa Monica, CA.

Approximately 4.2 miles of the alignment are within the jurisdiction of the City of Los Angeles. Similar to the anticipated scope for the I-215/Barton Road project, Rados is constructing five grade separations (bridge crossings) at Sepulveda Boulevard, Pico Boulevard and Purdie Drive, Bundy Drive, and Olympic/Cloverfield Boulevard. Approaching each of the grade separations, Rados is constructing retained earth embankments with MSE walls or retaining walls. Approximately 930 LF of the alignment is being built in an existing box culvert that will carry the Expo 2 transit line under the I-10 Freeway in west Los Angeles. Having similar ADT volumes to the I-215/Barton Road Corridor in which we would be working, approximately 1.2 miles of the alignment is being constructed in the center of Colorado Boulevard in downtown Santa Monica

**Specific responsibilities relevant to this I-215/Barton Road project:** As Construction Manager, John was responsible for the overall success in meeting challenging project goals. As part of this effort, he assisted in producing a CPM schedule that facilitated accelerated work schedules for the Sepulveda Blvd., Pico Blvd., Olympic Blvd., and Overland Ave., overpasses as well as the I-405 and I-10 Freeways. John led the team in maintaining traffic around and through the construction site with the result of having zero unplanned closures across the project corridor. John managed the integration of self-performed quality control for the structures portion of the project, partnering with the Quality Control Manager and Quality Control Engineers and utilizes testing laboratories to conduct testing protocols as necessary to maintain a high standard of quality on the project. John's efforts have resulted in only 9 minor non-conformance reports issued for over \$425M of work completed. During the first year of construction on the project, the construction team was recognized by Liberty Mutual Insurance for having attained **1,000,000 man-hours without a Lost Time Accident on the project.**

### **Widening of the 1st Street Bridge**

*Construction Manager | Contract # E700051 F.1 | Los Angeles, CA | \$80M | 100% on job | 2008 -2011*

Contact: Dung D. Tran, PE | (213) 485-5046 | [Dung.D.Tran@lacity.org](mailto:Dung.D.Tran@lacity.org)

This project included the widening of the Historic 1st Street Bridge over the L.A. River in order to restore dual lanes of westbound traffic. The project added two new westbound traffic lanes, a bicycle lane, new sidewalks and a decorative barrier rail by widening the historic bridge structure to the north. Under a separate contract, LA METRO constructed a dual track rail transit facility over the 1st Street Bridge in downtown Los Angeles. Traffic on the remaining portion of the bridge was restricted to eastbound only and westbound traffic was diverted to other L.A. River crossings and City streets. Before construction commenced the bridge carried over 18,000 motorists daily between the downtown Arts District, Little Tokyo and Boyle Heights.

**Specific responsibilities relevant to this I-215/Barton Road project:** John was responsible for all aspects of construction management, contract compliance, scheduling, procurement, and safety. He managed the onsite project team including coordination with the owner and third party stakeholders. John provided leadership and extensive coordination with government and regulatory agencies and stakeholders during each phase of the project. This project highlight's John's ability to master complex construction challenges. In one case, two historical arches were required to be reproduced by the Rados team and involved innovative and unconventional construction techniques, intricate falsework and a curved soffit to create the curved bottom of the structures. This effort was led by John, who coordinated with City of Los Angeles Bureau of Engineering for early approvals. Within the arched segment themselves, John's team formed and constructed a series of link beams, spandrel columns, transverse and longitudinal diaphragms, and sidewalk brackets to connect the arches to the deck and superstructure above.

## Route 405 Sepulveda to Route 101 - Caltrans District 7

*Construction Manager: Structures | Contract # 07-2101204 | Sherman Oaks, CA | \$26.9M | 50% on job | 2003 - 2004*

Contact: Jagdish Patel, PE | (909) 884-8276 | jpatel@sanbag.co.gov

This project encompassed the widening of the I-405 NB by adding one through lane and one or more auxiliary lanes to accommodate a reconfigured I-405 NB off ramp to Sepulveda, one block south of Ventura Boulevard. With site conditions similar to the I-215/Barton Road project, the Rt. 405 Sepulveda project involved bridge, structure, soundwall and highway widening in a high-volume corridor location along major urban arterial streets (Sepulveda and Ventura Boulevards), as well as near the confluence of two major urban freeways (the I-405 and Rte. 101). The neighborhood in which the project was located has extensive retail and commercial stakeholders and small storefront restaurants and shops which are vital to the health of the surrounding community. These businesses are directly adjacent to the newly constructed on-ramps. Rados successfully met the challenge of maintaining viability to the community by addressing the unique needs of the business establishments within the corridor.

**Specific responsibilities relevant to this I-215/Barton Road project:** As the key point of contact and Project Construction Manager, John was responsible for all aspects of construction management, contract compliance, scheduling, procurement, safety, and mobility. John coordinated the project team during preconstruction by conducting estimates, developing phasing and scheduling, and providing constructability reviews and value engineering. John was responsible for the scope of work, staffing, utility coordination and resources required to deliver this project on-time and within budget for Caltrans. John successfully managed several DBE subcontractors and suppliers on the project to ensure delivered quality and no significant rework on over \$26M worth of construction. To overcome difficult construction staging, John facilitated the integration of Caltrans inspectors and field crews with field teams in order to meet strict quality assurance and control requirements for the construction of 3,000LF of aesthetic retaining walls which occurred in eight separate locations. With John's leadership in the field, Rados delivered this "A+B" project on schedule, meeting an aggressive time line that was specifically developed to minimize overall corridor impacts while meeting three internal milestone incentives which were identified for successful project delivery.

## SR22 Reconstruction Design Build - Orange County Transportation Authority with Caltrans Oversight

*Construction Manager: Structures | Contract# C-3-0663 | Orange County, CA | \$488M | 100% on job | 2006*

Contact: Joe Toolson | (714) 560-5406 | jtoolson@octa.net

The SR22 (Garden Grove) Freeway is a 12 mile urban freeway that traverses central Orange County, from the I-405 Freeway to SR-55, the Costa Mesa Freeway. Portions of the original freeway were built in the late 1960's, early 1970's, with older standards of horizontal and vertical geometry, ramp curvature, and inadequate bridge clearances. SR-22 was realigned to improve traffic flow in congested areas, eliminating severe "weaving" conditions. The scope of work included the widening of twenty-six bridge structures, carrying the SR 22 Freeway over major urban arterial streets while reconstructing nine bridge structures that were obsolete due to the newly widened configuration of the SR-22 mainline. These reconstructions were similar to Barton Rd. in size and the potential for impacts to the local community, retail and commercial interests. Also similar to I-215/Barton Road project was the construction of one-hundred thirty (130) retaining/soundwalls to allow for the widened mainline, improvements to ramp configurations and the upgrading and reconstruction of fifty-one (51) ramps at the interchanges along the SR-22 alignment.

**Specific responsibilities relevant to this I-215/Barton Road project:** The SR 22 project was originally procured in 1999 with a Notice to Proceed (NT) issued in September, 2004. In the intervening years between procurement and letting, Caltrans updated delivery standards and in addition, as a result of the studies done after the Northridge earthquake on the effects on structures, the seismic standards were revised. These changes resulted in a significant departure from the conditions, designs and intent outlined in the original procurement package. As the Construction Manager for Structures, John collaborated with OCTA, Caltrans and other agencies to evaluate constructability, and participated in value analysis meetings to work out the complexities of the design revisions that were ongoing. Major portions of the project were completed using abbreviated work shifts at night, or on weekends, in order to keep the facility operational during the daytime. John was able to mitigate the project's seismic redesign impacts by over 50% through the use of partnering, value engineering and innovation. The project schedule was also impacted during design due to these revised design standards. Our team worked with OCTA to reschedule the work and accelerate critical items to reduce the overall project schedule impacts by 30% and actually accelerated the construction phase of the project to lessen impacts to the traveling public. A project specific quality management plan (QMP) was developed which integrated Caltrans in providing a high level oversight of the program and verification testing. Through an active partnership with the IQF, John worked proactively to review means, methods and materials to ensure sustained, delivered quality, in particular for the **317 complex utility crossings** that were critical project items.

### **Main Street Historical Bridge Retrofit**

*Construction Manager | Contract# E9001211 | Los Angeles, CA | \$7M | 100% on job | 2010 - 2011*

Contact: Dung D. Tran, PE | (213) 485-5046 | Dung.D.Tran@lacity.org

This project encompassed the structural retrofit of the Main Street historical bridge build in 1910. The scope of work included the removal and replacement of the bridge deck, retrofit of the triple arch spans, relocation and protection various critical utilities, coordination with the Metro-link railroad and BNSF, coordination with Army Corp of Engineers for access over the Los Angeles River.

**Specific responsibilities relevant to this I-215/Barton Road project:** John was responsible for all aspects of construction management, contract compliance, scheduling, procurement, safety, and profitability. The project was challenged with significant undiscovered and unrecorded subsurface conditions that varied from the original bid plans and specifications. At the field level, John worked diligently with the City to minimize additional costs and schedule delays to the project. Under his leadership, the construction team mitigated delays caused by a change in the character of the piling construction work by re-sequencing and accelerating portions of the work. John provided leadership and extensive coordination with government and regulatory agencies and stakeholders during each phase of the project. He coordinated and scheduled work activities for the 24 hours a day, 7 days a week schedule with Metro-Link and BNSF and was responsible achieving a zero-incursion record in the railroad ROW.

**In addition to this experience specific to the I-215/Barton Road project, John has performed similar roles on projects that include:**

- Department of Water Resources Aquaduct, Gorman, CA, Phase I
- Department of Water Resources Aquaduct, Gorman, CA, Phase II
- Northridge Earthquake Bridge Rebuild, including the 5/14 Freeways and other related structures
- Department of Water Resources Pipeline, Tracy CA



## Gerardo "Gerry" Perez

### Preconstruction Manager

*Gerardo will lead the Preconstruction Team to identify innovative solutions to project challenges with the goal of delivering projects on time and under budget.*

#### Qualifications:

15 Years of Similar Experience in Heavy Civil Construction

Preconstruction Manager for the Expo II Light Rail team which was recognized by Liberty Mutual Insurance for having attained 1,000,000 man-hours without a Lost Time Accident on the project.

#### Education/Licensing/Training:

BS, Civil Engineering, California State University, Long Beach

#### I-215/Barton Road Organizational Role:

Gerardo will lead the constructability and value analysis efforts, spearheading the development and vetting of alternative technical concepts. He will track and assist Caltrans when needed in utility relocation and ROW acquisition. He will support the scheduling, risk management, estimation and project management team in the development of an accurate and accepted GMP and will ensure a seamless transition from pre-construction to construction.

In collaboration with John Njord, PE, CMGC Specialist, Gerardo will guide Caltrans and the Myers-Rados team through the CMGC process including, design and constructability reviews, RAM meetings, Design Task Force Meetings, creating and managing the risk matrix, and the establishment of CALM.

#### Career Summary:

As a Design-Build and Pre-Construction Manager for Rados, Gerardo identifies and executes best practices for alternative delivery procurement. Gerry has played an integral role in the procurement and delivery of nearly \$1B worth of alternative delivery work and is responsible for the development of a design and construction coordination process during pre-construction to successfully deliver a wide range of heavy civil reconstruction projects with elements similar to the I-215/Barton Road project. Gerardo takes on direct management roles on projects that are identified as critical projects for the company. The I-215/Barton Road fits this category as both a Caltrans project and the 5th project of the Caltrans CMGC pilot program.

During preconstruction, Gerardo has consistently led the development of project schedules that successfully balanced owner and stakeholder concerns with construction schedules resulting in projects delivered on-time and on budget. He has developed value engineering and alternative technical concepts through the design development process totaling a savings in excess of \$60M across multiple projects.

Gerardo brings a strong construction and engineering background to his preconstruction management role, with extensive experience in bridges and structures, formwork and platforms, girder erection plans, retaining and sound walls, shoring, accelerated bridge (ABC) schemes, demolition plans and traffic phasing sequences. He will also participate in construction startup to ensure a smooth transition to the construction phase.

#### Authority:

Gerardo has the authority to commit personnel and material resources during the preconstruction phase to meet project demands. He has the authority to commit the Myers-Rados team to timelines and critical path milestones.

#### Why we chose Mr. Perez for this project:

As both an experienced construction professional, who is accustomed to coordinating and communicating that experience to design teams, Gerardo is ideally suited to provide preconstruction leadership to the Myers-Rados team and strong support to the Caltrans design team. Gerardo is recognized for his preconstruction approach and has been instrumental in developing bridges between design and construction teams, across all methods of procurement.

We believe that an important key to this project lies in effectively leveraging the CMGC process to achieve project goals. Gerardo is the ideal candidate to lead the Myers-Rados and our partners to collaboratively discover and develop innovative solutions to project challenges resulting in the I-215/Barton Road project meeting and beating all schedule and budget benchmarks.

Gerardo's experience relevant to the I-215/Barton Road project includes:

### **Expo II Light Rail - Expo Light Rail Authority**

*Preconstruction Manager* | Contract # XP8902-002 | Santa Monica, CA | \$560M | 100% on job | 2011- Present

Contact: Bill Reagan | (213) 243-5500 | breagan@exporail.net

The Exposition Light Rail Transit Project – Phase 2 (Design-Build) is a 6.6 mile long dual track light rail commuter facility linking Culver City, CA to Santa Monica, CA. Approximately 4.2 miles of the alignment are within the jurisdiction of the City of Los Angeles. Similar to the anticipated scope for the I-215/Barton Road project, Rados is constructing five grade separations (bridge crossings) at Sepulveda Boulevard, Pico Boulevard and Purdie Drive, Bundy Drive, and Olympic/Cloverfield Boulevard. Approaching each of the grade separations, Rados is constructing retained earth embankments with MSE walls or retaining walls. Approximately 930 LF of the alignment is being built in an existing box culvert that will carry the Expo 2 transit line under the I-10 Freeway in west Los Angeles. Having similar ADT volumes to the I-215/Barton Road Corridor in which we would be working, approximately 1.2 miles of the alignment is being constructed in the center of Colorado Boulevard in downtown Santa Monica.

**Specific responsibilities relevant to this I-215/Barton Road project:** Gerardo is currently providing management and consultation to a structural design staff of 30+ members as well as heavy coordination amongst other design disciplines such as civil/roadway, grading/drainage, noise/vibration, guide way, etc. As Preconstruction Manager, Gerardo has supported the estimating and subcontractor procurement process, implemented design quality program for structures, and established design directives, standards and criteria. **Gerardo provided alternate construction concepts for the use of precast partial depth bridge deck panels, targeted the elimination of sound wall length through alignment optimization, and recommended increasing earthwork scope to reduce structure scope.** Gerardo has leveraged his extensive experience working with 3rd party agencies during the design and construction phases of this project to also identify, troubleshoot and solve multiple utility conflicts that had the ability to significantly impact the project cost and schedule. The Expo alignment crosses a number of major urban arterials including Sepulveda Blvd., Pico Blvd., Olympic Blvd., Overland Ave., as well as the I-405 and I-10 Freeways. During the preconstruction phase, Gerardo worked closely with the design and construction teams to identify key issues that would impact the high traffic volumes that occur at these locations. **As a result of his effort, the project has had zero unplanned closures across the project corridor.** Overall, his participation in the project has resulted in reduced project risk while increasing project scope.

### **SR22 Reconstruction - Orange County Transportation Authority with Caltrans Oversight**

*Segment Preconstruction Manager* | Contract# C-3-0663 | Orange County, CA | \$488M | 100% on job | 2006 -2007

Contact: Joe Toolson | (714) 560-5406 | jtoolson@octa.net

The SR22 (Garden Grove) Freeway is a 12 mile urban freeway that traverses central Orange County, from the I-405 Freeway to SR-55, the Costa Mesa Freeway. Portions of the original freeway were built in the late 1960's, early 1970's, with older standards of horizontal and vertical geometry, ramp curvature, and inadequate bridge clearances. SR-22 was realigned to improve traffic flow in congested areas, eliminating severe "weaving" conditions. The scope of work include the widening of twenty-six bridge structures, carrying the SR 22 Freeway over major urban arterial streets while reconstructing nine bridge structures that were obsolete due to the newly widened configuration of the SR-22 mainline. These reconstructions were similar to Barton Rd. in size and the potential for impacts to the local community, retail and commercial interests. Also similar to I-215/Barton Road project was the construction of one-hundred thirty (130) retaining/soundwalls to allow for the widened mainline, improvements to ramp configurations and the upgrading and reconstruction of fifty-one (51) ramps at the interchanges along the SR-22 alignment.

**Specific responsibilities relevant to this I-215/Barton Road project:** The SR 22 project was originally procured in 1999 with a Notice to Proceed (NT) issued in September, 2004. In the intervening years between procurement and letting, Caltrans updated delivery standards and in addition, as a result of the studies done after the Northridge earthquake on the effects on structures, the seismic standards were revised. The project schedule was severely impacted during design do to these revised design standards. Gerardo and the Rados team worked with OCTA to reschedule the work and

accelerate critical items to reduce the overall project schedule impacts by 30% and actually accelerated the construction phase of the project to lessen impacts to the traveling public. In addition, Gerardo worked directly with a full time staff of maintenance and traffic engineers to help facilitate the design and implementation of the hundreds of traffic control plans on the project. This focus specifically addressed the impacts of planned construction on critical arterial access routes. Gerardo participated in design impact meetings, collaborative workshops and public outreach meetings to gain consensus for extended schedule and scope alternatives. Gerardo worked directly with OCTA, Caltrans and local Cities and Utility Companies on the relocation of hundreds of utilities and managed the right of way's construction easements needed to relocate those utilities. Gerardo's efforts allowed for the restaging and completion of major portions of work within a mutually agreed timeline, minimizing unexpected impacts and significantly cutting cost and schedule expansions from original forecasts.

#### **River Supply Conduit Improvement - Lower Reach Unit 4**

*Preconstruction and Project Manager | Contract # 7038 | Los Angeles, CA | \$35M | 100% on job | 2006 - 2007*

Contact: Emmanuel Tan | (213) 367-3627 | emmanuel.tan@ladwp.net

This project involved the construction of 3 miles of large 72" to 96" diameter water trunk line and large concrete vaults for Los Angeles Department of Power and Water (LADPW) as part of a comprehensive plan to meet state and federal surface water treatment standards. Similar to the conditions expected in the I-215/Barton Road corridor, this project had massive utility relocation and the site was located in the Silverlake/Griffith Park community and is bordered by mixed-use residential, retail and commercial stakeholders who were especially concerned with the impacts of construction to their community.

**Specific responsibilities relevant to this I-215/Barton Road project:** As the Preconstruction Manager, Gerardo led a significant value engineering and preconstruction services effort centered on developing a focused staging and work plan approach, which would significantly reduce noise and construction traffic impacts within the corridor. A specific area of concern was the construction area along Glendale Boulevard, from west of Farwell Avenue to Fletcher Drive. Gerardo developed crew mobilization and 24/7 work schedules to accelerate construction and minimize the impacts due to traffic closures. His efforts restored full-time two-way traffic on Glendale Boulevard, with one lane in each direction, and reopened the intersection at Glendale/Rowena/ Lakewood ahead of schedule. Gerardo also created and implemented a utility clearance process to eliminate significant utility conflicts or remove them for the critical path of the project.

#### **North Central Outfall Sewer - Air Treatment Facility**

*Preconstruction and Project Manager | Contract # SZC-11286 | Los Angeles, CA | \$10.5M | 100% on job | 2007 - 2009*

Contact: David Coop | (310) 648-6188 | david.coop@lacity.org

Project involved the construction of a detailed and intricate underground, mechanical and structural facility. Constructed on city owned property and permitted by Los Angeles Department of Building and Safety, the air treatment facility involved relocating existing utilities in confined spaces, large slabs on grades, structural steel framework, placement of large fiberglass filtration tanks , as well as **architecturally treated masonry block perimeter walls.**

**Specific responsibilities relevant to this I-215/Barton Road project:** Gerardo successfully integrated subcontractors and suppliers early in the preconstruction phase of the project for constructability and value analysis reviews. Early onboarding ensured delivered quality and no significant rework on over \$10M worth of construction. During preconstruction, Gerardo led the civil estimates, including take offs, estimate set ups, and traffic coordination pre-proposal as well as coordination and direction post proposal. **His efforts yielded nearly \$650K in scope and construction savings through value engineering and alternative technical concepts.**



## Joe Peck

### Lead Scheduler

*Joe will support the team in delivering this project ahead of schedule with an eye to capturing preconstruction activities, construction sequencing and work item dependencies.*

#### Qualifications:

34 Years of Similar Experience in Heavy Civil Construction

#### Education/Licensing/Training:

BS, Civil Engineering, Murray State University

#### I-215/Barton Road Organizational Role:

Joe will manage the planning, development and updating of the project schedule, identifying and assessing items of risk to prevent impacts, communicating the status of the project's performance and ultimately providing schedule certainty.

As a vital component to the preconstruction effort, Joe will lead the multidisciplinary schedule creation that will forecast utilization, duration, alternatives and interaction of key efforts for the structural and traffic elements of the project. This ensures accountability and transparency not only for the Myers-Rados team, but also for the entire Project Team and third party stakeholders. During construction, Joe will ensure transparent reporting of planned vs. actual performance, continuously advising the team on areas of potential schedule risk and reporting that illustrates the scheduling health of the project.

#### Career Summary:

Joe provides industry-leading experience in heavy civil, bridge, utility and highway project scheduling and has worked on over 21 Caltrans projects worth over \$1.7B in project value. Nationally, Joe led planning and scheduling efforts for significant capital projects including the \$14.5 Billion Central Artery Tunnel (Big Dig) in Boston, \$3.8 Billion Deer Island Waste Treatment Facility in Boston and the \$385 Million Route 3 Design/Build Project for the Massachusetts Highway Department. Joe is recognized for his expertise in planning, schedule preparation, schedule oversight, schedule review, time entitlement review, and negotiations as a subject matter expert and claims reviewer. **Joe is leading the RT 50/5 Design Build and RT 140 CMGC scheduling efforts** with significant environmental components and managed the scheduling processes on a number of high-profile public sector projects. In addition to Caltrans, Joe has worked with other agencies in California including the Alameda Corridor Transportation Authority, LA to Pasadena Metro Blue Line Authority, Orange County Transportation Authority and San Diego Metro Transit Development Authority.

Joe's industry leading work and understanding of scheduling dynamics facilitates his creative, collaborative approach to planning, preparation and implementation of complex, resource and revenue loaded schedules that identify areas of potential risk, provide scenario outcomes for evaluation and incorporate the interests of key project stakeholders.

#### Authority:

Joe will work hand-in-hand with Caltrans scheduling staff to verify the validity of current schedules, provide updates and create alternatives to mitigate areas of risk. Joe has the Authority to share all of Myers-Rados collected scheduling data directly with Caltrans.

#### Why we chose Mr. Peck for this project:

Joe was selected for his extensive Caltrans project delivery experience, his industry-recognized approach and understanding of Scheduling Dynamics and his proven record scheduling alternative delivery projects.

#### Joe's experience relevant to the I-215/Barton Road project includes:

##### Petaluma River Bridge

*Lead Scheduler | Contract# 04-2640U4 | San Francisco | \$72M | 35% on job | 2011- 2014*  
Contact: Ben Ghafghazi | (510) 867-6181 | ben.ghafghazi@dot.ca.gov

This project involved the replacement of the existing nine-span, twin structure U.S. 101 Petaluma River Bridge with a new five-span, single deck bridge. All nine of the existing bridge piers would be removed from the Petaluma River. The new bridge is supported on four piers with two abutments at either end. Pile-driving, cofferdams for pier footing

excavations, dewatering, and falsework would be utilized during bridge construction. A temporary trestle approximately 1,000 feet long and 36 feet wide was used to install 24" diameter steel piles. The project included the construction of frontage roads on both sides of U.S. 101 for maintaining access to intersecting roads and private property. The western frontage road would connect the proposed Petaluma Boulevard South overcrossing with the existing Kastania Road.

**Specific responsibilities relevant to this I-215/Barton Road project:** As the senior project scheduler, Joe was responsible for the project planning and preparation of the Baseline Schedule and training the Project Manager in preparation of the schedule updates. Joe exclusively used Oracle Primavera (P6) scheduling software to develop the project schedule. Joe was responsible for compliance with all aspects of the project schedule specification including coding, calendars, layouts, filters, tabular reports and plots for acceptance of the Baseline.

### **Sand Canyon Railroad Grade Separation**

*Lead Scheduler | Contract# C-0-1662 | Irvine, CA | \$22M | 60% on job | 2011 - 2014*

Contact: Clay Walker | (714) 318-4575 | cwalker@octa.net

The project consists of constructing a railroad grade crossing by lowering Sand Canyon Ave. in Irvine, CA under the existing railroad. Includes Construction of shoofly railroad, new precast girder railroad bridge, retaining walls, roadwork and utility relocations.

**Specific responsibilities relevant to this I-215/Barton Road project:** As the senior project scheduler, Joe was responsible for the project planning, preparation and implementation of the Baseline Schedule, Updates and Time Impact Analysis schedules for the project. Joe exclusively used Oracle Primavera (P6) scheduling software to develop the project schedule. Joe was responsible for compliance with all aspects of the project schedule specification including coding, calendars, layouts, filters, tabular reports and plots for all schedules. Joe worked closely with the project team during construction to reduce the number of traffic stages that saved 4 months in overall project time.

### **Route 205 Widening and Reconstruction**

*Lead Scheduler | Contract# 10-300164 | Tracy, CA | \$92M | 100% on job | 2006 - 2009*

Contact: Pam Marquez | (209) 221-6585 | pam.marquez@dot.ca.gov

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.

**Specific responsibilities relevant to this I-215/Barton Road project:** As the senior project scheduler, Joe was responsible for the project planning, preparation and implementation of the Baseline Schedule, Updates and Time Impact Analysis schedules for the project. Joe was responsible for compliance with all aspects of the project schedule specification including coding, calendars, layouts, filters, tabular reports and plots for acceptance of the Baseline. Joe worked closely with Caltrans to mitigate delays caused by structural redesigns on several bridges and developed plans to work around the delays and achieve a timely project completion.

### **Route 101/1 Separation**

*Lead Scheduler | Contract# 04-163734 | San Francisco, CA | \$88.5M | 30% on job | 2009 - 2012*

Contact: Jonathan Ng, RE | (510) 393-5844 | jonathan\_ng@dot.ca.gov

Doyle Drive Contract 3 was an \$88.5 million contract for work at the Southern end of the Golden Gate Bridge which included construction of a permanent roadway section, the southbound Presidio Viaduct Bridge, the southern Park Presidio Interchange, the Ruckman Undercrossing and the North Rt. 1 to South Rt. 101 Connector Ramp. It also included extensive underground, HMA paving, and utilities.

**Specific responsibilities relevant to this I-215/Barton Road project:** As the senior project scheduler, Joe was responsible for the project planning, preparation and implementation of the Baseline Schedule, Updates and Time Impact Analysis schedules for the project. He worked closely with the preconstruction team and Project Manager to provide an alternative for traffic phasing that was incorporated into the project staging saving 3 months in overall construction time.

### **SR22 Reconstruction Design Build - Orange County Transportation Authority with Caltrans Oversight**

*Lead Scheduler | Contract# 12-071611 | Garden Grove, CA | \$488M | 20% on job | 2006 - 2008*

Contact: Will Kempton, Executive Director | (714) 272-5870 | wkempton@transportation.ca.com

The SR22 (Garden Grove) Freeway is a 12 mile urban freeway that traverses central Orange County, from the I-405 Freeway to SR-55, the Costa Mesa Freeway. Portions of the original freeway were built in the late 1960's, early 1970's, with older standards of horizontal and vertical geometry, ramp curvature, and inadequate bridge clearances. SR-22 was realigned to improve traffic flow in congested areas, eliminating severe "weaving" conditions. The scope of work included the widening of twenty-six bridge structures, carrying the SR 22 Freeway over major urban arterial streets while reconstructing nine bridge structures that were obsolete due to the newly widened configuration of the SR-22 mainline. These reconstructions were similar to Barton Rd. in size and the potential for impacts to the local community, retail and commercial interests. Also similar to I-215/Barton Road project was the construction of one-hundred thirty (130) retaining/soundwalls to allow for the widened mainline, improvements to ramp configurations and the upgrading and reconstruction of fifty-one (51) ramps at the interchanges along the SR-22 alignment.

**Specific responsibilities relevant to this I-215/Barton Road project:** As the senior project scheduler, Joe was responsible for the project schedule updates, time impacts analysis and project closeout. Joe was responsible for compliance with all aspects of the project schedule specification including coding, calendars, layouts, filters, tabular reports and plots for acceptance.

### **SF Bay Temporary Bypass Structure Design Build**

*Lead Scheduler | Contract# 04-0120R4 | San Francisco, CA | \$476M | 20% on job | 2008 - 2013*

Contact: Tony Anziano, Program Manager | (415) 982-3130 | tanziano@transportationca.com

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

**Specific responsibilities relevant to this I-215/Barton Road project:** As the senior project scheduler, Joe was responsible for the project planning, preparation and implementation of the Schedule, Updates and Time Impact Analysis schedules for the project. Joe worked with the Project Manager to re-sequence the project given the additional scope that was added by CCO.



## Kevin Howlett

### Lead Estimator

*Kevin will support the team in delivering this project on budget by leading the estimating effort through preconstruction services including GMP negotiations.*

### Qualifications:

17 Years of Similar Experience in Heavy Civil Construction

### Education/Licensing/Training:

- LDS Business College
- UDOT Partnering Training Phase I - 2006
- UDOT Partnering Training Phase 2 - 2007

### I-215/Barton Road Organizational Role:

As lead estimator, Kevin will be responsible for the oversight of the multi-disciplinary team efforts for Opinion of Probable Construction Cost (OPCC) milestone estimates, development of a price and risk evaluated cost model that will be compatible with Caltrans Engineer's estimate, arriving at a comprehensive estimate, and negotiation of the final GMP in collaboration with the project management and preconstruction team, Caltrans, and the Independent Cost Estimator (ICE).

### Career Summary:

Kevin's industry-leading knowledge of all facets of heavy highway construction has enabled him as construction industry leader specializing in Alternative Project Delivery Methods (APDM). As the Lead Estimator, **he has led efforts for 31 CMGC and design-build projects for UDOT** worth over \$3B and led estimating teams in the open book cost modeling of over \$1.2B in projects containing over 44 similar highway and bridge structures components. Each of these projects has also included significant State or Federal fiscal regulation in the areas of finance and procurement. **As the Lead Estimator for the current Rt 140 Ferguson Slide CMGC project ongoing in District 10**, Kevin is uniquely familiar with the Caltrans CMGC delivery expectations for complex projects with significant components of environmental risk.

Kevin brings relevant experience in managing multi-disciplinary estimating teams and is expert in collaborating with and reporting to design teams and key client stakeholders while providing timely cost models as well as milestone estimates utilizing Opinion of Probable Construction Cost (OPCC). Kevin has significant depth of experience in developing the quantities and cost estimates critical to the review of preconstruction design and staging alternatives. Kevin works as a vital member of the preconstruction team to assessing price and risk. Kevin has led the development of 7 APDM GMPs that have been reconciled with the Owner and ICE leading to award of the final construction contract each time.

### Authority:

Kevin has the authority to share confidential cost information including crew composition and history of productions with his Caltrans and Independent Cost Engineer counterparts. Kevin has the authority to interact with subcontractors and suppliers and discuss innovation alternatives, current cost considerations and escalations.

### Why we chose Mr. Howlett for this project:

Kevin was selected for his extensive estimation experience within the CMGC environment, his consistent record of achieving viable GMP's and his recognized excellence in collaborative communication with owners and fiscal stakeholders and his outstanding record of achieving an accepted GMP for every one of the estimating projects he has led.

Kevin's experience relevant to the I-215/Barton Road project includes:

### **Front Runner Rail South CMGC**

*Lead Estimator* | Contract# S-15-8(211)332 | Salt Lake City, UT | \$500M | 35% on job | 2009

Contact: Paul Edwards, PE | (801) 911-0168 | pedwards@rideuta.com

This \$500 MUTA project to extend the UTA Frontrunner commuter rail line 45 miles from downtown Salt Lake City to Provo. The new Commuter rail track was placed along the existing and heavily used Union Pacific Rail Road corridor. Working in conjunction with CRC, the construction JV, the team was responsible for 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.

**Specific responsibilities relevant to this I-215/Barton Road project:** As lead estimator Kevin was responsible for developing Opinions of Probable Construction costs for structures at various stages during the preconstruction process, developing preliminary work breakdown structure estimates, generating reports and analyses for client review, evaluating and quantifying impacts of multiple MOT alternatives, and final GMP development. Since a significant portion of the projects budget and schedule involved the construction of rail bridges, Kevin analyzed the cost and construction schedule of several bridge design options including precast bridge superstructure and substructure elements. Precast superstructures were chosen for most structures and a few structures utilized precast columns to minimize construction impact to adjacent highway traffic.

### **I-80 State Street to 1300 East CMGC**

*Lead Estimator* | Contract # S-80-3(151)121 | Salt Lake City, UT | \$126M | 35% on job | 2008

Contact: John Montoya, UDOT Region 2 | (801) 957-4871 | johnmontoya@utah.gov

This \$126 M freeway widening and reconstruction project utilized innovative Accelerated Bridge Construction techniques to construct 7 of the 15 bridges along the I-80 corridor. It also required reconstruction of 3.5 miles of interstate using PCCP. The innovative design was one of the first, and by far the most extensive ABC project undertaken by UDOT at the time and utilized a variety of bridge installation methods including SPMT, slides and launches. Several innovative solutions were developed to mitigate the settlement over many utilities including high-pressure gas lines, large waterlines, and an extensive fiber-optic duct bank. These solutions allowed the existing utilities to remain in place saving millions of dollars. Key Risk items identified in the CMGC Risk matrix were ABC construction methods and third party utility requirements.

**Specific responsibilities relevant to this I-215/Barton Road project:** As Lead Estimator Kevin was responsible for developing Opinions of Probable Construction Costs (OPCC) at various stages of design. Kevin led the RLW's estimating effort in assessing cost, risk and probability in using SPMT's to move 7 bridges constructed in a staging yard called the "farm" to their final positions, some over 1 mile away. Despite the lack of precedence for this type of construction, Kevin led the estimation team to overcome the significant challenges of this truly unprecedented project. There were a limited number of subcontractors that own the SPMT's and even fewer that move bridges. Kevin's challenge was to obtain competitive pricing for a scope of work that no one had ever tried before and at the same time identify the risks that could impact the price. All of this was critical to determine a GMP that was within the owners funding. Kevin participated in design development meetings with designers and the owners to help identify risks, support and vet constructability decisions based on Opinions of Probable Construction Costs (OPCC).

### **Dixie Drive Interchange Reconstruction CMGC**

*Lead Estimator* | Contract# S-15-8(211)332 | St. George, UT | \$51M | 30% on job | 2007 - 2009

Contact: Dana Meier, UDOT | (435) 893-4799 | damameier@utah.gov

Key elements of the project are: 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. The scope also includes a new structure for a trailhead parking lot access, a pedestrian underpass for trail use, the addition of auxiliary lanes between Bluff Street and Dixie interchanges, a new Dixie drive alignment through an existing golf course, the relocation of three holes of the existing golf course and new and enhanced drainage and electrical systems.

**Specific responsibilities relevant to this I-215/Barton Road project:** As lead estimator for RLW Kevin was responsible for developing Opinions of Probable Construction costs for structures at various stages of design. Kevin supported the UDOT management team and the designer fully investigate and price multiple ABC options of SPMT bridge move and precast structure elements for this project. Kevin Identified key cost items such as; scour protection wall on the Santa Clara River that had the potential for significant impact, and worked collaboratively with the UDOT engineering and RLW constructability teams to find the most cost effective solutions for the highest risk items. Engineers were recommending a 2000' long rip-rap scour protection to bedrock. This was a significant risk to the project budget and schedule. Kevin worked with UDOT's management team to utilize sheet pile driven to bedrock and soil anchored for stability during a full scour event. Cost saving was 20% and schedule impact was reduced from 100 days to 30 days. The sheet pile scour wall is 95% under the surface with an aesthetically pleasing concrete cap.

### **4500 S. Bridge Replacement CMGC**

*Lead Estimator | Contract# F-215(126)13 | Contract# S-15-8(211)332 | Salt Lake City, UT | \$7M | 20% on job | 2012*

Contact: Lisa Wilson, PE | (801) 975-4827

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.

**Specific responsibilities relevant to this I-215/Barton Road project:** Kevin was the Lead Estimator of this project and played a vital role in supporting the project team through phasing alternatives, cost modeling, value engineering concept development and pricing in order to arrive at an accurate GMP as well as working to maintain the project schedule. Since this was UDOT's first ABC project to utilize the SPMT, there was a significant learning curve for the Owner, CMGC, Designer and ICE. Open book cost modeling was utilized to convey the cost of this new technology to all parties. It quickly became apparent the ICE needed to be intimately involved during the design phase to allow him to be able to accurately provide a cost comparison and this became the practice of future UDOT CMGC projects. Kevin worked with UDOT the designer and the ICE to overcome these challenges and arrive at a mutually agreeable GMP and advance the CMGC process for UDOT.



## John Njord

### CMGC Specialist

*John will act as an ombudsman for both Caltrans and the Myers-Rados team ensuring the full implementation and benefit of the CMGC Framework.*

#### Qualifications:

26 Years of Similar Experience in Heavy Civil Construction

#### Education/Licensing/Training:

BS, Civil Engineering, University of Utah

#### I-215/Barton Road Organizational Role:

As CMGC specialist, John functions as an independent resource, coordinating directly with Caltrans and the Project Manager to maximize all potential benefits of the CMGC process. His participation ensures the integration of all necessary parties to achieve the cost and schedule certainty that the Myers- Rados team will set in order to deliver this I-215/Barton Road project successfully.

Working as an independent resource, John will be directly available to Caltrans staff throughout the life cycle of the project to share his industry-leading CMGC experience and expertise.

#### Career Summary:

John is a proven leader with a working knowledge of the technical aspects of the transportation and infrastructure industry in addition to a first-hand understanding of the political, financial, and social requirements. He is a good listener, an able communicator, a student of leadership art, an agent for change and unwilling to compromise his integrity.

At the time of his retirement, he was the longest serving CEO of a department of transportation in the country having served for 12 years under 4 Utah Governors. Under John's leadership, multiple billions of dollars worth of infrastructure projects were delivered on schedule and budget, or better, using partnering techniques. Some of the mega projects include Legacy Parkway, I-15 CORE, and the Mountain View Corridor. Under John's leadership, the department became known nationally as one of the most innovative and best run state DOT's in America. Focused on accelerated project delivery and minimizing impacts on customers, UDOT led the country in accelerated bridge construction (ABC), having completed more bridges using this technique than the rest of the states combined. **Over 70 Design Build and CMGC contracts were successfully completed under John's direction.** The balance of the hundreds of projects per year were delivered using price plus time contracting which significantly reduced the physical impacts upon drivers while dramatically speeding up project delivery.

John has facilitated partnering and mediated disputes on major infrastructure projects in New York, California, Florida, Louisiana, Minnesota, Missouri, Oregon, Wyoming and Washington. He has advised clients regarding innovative project delivery methods and informed best practices. He is the editor of a widely circulated transportation industry newsletter, The Tom Warne Report.

#### Authority:

As a CMGC specialist, John has the authority to advise both Caltrans and the CMGC on means and methods to leverage best value practices in the successful execution of the CMGC contract.

#### Why we chose Mr. Njord for this project:

John was selected for his industry- leading experience facilitating Design/Build and CMGC partnering on major infrastructure projects across the nation. He has advised clients regarding innovative project delivery methods and best practices and is the editor of a widely circulated transportation industry newsletter. He provides an unparalleled, independent resource to Caltrans, ensuring the full success of the project by guiding the full implementation of CMGC framework across the life cycle of the project.

John's experience relevant to the I-215/Barton Road project includes:

### **I-15 CORE Design Build**

*Director and DB Team Leader | Contract# MPI15-6(178)245 | UDOT | Salt Lake City, UT | \$1.1B | 30% on job | 2009 - 2011*

Contact: Robert Stewart | (801) 440-5746 | (801) 440-5746

The project involved the reconstruction of 25 miles of I-15 roadway including the widening of segments to a 7+1 lane configuration which included a buffer-separated HOV lane similar to the configuration proposed for this phase of the NCC. Included the design and construction of 73 bridges, 4 of which utilized innovative techniques in Accelerated Bridge Construction (ABC). The project included two "firsts" - the first continuous two span bridges moved in the US and the first time a single set of Self Propelled Modular Transporters (SPMT's) were used to move two structures in a single night. Included with the project was the construction of 1.1 million sq. ft. of MSE Walls, 2.9 million sq. yards of concrete paving, the import of 2.25 million cubic yards of granular borrow and UTBC, 240,000 sq. ft. of shoring and 160,000 sq. ft. of foundation piling. Similar to this I-215/Barton Road project, the I-15 project involved significant utility relocation and coordination for gas, phone, fiber, power, water, sewer, and public utility betterments.

**Specific responsibilities relevant to this I-215/Barton Road project:** As the department director, the project team reported directly to John for all aspects of the project including scope, schedule, budget, contract methodology, contractor coordination, partnering and public outreach. The project was delivered ahead of schedule and \$250 million under budget with exceptional quality and outstanding public acceptance.

### **I-15 NOW Design Build**

*Director and DB Team Leader | Contract# SP-15-8(34)342 | UDOT | Weber County / Ogden, UT | \$235MM | 30% on job | 2006 - 2008*

Contact: Brent DeYoung | (801) 620-1600 | brentdeyount@utah.gov

Similar to the highway scope outlined to RT 215 Barton Rd., the I-15 NOW DB project encompassed 9.5 miles of the I-15 mainline reconstruction and widening from the northbound I-84 ramps to 2700 North, with a final 8-lane configuration. Significant challenges included the reconfiguring of six interchanges under daily active traffic volumes, removing and replacing 24 bridges (including six over-rail crossings) utilizing Accelerated Bridge Construction techniques, installation of Intelligent Transportation Systems (ITS) infrastructure, construction of masonry noise barriers, rehabilitating two existing I-15 pedestrian crossings, rehabilitating the UPRR line track and signalization south of 31st Street, cross street improvements, drainage, utility relocations, signing and striping, lighting, landscaping, and aesthetics.

**Specific responsibilities relevant to this I-215/Barton Road project:** As Team Leader and Construction Manager for this multi-modal highway and rail reconstruction project, John worked closely with the client and design team during the preconstruction phase in providing "over the shoulder" constructability reviews, value analysis for systems and construction design and oversight for the extensive MOT and phasing plan that made this complex project a success.

### **Mountain View Corridor Freeway CMGC**

*Director / CMGC Implementation Oversight | Contract# S-13-8(131)199 | UDOT | Salt Lake County, UT | \$800MM | 30% on job | 2009 - 2012*

Contact: Carlos Braceras, CEO, UDOT | (801) 965-4027 | cbraceras@utah.gov

New greenfield construction of interstate standard freeway on the west side of the Salt Lake and Provo/Orem urban areas using CMGC contracting.

**Specific responsibilities relevant to this I-215/Barton Road project:** As the CMGC Implementation Specialist, John leveraged the CMGC project framework for success in aspects of the project including scope, schedule, budget, contract methodology, contractor coordination, partnering and public outreach. The project was delivered on schedule and budget with exceptional quality and outstanding public acceptance.

### **Legacy Parkway Construction CMGC**

*Director / CMGC Implementation Oversight | Contract# S-15-8(211)332 | UDOT | Salt Lake County, UT | \$451MM | 30% on job | 2006 - 2008*

Contact: Carlos Braceras, CEO, UDOT | (801) 965-4027 | cbraceras@utah.gov

New greenfield construction of limited access parkway between the Wasatch Mountains and the Great Salt Lake using CMGC Contracting.

**Specific responsibilities relevant to this I-215/Barton Road project:** As the CMGC Implementation Specialist, John leveraged the CMGC project framework for success in aspects of the project including scope, schedule, budget, contract methodology, contractor coordination, partnering and public outreach. The project was delivered on schedule and budget with exceptional quality and outstanding public acceptance.

### **I-15 Reconstruction Design Build**

*Director / DB Implementation Oversight | Contract# S-21-7-(7(311)2 | UDOT | Salt Lake County, UT | \$800MM | 30% on job | 2009 - 2012*

Contact: Carlos Braceras, CEO, UDOT | (801) 965-4027 | cbraceras@utah.gov

Complete reconstruction of the busiest part of the interstate system in Utah in preparation for the 2002 Olympic Winter Games in Salt Lake City. One of the first and certainly the largest Design Build transportation projects in the country at the time. It broke ground for future innovative contracting projects such as Design Build and CMGC, in the country.

**Specific responsibilities relevant to this I-215/Barton Road project:** As the Implementation Specialist, John leveraged the Design Build project framework for success in aspects of the project including scope, schedule, budget, contract methodology, contractor coordination, partnering and public outreach. The project was delivered on schedule and budget with exceptional quality and outstanding public acceptance.

### **I-80 State Street to 1300 East CMGC**

*Director / CMGC Implementation Oversight | Contract # S-80-3(151)121 | UDOT | Salt Lake City, UT | \$126M | 30% on job | 2008*

Contact: Carlos Braceras, CEO, UDOT | (801) 965-4027 | cbraceras@utah.gov

This \$126 M freeway widening and reconstruction project utilized innovative Accelerated Bridge Construction techniques to construct 7 of the 15 bridges along the I-80 corridor. It also required reconstruction of 3.5 miles of interstate using PCCP. The innovative design was one of the first, and by far the most extensive ABC project undertaken by UDOT at the time and utilized a variety of bridge installation methods including SPMT, slides and launches. Several innovative solutions were developed to mitigate the settlement over many utilities including high-pressure gas lines, large waterlines, and an extensive fiber-optic duct bank. These solutions allowed the existing utilities to remain in place saving millions of dollars. Key Risk items identified in the CMGC Risk matrix were ABC construction methods and third party utility requirements.

**Specific responsibilities relevant to this I-215/Barton Road project:** The project team reported to John for all aspects of the project including scope, schedule, budget, contract methodology, contractor coordination, partnering and public outreach. The project was delivered on schedule and budget with exceptional quality and outstanding public acceptance.

# 08



**Steve P. Rados, Inc.**

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## Contractor's License Detail for License # 997080

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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.

### Business Information

MYERS- RADOS A JOINT VENTURE  
4600 NORTHGATE BLVD STE 100  
SACRAMENTO, CA 95834  
Business Phone Number:(916) 283-9950

**Entity** Joint Venture  
**Issue Date** 09/24/2014  
**Expire Date** 09/30/2016

### License Status

**This license is current and active.**

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## Contractor's License Detail for License # 997080

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### Business Information

MYERS- RADOS A JOINT VENTURE  
4600 NORTHGATE BLVD STE 100  
SACRAMENTO, CA 95834  
Business Phone Number:(916) 283-9950

**Entity** Joint Venture  
**Issue Date** 09/24/2014  
**Expire Date** 09/30/2016

### License Status

**This license is current and active.**

**All information below should be reviewed.**

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## Contractor's License Detail for License # 944155

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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.

### Business Information

\  
4600 NORTHGATE SUITE 100  
SACRAMENTO, CA 95834  
Business Phone Number:(916) 283-9950

**Entity** Partnership  
**Issue Date** 03/08/2010  
**Expire Date** 03/31/2016

### License Status

**This license is current and active.**

**All information below should be reviewed.**

### Additional Status

One or more of the classifications on this license may be removed at a future date if the qualifying person is not replaced by 10/09/2014.

### Classifications

A - GENERAL ENGINEERING CONTRACTOR

B - GENERAL BUILDING CONTRACTOR

### Bonding Information

#### Contractor's Bond

This license filed a Contractor's Bond with TRAVELERS CASUALTY AND SURETY COMPANY OF AMERICA.

**Bond Number:** 105737288

**Bond Amount:** \$12,500

**Effective Date:** 03/15/2012

[Contractor's Bond History](#)

### Workers' Compensation

This license has workers compensation insurance with the PROPERTY AND CASUALTY INSURANCE COMPANY OF HARTFORD

**Policy Number:**61WWQU2060

**Effective Date:** 03/01/2014

**Expire Date:** 03/01/2015

Workers' Compensation History

### Other

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

**Personnel List**

**Other Licenses**

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## Contractor's License Detail for License # 484452

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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.

### Business Information

STEVE P RADOS INC  
P O BOX 15128  
SANTA ANA, CA 92735-0128  
Business Phone Number:(714) 835-4612

**Entity** Corporation  
**Issue Date** 12/23/1985  
**Expire Date** 12/31/2015

### License Status

**This license is current and active.**

**All information below should be reviewed.**

### Classifications

A - GENERAL ENGINEERING CONTRACTOR

B - GENERAL BUILDING CONTRACTOR

## Bonding Information

## Contractor's Bond

This license filed a Contractor's Bond with TRAVELERS CASUALTY AND SURETY COMPANY.

**Bond Number:** 83S100553473BCA

**Bond Amount:** \$12,500

**Effective Date:** 01/01/2007

Contractor's Bond History

## Bond of Qualifying Individual

The Responsible Managing Officer (RMO) RADOS STEPHEN S certified that he/she owns 10 percent or more of the voting stock/equity of the corporation. A bond of qualifying individual is **not** required.

**Effective Date:** 04/27/2004

## Workers' Compensation

This license has workers compensation insurance with the TRAVELERS PROPERTY CASUALTY COMPANY OF AMERICA

**Policy Number:** VTJUB7018X31314

**Effective Date:** 04/01/2014

**Expire Date:** 04/01/2015

Workers' Compensation History

## Other

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

**Personnel List**

**Other Licenses**

Copyright © 2013 State of California

Contractors State License Board

**LIMITED POWER OF ATTORNEY**

(Execution of Certain Bid and Contract Documents)

We, Myers & Sons Construction, L.P., a California Limited Partnership ("Myers") and Steve P. Rados, Inc., a California Corporation ("Rados") hereby appoint Clinton W. Myers, of Myers & Sons Construction, L.P. as our true and lawful attorney-in-fact, and for all the conditions and limitations set forth herein:

To execute and deliver on behalf of the joint venture known as "Myers-Rados, 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. 08-0J07CM (the "Contract") and in order to enter into and perform said Contract, if said Joint Venture's proposal is accepted by Caltrans.

  
\_\_\_\_\_  
Clinton W. Myers, Vice President

Myers & Sons Construction, LP Date: 10/01/2014

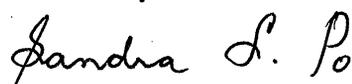
**ACKNOWLEDGMENT**

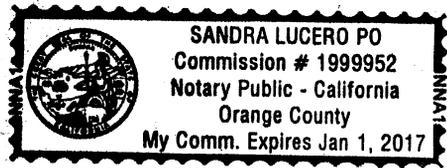
State of California  
County of Orange

On (date) 10/01/2014 before me (name, title) Sandra Lucero Po, Notary Public  
personally appeared (name) Clinton W. Myers, (title) Vice President

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

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

WITNESS my hand and official seal:  
  
Notary Public Signature Notary Public Seal



**LIMITED POWER OF ATTORNEY**

(Execution of Certain Bid and Contract Documents)

We, Myers & Sons Construction, L.P., a California Limited Partnership ("Myers") and Steve P. Rados, Inc., a California Corporation ("Rados") hereby appoint Clinton W. Myers, of Myers & Sons Construction, L.P. as our true and lawful attorney-in-fact, and for all the conditions and limitations set forth herein:

To execute and deliver on behalf of the joint venture known as "Myers-Rados, 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. 08-0J07CM (the "Contract") and in order to enter into and perform said Contract, if said Joint Venture's proposal is accepted by Caltrans.

  
\_\_\_\_\_  
Stephen S. Rados, Co-President

Steve P. Rados, Inc. Date: September 17, 2014

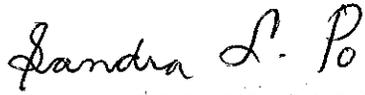
**ACKNOWLEDGMENT**

State of California )  
County of Orange )

On (date) September 17, 2014 before me (name, title) Sandra Lucero Po, Notary Public  
personally appeared (name) Stephen S. Rados, (title) Co- President

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

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

WITNESS my hand and official seal: 

Notary Public Signature Notary Public Seal



**State of California**  
**Secretary of State**

**CERTIFICATE OF STATUS**

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

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

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

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

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



**IN WITNESS WHEREOF**, I execute this certificate and affix the Great Seal of the State of California this day of September 15, 2014.

*Debra Bowen*

**DEBRA BOWEN**  
Secretary of State

State of California  
Secretary of State

CERTIFICATE OF STATUS

ENTITY NAME:

STEVE P. RADOS, INC.

FILE NUMBER: C1360333  
FORMATION DATE: 12/17/1985  
TYPE: DOMESTIC CORPORATION  
JURISDICTION: CALIFORNIA  
STATUS: ACTIVE (GOOD STANDING)

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

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

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



IN WITNESS WHEREOF, I execute this certificate  
and affix the Great Seal of the State of  
California this day of September 19, 2014.

*Debra Bowen*

DEBRA BOWEN  
Secretary of State

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

SOQ Date: 10/09/2014

California Department of Transportation  
Division of Procurements and Contracts  
1727 30th Street  
Sacramento, California 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 08/29/2014 (as amended, the “RFQ”), issued by California Department of Transportation (“Department”) to provide preconstruction services and construct the related facilities within the State Route 215, 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:

All Questions and Answers, numbered 1-7, as listed for Bid #08-0J07CM - Interstate 215 Barton Road Interchange Reconstruction as listed on Bidsync at [www.bidsync.com](http://www.bidsync.com), with a Q&A deadline date of 09/25/2014, 6:00 PM MDT

All changes, including the updated planholders list as listed for Bid #08-0J07CM - Interstate 215 Barton Road Interchange Reconstruction as listed on Bidsync at [www.bidsync.com](http://www.bidsync.com).

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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:

**Myers-Rados, A Joint Venture**

4600 Northgate Blvd, Suite 100, Sacramento, CA 95834

State or Country of Incorporation/Formation/Organization: California

Sample signature block for corporation or limited liability company:

*[Insert Proposer's name]*

By: N/A

Print Name: N/A

Title: N/A

1. Sample signature block for partnership or joint venture:

**Myers-Rados, A Joint Venture**

By: Firm Name \_\_\_\_\_

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

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

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

2. Sample signature block for attorney in fact:

**Myers-Rados, A Joint Venture**

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

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

Attorney in Fact

State of California )

County of Orange )

On (date) 10/01/2014 before me (name, title) Sandra Lucero Po, Notary Public

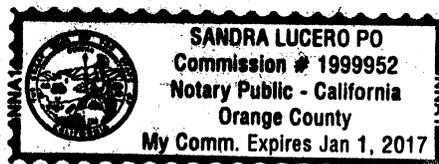
personally appeared (name) Clinton W. Myers, (title) Vice President

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

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

WITNESS my hand and official seal:

*Sandra L. Po*



Notary Public Signature Notary Public Seal

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

SOQ Date: 10/09/2014

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

Attn: Denetia Floyd-Smith, Contract Analyst

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Proposer's business address:

**Myers-Rados, A Joint Venture**

4600 Northgate Blvd, Suite 100, Sacramento, CA 95834

State or Country of Incorporation/Formation/Organization: California

Sample signature block for corporation or limited liability company:

*[Insert Proposer's name]*

By: N/A

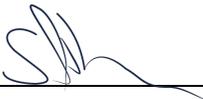
Print Name: N/A

Title: N/A

1. Sample signature block for partnership or joint venture:

**Myers-Rados, A Joint Venture**

By: Firm Name

By: 

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

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

2. Sample signature block for attorney in fact:

**Myers-Rados, A Joint Venture**

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

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

Attorney in Fact

State of California )

County of Orange )

On (date) 10/01/2014 before me (name, title) Sandra Lucero Po, Notary Public

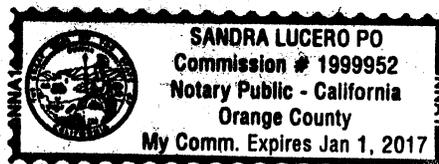
personally appeared (name) Clinton W. Myers, (title) Vice President

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

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

WITNESS my hand and official seal:

*Sandra L. Po*



Notary Public Signature Notary Public Seal

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

SOQ Date: 10/09/2014

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

Attn: Denetia Floyd-Smith, Contract Analyst

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State or Country of Incorporation/Formation/Organization: California

Sample signature block for corporation or limited liability company:

*[Insert Proposer's name]*

By: N/A

Print Name: N/A

Title: N/A

1. Sample signature block for partnership or joint venture:

**Myers-Rados, A Joint Venture**

By: Firm Name \_\_\_\_\_

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

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

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

2. Sample signature block for attorney in fact:

**Myers-Rados, A Joint Venture**

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

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

Attorney in Fact

State of California )

County of Orange )

On (date) 10/01/2014 before me (name, title) Sandra Lucero Po, Notary Public

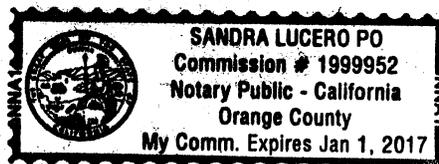
personally appeared (name) Clinton W. Myers, (title) Vice President

who proved to me on the basis of satisfactory evidence to be the person(s) whose name(s) is/~~are~~-  
subscribed to within the instrument and acknowledged to me that he/~~she/they~~ executed the same in  
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I certify under PENALTY OF PERJURY under the laws of the State of California that the forgoing  
paragraph is true and correct.

WITNESS my hand and official seal:

*Sandra L. Po*



Notary Public Signature Notary Public Seal

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

SOQ Date: 10/09/2014

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

Attn: Denetia Floyd-Smith, Contract Analyst

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Proposer's business address:

**Myers-Rados, A Joint Venture**

4600 Northgate Blvd, Suite 100, Sacramento, CA 95834

State or Country of Incorporation/Formation/Organization: California

Sample signature block for corporation or limited liability company:

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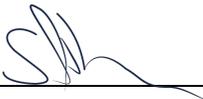
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Title: N/A

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By: Firm Name

By: 

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

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

2. Sample signature block for attorney in fact:

**Myers-Rados, A Joint Venture**

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

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

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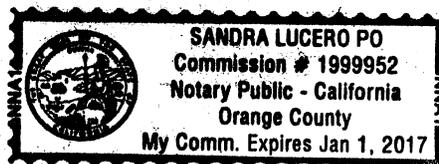
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WITNESS my hand and official seal:

*Sandra L. Po*



Notary Public Signature Notary Public Seal

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

SOQ Date: 10/09/2014

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

Attn: Denetia Floyd-Smith, Contract Analyst

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State or Country of Incorporation/Formation/Organization: California

Sample signature block for corporation or limited liability company:

*[Insert Proposer's name]*

By: N/A

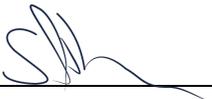
Print Name: N/A

Title: N/A

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**Myers-Rados, A Joint Venture**

By: Firm Name

By: 

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

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

2. Sample signature block for attorney in fact:

**Myers-Rados, A Joint Venture**

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

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

Attorney in Fact

State of California )

County of Orange )

On (date) 10/01/2014 before me (name, title) Sandra Lucero Po, Notary Public

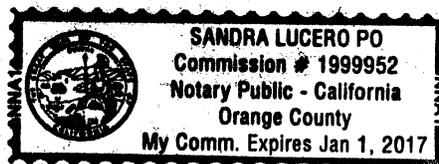
personally appeared (name) Clinton W. Myers, (title) Vice President

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

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

WITNESS my hand and official seal:

*Sandra L. Po*



Notary Public Signature Notary Public Seal

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

Name of Proposer Myers-Rados, A 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.

<b>Position</b>	<b>Name</b>	<b>Years of Experience</b>	<b>Education and Registrations</b>	<b>Parent Firm Name</b>
Project Manager	Micaiah Revero	15	CSU Long Beach, BS, Civil Engineering	Myers & Sons Construction, LP
Construction Manager	John Metzger	34	34 Years of Similar Experience in Heavy Civil Construction	Steve P. Rados, Inc.
Preconstruction Manager	Gerardo "Gerry" Perez	15	BS, Civil Engineering, California State University, Long Beach	Steve P. Rados, Inc.
Lead Scheduler	Joe Peck	34	BS, Civil Engineering, Murray State University	Myers & Sons Construction, LP
Lead Estimator	Kevin Howlett	17	LDS Business College • UDOT Partnering Training Phase I - 2006 • UDOT Partnering Training Phase 2 - 2007	Myers & Sons Construction, LP
CMGC Specialist	John Njord	26	BS, Civil Engineering, University of Utah	Myers & Sons Construction, LP

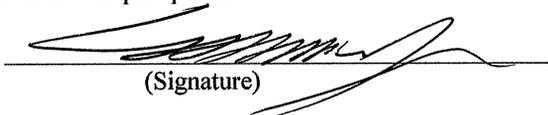
**Form G**  
**PROPOSER SOQ CERTIFICATION**

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 Orange )  
I, (name) Clinton W. Myers, being first duly sworn, state that I am the  
(title) Vice President 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 Interstate 215 Barton Road Interchange Reconstruction 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)

(name) Clinton W. Myers

**ACKNOWLEDGMENT**

State of California )  
County of Orange )

On (date) 10/01/2014 before me (name, title) Sandra Lucero Po, Notary Public

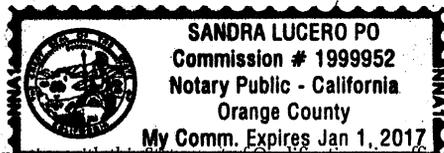
personally appeared (name) Clinton W. Myers, (title) Vice President

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

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

WITNESS my hand and official seal: 

Notary Public Signature Notary Public Seal



**NOTICE TO APPLICANTS:**

A material false statement, omission, or fraudulent inducement made in connection with the submission of a false statement is a 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).

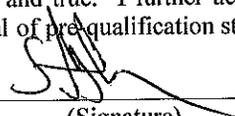
**Form G**  
**PROPOSER SOQ CERTIFICATION**

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 Orange )  
I, (name) Stephen S. Rados, being first duly sworn, state that I am the  
  
(title) Co-President 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 Interstate 215 Barton Road Interchange Reconstruction 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)

(name) Stephen S. Rados

**ACKNOWLEDGMENT**

State of California )  
County of Orange )

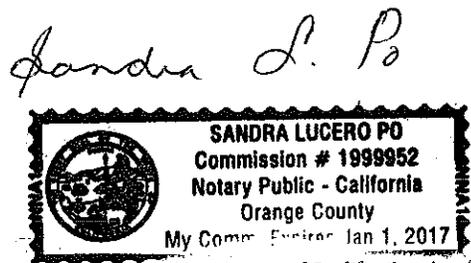
On (date) September 17, 2014 before me (name, title) Sandra Lucero Po, Notary Public

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

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

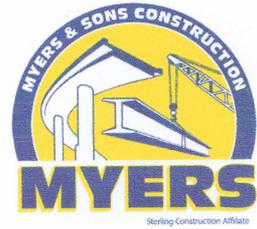
WITNESS my hand and official seal:

Notary Public Signature Notary Public Seal



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

10/01/2014



**California Department of Transportation**

Attention: Denetia Floyd-Smith, Contract Analyst  
Division of Procurements and Contracts  
1727 30th Street  
Sacramento, California 95816-7006

RE: Full and Joint and Several Liability:  
Interstate 215 Barton Road Interchange Reconstruction Project  
Construction Manager / General Contractor Services  
Contract No. 08-0J07CM | Project ID 0800000282  
SBD 215-PM 0.6/1.7

Ms. Smith,

The undersigned Clinton W. Myers, as Vice President  
of Myers & Sons Construction, LP, co-venturer for Myers-Rados, A Joint  
Venture (the Proposer), hereby agrees that  
Myers & 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 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,

Clinton W. Myers, Vice President

Myers & Sons Construction, LP Date: 10/01/2014

# STEVE P. RADOS, INC.

September 17, 2014

**California Department of Transportation**

Attention: Denetia Floyd-Smith, Contract Analyst  
Division of Procurements and Contracts  
1727 30th Street  
Sacramento, California 95816-7006

RE: Full and Joint and Several Liability:  
Interstate 215 Barton Road Interchange Reconstruction Project  
Construction Manager / General Contractor Services  
Contract No. 08-0J07CM | Project ID 0800000282  
SBD 215-PM 0.6/1.7

Ms. Smith,

The undersigned Stephen S. Rados, as Co-President

of Steve P. Rados, Inc., co-venturer for Myers-Rados, A Joint

Venture (the Proposer), hereby agrees that

Steve P. Rados, Inc. will be held fully and jointly and

severally liable for any and all duties and obligations of the proposer under the

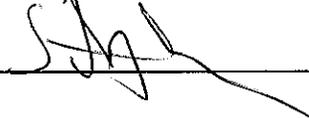
Proposal, and all duties and obligations of the proposer under the Proposal, and all

duties 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,

  
\_\_\_\_\_

Stephen S. Rados

Co-President

Steve P. Rados, Inc.

Date: September 17, 2014

Tab #	Section Title					
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	Legal Structure Narrative					
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	Misc items as Mission Critical Defines					



**MYERS**

**Steve P. Rados, Inc.**

MYERS-RADOS, A JOINT VENTURE