

Interstate 215 Barton Road Interchange Reconstruction



Statement of Qualifications

No. 08-0J07CM

October 9, 2014



Building Caltrans major interchanges for over 90 years: SR91/I-15 Interchange Project

SKANSKA

Skanska USA Civil West California District Inc.
1995 Agua Mansa Road
Riverside, California 92509

State of California Department of Transportation
District 8 Office Division of Project/Program Management
464 West 4th Street
San Bernardino, California 92401

RE: Interstate 215 Barton Road Interchange Reconstruction, Contract No. 08-0J07CM

Members of the Proposal Evaluation Committee:

Skanska USA Civil West California District Inc. (Skanska) is pleased to submit our Statement of Qualifications for the Interstate 215 Barton Road Interchange Reconstruction Project. Skanska has assembled a team of experienced Caltrans District 8 veterans, who know and have worked with District 8 personnel, live and work in the local communities, and share in the common goals of delivering a quality project which will increase the mobility of the region while keeping in the forefront the safety of all affected by the project while preserving the environment.

Skanska embraces the partnering mindset and will bring award winning partnering experience to the CMGC team. We understand that the CMGC delivery method is new to Caltrans District 8, but it is not new to us. We have hand-picked key personnel for this project that possess the right personalities that will foster collaboration, cooperation, and communication, which are the keys to success in the CMGC contracting methodology. Skanska will assist Caltrans during preconstruction in order to maximize the project scope, achieve cost certainty, accelerate the project delivery schedule, and eliminate risks during construction.

Our company has been a partner to Caltrans in District 8 for decades, and has tremendous pride in being a leading force in local Caltrans road building in the Inland Empire. We will be able to draw from a vast network of local experience from the 40 year paving foreman to the company executives who grew their careers through decades of project management on local Caltrans projects. Our access to local resources, like our asphalt plant in Colton and our Riverside main office and yard, will translate into a more efficient preconstruction and construction phase. Caltrans can be assured that if there is a need for any Skanska resource, we are right around the corner.

We are excited for the opportunity to advance our partnering relationship with Caltrans by using the CMGC contracting approach and involving us in the preconstruction phase.

Sincerely,



Tim Wilson, PE
Vice President, District Manager
tim.wilson@skanska.com
(909) 721-9733

Transmittal Letter and Proposer SOQ Certification

Transmittal Letter and
Proposer SOQ Certification



2nd generation Skanska employee, Tim Boyer brings 30 years of experience and is a structures construction expert on projects in District 8. Tim began his career in the Inland Empire as a carpenter in 1985.

Form A Transmittal Letter

Department of Transportation
I-215 Barton Road Interchange Reconstruction

Request for Qualifications
08-0J07CM

Form A
TRANSMITTAL LETTER

SOQ Date: October 9, 2014

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

The undersigned (“Proposer”) submits this proposal and statement of qualification submittal (this “SOQ”) in response to that certain Request for Qualifications dated as of August 29, 2014 (as amended, the “RFQ”), issued by California Department of Transportation (“Department”) to provide preconstruction services and construct the related facilities within the Interstate 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:

Addendum #	Q&A Questions 1-5 issued through 9/19/14
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Proposer represents and warrants that it has read the RFQ and agrees to abide by the contents and terms of the RFQ and the SOQ. If the Proposer consists of more than one entity, all members of the Proposer entity agree to accept joint and several liability for performance under the Contract. Proposer understands that Department is not bound to award a contract and may reject each SOQ Department may receive. Proposer further understands that all costs and expenses incurred by it in preparing this SOQ and participating in the Project procurement process will be borne solely by the Proposer.

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

Proposer's business address:

Department of Transportation

Request for Qualifications

I-215 Barton Road Interchange Reconstruction

08-0J07CM

1995 Agua Mansa Road

(No.)

(Street)

(Floor or Suite)

Riverside, CA 92509, USA

(City)

(State or Province)

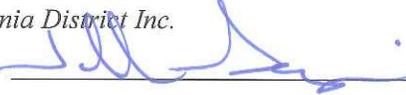
(ZIP or Postal Code)

(Country)

State or Country of Incorporation/Formation/Organization: California

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

Skanska USA Civil West California District Inc.

By: 

Print Name: Jeff Langevin

Title: Vice President

2. Sample signature block for partnership or joint venture:

[Insert Proposer's name]

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

By: _____

Print Name: _____

Title: _____

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

3. Sample signature block for attorney in fact:

[Insert Proposer's name]

By: _____

Print Name: _____

Attorney in Fact

CALIFORNIA ALL PURPOSE ACKNOWLEDGMENT

State of California

County of Riverside

On October 9, 2014 before me, Irene C. Rumbaugh, Notary Public, personally appeared Jeff Langevin who proved to me on the basis of satisfactory evidence to be the person(s) whose name(s) is/are subscribed to within the instrument and acknowledged to me that he/~~she~~^{they} executed the same in his/~~her~~^{their} authorized capacity(ies), and that by his/~~her~~^{their} signature(s) on the instrument the person(s) or the entity upon behalf of which the person(s) acted, executed the instrument.

WITNESS my hand and official seal.

Department of Transportation

Request for Qualifications

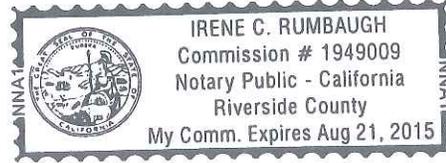
I-215 Barton Road Interchange Reconstruction

08-0J07CM

Notary Public Signature

Notary Public Seal

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



Form G Proposer SOQ Certification

Department of Transportation
I-215 Barton Road Interchange Reconstruction

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08-0J07CM

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

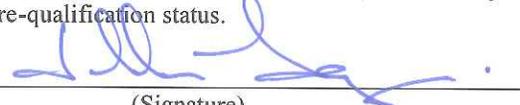
STATE OF CALIFORNIA)

)SS:

COUNTY OF RIVERSIDE)

I, (printed name) Jeff Langevin, 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)

Jeff Langevin

(Name Printed)

ACKNOWLEDGMENT

State of California
County of Riverside

On 10/7/14 before me, Irene C. Rumbaugh, Notary Public [here insert name and title of the officer] personally appeared, Jeff Langevin [Insert name of signer above], who proved to me on the basis of satisfactory evidence to be the person(s) whose name(s) is/are subscribed to the within instrument and acknowledged to me that he/~~she~~/they executed the same in his/~~her~~/their authorized capacity(ies), and that by his/~~her~~/their signature(s) on the instrument the person(s), or the entity upon behalf of which the person(s) acted, executed the instrument.

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

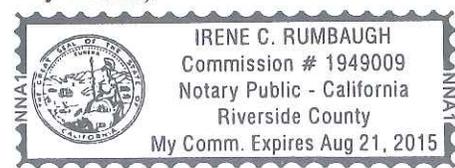
WITNESS my hand and official seal.

Notary Public Signature 

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).



Section 1 Legal Structure



2nd and 3rd generation Skanska employees, Randy and Cody Rush began their careers on projects in the Inland Empire. Cody's grandfather also worked with Skanska as a foreman for his entire career.

Section 1 Legal Structure

3.2 A Legal Structure of Proposer, 3.2 C Major Participants

Skanska USA Civil West California District Inc., the Proposer and Major Participant as defined by this RFQ, is a corporation formed in California March 30, 1953. A copy of our Articles of Incorporation and Bylaws are provided in Appendix B Legal Documents.

3.2 D Major Participants on Different Proposer Organizations

Skanska USA Civil West California District Inc. is not owned by the same parent company as other Major Participants on a different Proposer organization, therefore no conflict of interest exists.

Form E Proposer's Organization Information

Department of Transportation
I-215 Barton Road Interchange Reconstruction

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08-0J07CM

Form E

PROPOSER'S ORGANIZATION INFORMATION

Name of Proposer: Skanska USA Civil West California District Inc.

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

Proposer (Individual Firm / Joint Venture / Partnership / LLC)	
Name of Entity:	Skanska USA Civil West California District Inc.
Address:	1995 Agua Mansa Road Riverside, CA 92509
Contact Name:	Jeff Langevin Title: Vice President
Telephone No.:	(951) 684-5360 Fax No.: (951) 788-2449 E-mail: jeff.langevin@skanska.com
Local / Regional Contact	
Name:	Skanska USA Civil West California District Inc.
Address:	1995 Agua Mansa Road Riverside, CA 92509
Telephone No.:	(951) 684-5360 Fax No.: (951) 788-2449 E-mail: jeff.langevin@skanska.com

Form F Proposer's DBE/ UDBE Project Goal Declaration Affidavit

Department of Transportation
I-215 Barton Road Interchange Reconstruction

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08-0J07CM

Form F

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

Name of Proposer: Skanska USA Civil West California District Inc.

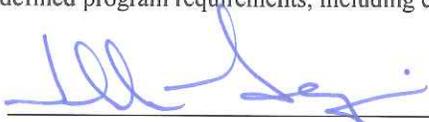
It is understood and agreed by the Proposer that it has carefully examined all documents that form this Request for Qualifications (RFQ) and acknowledges that California Department of Transportation (Department) will establish a Disadvantaged Business Enterprise goal based on the total project value for this CMGC Project. This affidavit further serves to confirm that Skanska USA Civil West California District Inc. 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 RIVERSIDE)

Each of the undersigned, being first duly sworn, deposes and says that Jeff Langevin
(Contact Name)

is the Vice President of Skanska USA Civil West California District Inc.,
(Title) (Company)
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.



(Signature)

Jeff Langevin

Department of Transportation
I-215 Barton Road Interchange Reconstruction

Request for Qualifications
08-0J07CM

(Name Printed)

Vice President

(Title)

State of California

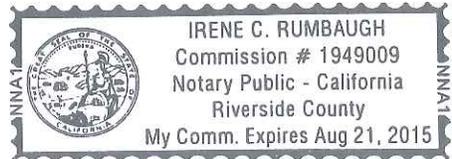
County of Riverside

Subscribed and sworn to (or affirmed) before me on this 7th day of October, 2014, by Jeff Langevin, proved to me on the basis of satisfactory evidence to be the person(s) who appeared before me.

Notary Public Signature

Notary Public Seal

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



Section 2 Financial Capacity



Skanska's Colton Asphalt Plant is only 3.5-miles from the project site. The plant will be available for use on the Barton Road Interchange Project, for an overall decrease in project cost for Caltrans.

Surety Letter

ZURICH AMERICAN INSURANCE COMPANY
FIDELITY AND DEPOSIT COMPANY OF MARYLAND
FEDERAL INSURANCE COMPANY
LIBERTY MUTUAL INSURANCE COMPANY
THE CONTINENTAL INSURANCE COMPANY

September 12, 2014

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

RE: Skanska USA Civil West California District Inc.
Interstate 215 Barton Road Interchange Reconstruction
Solicitation 08-0J07CM

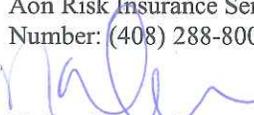
At the present time, we are pleased to represent Skanska USA Inc. and its subsidiaries with an aggregate program of \$7.5 Billion. Skanska USA Civil West California District Inc. has accessibility to all or part of the bond line provided to Skanska USA Inc. with consideration given to single projects up to \$350 Million. Skanska USA Civil West California District Inc. has current bonding capacity in excess of \$3.5 Billion which is sufficient to comply with the projects bonding requirements as provided in the above referenced solicitation, Section 1.15, Insurance and Bonds.

Further, pursuant to section 3.3.1, Minimum Requirement for Financial Capacity, Zurich American Insurance Company has an A.M. Best Rating of A+ XV and a US treasury listing of \$630,629,000, Fidelity and Deposit Company of Maryland has an A.M. Best Rating of A+ XV and a US treasury listing of \$16,058,000, Federal Insurance Company has an A.M. Best Rating of A++ XV and a US treasury listing of \$1,262,813,000, Liberty Mutual Insurance Company has an A.M. Best Rating of A XV and a US treasury listing of \$1,216,960.00, and The Continental Insurance Company has an A.M. Best Rating of A XV and a US treasury listing of \$132,296,000. All sureties are authorized to issue bonds in the State of California.

Skanska USA Civil West California District Inc. enjoys a well-deserved reputation for excellence and they make the commitment to deliver a product within the terms of the contract. Skanska USA Civil West California District Inc. is financially strong and technically qualified to complete projects they entertain having successfully undertaken many similar projects.

At the present time Zurich American Insurance Company/Fidelity and Deposit Company of Maryland, Federal Insurance Company, Liberty Mutual Insurance Company and The Continental Insurance Company are in a position to consider projects as referenced above. If Skanska USA Civil West California District Inc. is awarded a contract for the referenced project and requests that we provide the necessary Performance and/or Payment Bonds, the named Sureties will be prepared to execute the bonds subject to our acceptable review of the final contract terms and conditions, bond forms, appropriate contract funding and any other underwriting considerations at the time of the request. Please note that any arrangement for surety bonds is a matter strictly between the Contractor and the co-sureties, and the sureties assume no liability to third parties or to you by issuance of the letter

If we can provide any further assurance or assistance, please do not hesitate to call upon us:
Aon Risk Insurance Services West, Inc., 60 South Market, Suite 1100, San Jose, CA 95113 / Telephone
Number: (408) 288-8000 / Fax Number: (408) 289-9021


Nathan Varnold
Attorney in Fact

CALIFORNIA ALL-PURPOSE ACKNOWLEDGMENT

State of California

County of San Francisco

On SEP 12 2014 before me, KELLY ROWLEY, NOTARY PUBLIC, personally appeared NATHAN VARNOLD who proved to me on the basis of satisfactory evidence to be the person(s) whose name(s) is/are subscribed to the within instrument and acknowledged to me that he/she/they executed the same in his/her/their authorized capacity(ies), and that by his/her/their signature(s) on the instrument the person(s), or the entity upon behalf of which the person(s) acted, executed the instrument.

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

WITNESS my hand and official seal.



Signature Kelly Rowley
KELLY ROWLEY, Notary Public

(SEAL)

**ZURICH AMERICAN INSURANCE COMPANY
 COLONIAL AMERICAN CASUALTY AND SURETY COMPANY
 FIDELITY AND DEPOSIT COMPANY OF MARYLAND
 POWER OF ATTORNEY**

KNOW ALL MEN BY THESE PRESENTS: That the ZURICH AMERICAN INSURANCE COMPANY, a corporation of the State of New York, the COLONIAL AMERICAN CASUALTY AND SURETY COMPANY, a corporation of the State of Maryland, and the FIDELITY AND DEPOSIT COMPANY OF MARYLAND a corporation of the State of Maryland (herein collectively called the "Companies"), by **GEOFFREY DELISIO, Vice President**, in pursuance of authority granted by Article V, Section 8, of the By-Laws of said Companies, which are set forth on the reverse side hereof and are hereby certified to be in full force and effect on the date hereof, do hereby nominate, constitute, and appoint **Nathan VARNOLD, of San Francisco, California**, its true and lawful agent and Attorney-in-Fact, to make, execute, seal and deliver, for, and on its behalf as surety, and as its act and deed: **any and all bonds and undertakings**, and the execution of such bonds or undertakings in pursuance of these presents, shall be as binding upon said Companies, as fully and amply, to all intents and purposes, as if they had been duly executed and acknowledged by the regularly elected officers of the ZURICH AMERICAN INSURANCE COMPANY at its office in New York, New York., the regularly elected officers of the COLONIAL AMERICAN CASUALTY AND SURETY COMPANY at its office in Owings Mills, Maryland., and the regularly elected officers of the FIDELITY AND DEPOSIT COMPANY OF MARYLAND at its office in Owings Mills, Maryland., in their own proper persons.

The said Vice President does hereby certify that the extract set forth on the reverse side hereof is a true copy of Article V, Section 8, of the By-Laws of said Companies, and is now in force.

IN WITNESS WHEREOF, the said Vice-President has hereunto subscribed his/her names and affixed the Corporate Seals of the said **ZURICH AMERICAN INSURANCE COMPANY, COLONIAL AMERICAN CASUALTY AND SURETY COMPANY, and FIDELITY AND DEPOSIT COMPANY OF MARYLAND**, this 21st day of March, A.D. 2014.

ATTEST:

**ZURICH AMERICAN INSURANCE COMPANY
 COLONIAL AMERICAN CASUALTY AND SURETY COMPANY
 FIDELITY AND DEPOSIT COMPANY OF MARYLAND**



Gerald F. Haley

By: _____
*Assistant Secretary
 Gerald F. Haley*

Geoffrey Delisio

*Vice President
 Geoffrey Delisio*

State of Maryland
 City of Baltimore

On this 21st day of March, A.D. 2014, before the subscriber, a Notary Public of the State of Maryland, duly commissioned and qualified, **GEOFFREY DELISIO, Vice President, and GERALD F. HALEY, Assistant Secretary**, of the Companies, to me personally known to be the individuals and officers described in and who executed the preceding instrument, and acknowledged the execution of same, and being by me duly sworn, deposeth and saith, that he/she is the said officer of the Company aforesaid, and that the seals affixed to the preceding instrument are the Corporate Seals of said Companies, and that the said Corporate Seals and the signature as such officer were duly affixed and subscribed to the said instrument by the authority and direction of the said Corporations.

IN TESTIMONY WHEREOF, I have hereunto set my hand and affixed my Official Seal the day and year first above written.

Maria D. Adamski

 Maria D. Adamski, Notary Public
 My Commission Expires: July 8, 2015



SEP 12 2014

EXTRACT FROM BY-LAWS OF THE COMPANIES

"Article V, Section 8, Attorneys-in-Fact. The Chief Executive Officer, the President, or any Executive Vice President or Vice President may, by written instrument under the attested corporate seal, appoint attorneys-in-fact with authority to execute bonds, policies, recognizances, stipulations, undertakings, or other like instruments on behalf of the Company, and may authorize any officer or any such attorney-in-fact to affix the corporate seal thereto; and may with or without cause modify or revoke any such appointment or authority at any time."

CERTIFICATE

I, the undersigned, Vice President of the ZURICH AMERICAN INSURANCE COMPANY, the COLONIAL AMERICAN CASUALTY AND SURETY COMPANY, and the FIDELITY AND DEPOSIT COMPANY OF MARYLAND, do hereby certify that the foregoing Power of Attorney is still in full force and effect on the date of this certificate; and I do further certify that Article V, Section 8, of the By-Laws of the Companies is still in force.

This Power of Attorney and Certificate may be signed by facsimile under and by authority of the following resolution of the Board of Directors of the ZURICH AMERICAN INSURANCE COMPANY at a meeting duly called and held on the 15th day of December 1998.

RESOLVED: "That the signature of the President or a Vice President and the attesting signature of a Secretary or an Assistant Secretary and the Seal of the Company may be affixed by facsimile on any Power of Attorney...Any such Power or any certificate thereof bearing such facsimile signature and seal shall be valid and binding on the Company."

This Power of Attorney and Certificate may be signed by facsimile under and by authority of the following resolution of the Board of Directors of the COLONIAL AMERICAN CASUALTY AND SURETY COMPANY at a meeting duly called and held on the 5th day of May, 1994, and the following resolution of the Board of Directors of the FIDELITY AND DEPOSIT COMPANY OF MARYLAND at a meeting duly called and held on the 10th day of May, 1990.

RESOLVED: "That the facsimile or mechanically reproduced seal of the company and facsimile or mechanically reproduced signature of any Vice-President, Secretary, or Assistant Secretary of the Company, whether made heretofore or hereafter, wherever appearing upon a certified copy of any power of attorney issued by the Company, shall be valid and binding upon the Company with the same force and effect as though manually affixed.

IN TESTIMONY WHEREOF, I have hereunto subscribed my name and affixed the corporate seals of the said Companies, this ___ day of **SEP 12 2014**, 20__.



Thomas O. McClellan, Vice President

THIS POWER OF ATTORNEY IS NOT VALID UNLESS IT IS PRINTED ON RED BACKGROUND.

This Power of Attorney limits the acts of those named herein, and they have no authority to bind the Company except in the manner and to the extent herein stated.

Certificate No. 6321472

American Fire and Casualty Company
The Ohio Casualty Insurance Company

Liberty Mutual Insurance Company
West American Insurance Company

POWER OF ATTORNEY

KNOWN ALL PERSONS BY THESE PRESENTS: That American Fire & Casualty Company and The Ohio Casualty Insurance Company are corporations duly organized under the laws of the State of New Hampshire, that Liberty Mutual Insurance Company is a corporation duly organized under the laws of the State of Massachusetts, and West American Insurance Company is a corporation duly organized under the laws of the State of Indiana (herein collectively called the "Companies"), pursuant to and by authority herein set forth, does hereby name, constitute and appoint, James Ross; Jeanette Conley; John T. Lettieri; Nathan Varnold; Patrick Moughan; Paul Rodriguez; Tom Branigan

all of the city of SAN FRANCISCO, state of CA each individually if there be more than one named, its true and lawful attorney-in-fact to make, execute, seal, acknowledge and deliver, for and on its behalf as surety and as its act and deed, any and all undertakings, bonds, recognizances and other surety obligations, in pursuance of these presents and shall be as binding upon the Companies as if they have been duly signed by the president and attested by the secretary of the Companies in their own proper persons.

IN WITNESS WHEREOF, this Power of Attorney has been subscribed by an authorized officer or official of the Companies and the corporate seals of the Companies have been affixed thereto this 17th day of October, 2013.



American Fire and Casualty Company
The Ohio Casualty Insurance Company
Liberty Mutual Insurance Company
West American Insurance Company

By: Gregory W. Davenport
Gregory W. Davenport, Assistant Secretary

STATE OF WASHINGTON ss
COUNTY OF KING

On this 17th day of October, 2013, before me personally appeared Gregory W. Davenport, who acknowledged himself to be the Assistant Secretary of American Fire and Casualty Company, Liberty Mutual Insurance Company, The Ohio Casualty Company, and West American Insurance Company, and that he, as such, being authorized so to do, execute 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 have hereunto subscribed my name and affixed my notarial seal at Seattle, Washington, on the day and year first above written.



By: KD Riley
KD Riley, Notary Public

This Power of Attorney is made and executed pursuant to and by authority of the following By-laws and Authorizations of American Fire and Casualty Company, The Ohio Casualty Insurance Company, Liberty Mutual Insurance Company, and West American Insurance Company which resolutions are now in full force and effect reading as follows:

ARTICLE IV – OFFICERS – Section 12. Power of Attorney. Any officer or other official of the Corporation authorized for that purpose in writing by the Chairman or the President, and subject to such limitation as the Chairman or the President may prescribe, shall appoint such attorneys-in-fact, as may be necessary to act in behalf of the Corporation to make, execute, seal, acknowledge and deliver as surety any and all undertakings, bonds, recognizances and other surety obligations. Such attorneys-in-fact, subject to the limitations set forth in their respective powers of attorney, shall have full power to bind the Corporation by their signature and execution of any such instruments and to attach thereto the seal of the Corporation. When so executed, such instruments shall be as binding as if signed by the President and attested to by the Secretary. Any power or authority granted to any representative or attorney-in-fact under the provisions of this article may be revoked at any time by the Board, the Chairman, the President or by the officer or officers granting such power or authority.

ARTICLE XIII – Execution of Contracts – SECTION 5. Surety Bonds and Undertakings. Any officer of the Company authorized for that purpose in writing by the chairman or the president, and subject to such limitations as the chairman or the president may prescribe, shall appoint such attorneys-in-fact, as may be necessary to act in behalf of the Company to make, execute, seal, acknowledge and deliver as surety any and all undertakings, bonds, recognizances and other surety obligations. Such attorneys-in-fact subject to the limitations set forth in their respective powers of attorney, shall have full power to bind the Company by their signature and execution of any such instruments and to attach thereto the seal of the Company. When so executed such instruments shall be as binding as if signed by the president and attested by the secretary.

Certificate of Designation – The President of the Company, acting pursuant to the Bylaws of the Company, authorizes Gregory W. Davenport, Assistant Secretary to appoint such attorneys-in-fact as may be necessary to act on behalf of the Company to make, execute, seal, acknowledge and deliver as surety any and all undertakings, bonds, recognizances and other surety obligations.

Authorization – By unanimous consent of the Company's Board of Directors, the Company consents that facsimile or mechanically reproduced signature of any assistant secretary of the Company, wherever appearing upon a certified copy of any power of attorney issued by the Company in connection with surety bonds, shall be valid and binding upon the Company with the same force and effect as though manually affixed.

I, David M. Carey, the undersigned, Assistant Secretary, of American Fire and Casualty Company, The Ohio Casualty Insurance Company, Liberty Mutual Insurance Company, and West American Insurance Company do hereby certify that the original power of attorney of which the foregoing is a full, true and correct copy of the Power of Attorney executed by said Companies, 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 12 2014 day of SEP 12 2014, 2014.



By: David M. Carey
David M. Carey, Assistant Secretary

Not valid for mortgage, note, loan, letter of credit, currency rate, interest rate or residual value guarantees.

To confirm the validity of this Power of Attorney call 1-610-832-8240 between 9:00 am and 4:30 pm EST on any business day.



**Chubb
Surety**

**POWER
OF
ATTORNEY**

**Federal Insurance Company
Vigilant Insurance Company
Pacific Indemnity Company**

**Attn: Surety Department
15 Mountain View Road
Warren, NJ 07059**

Know All by These Presents, That FEDERAL INSURANCE COMPANY, an Indiana corporation, VIGILANT INSURANCE COMPANY, a New York corporation, and PACIFIC INDEMNITY COMPANY, a Wisconsin corporation, do each hereby constitute and appoint Tom Branigan, John D. Gilliland, Catherine Gustavson, John T. Lettieri, Patrick T. Moughan, Paul Rodriguez, James Ross and Nathan Varnold of San Francisco, California

each as their true and lawful Attorney- in- Fact to execute under such designation in their names and to affix their corporate seals to and deliver for and on their behalf as surety thereon or otherwise, bonds and undertakings and other writings obligatory in the nature thereof (other than bail bonds) given or executed in the course of business, and any instruments amending or altering the same, and consents to the modification or alteration of any instrument referred to in said bonds or obligations.

In Witness Whereof, said FEDERAL INSURANCE COMPANY, VIGILANT INSURANCE COMPANY, and PACIFIC INDEMNITY COMPANY have each executed and attested these presents and affixed their corporate seals on this **9th** day of **December, 2013**.

David J. Edwards, Assistant Secretary

David B. Norris, Jr., Vice President

STATE OF NEW JERSEY
County of Somerset

ss.

On this **9th** day of **December, 2013** before me, a Notary Public of New Jersey, personally came David J. Edwards, to me known to be Assistant Secretary of FEDERAL INSURANCE COMPANY, VIGILANT INSURANCE COMPANY, and PACIFIC INDEMNITY COMPANY, the companies which executed the foregoing Power of Attorney, and the said David J. Edwards, being by me duly sworn, did depose and say that he is Assistant Secretary of FEDERAL INSURANCE COMPANY, VIGILANT INSURANCE COMPANY, and PACIFIC INDEMNITY COMPANY and knows the corporate seals thereof, that the seals affixed to the foregoing Power of Attorney are such corporate seals and were thereto affixed by authority of the By- Laws of said Companies; and that he signed said Power of Attorney as Assistant Secretary of said Companies by like authority; and that he is acquainted with David B. Norris, Jr., and knows him to be Vice President of said Companies; and that the signature of David B. Norris, Jr., subscribed to said Power of Attorney is in the genuine handwriting of David B. Norris, Jr., and was thereto subscribed by authority of said By- Laws and in deponent's presence.

Notarial Seal



**KATHERINE J. ADELAAR
NOTARY PUBLIC OF NEW JERSEY
No 2316685
Commission Expires July 16, 2014**

Notary Public

CERTIFICATION

Extract from the By- Laws of FEDERAL INSURANCE COMPANY, VIGILANT INSURANCE COMPANY, and PACIFIC INDEMNITY COMPANY:

"All powers of attorney for and on behalf of the Company may and shall be executed in the name and on behalf of the Company, either by the Chairman or the President or a Vice President or an Assistant Vice President, jointly with the Secretary or an Assistant Secretary, under their respective designations. The signature of such officers may be engraved, printed or lithographed. The signature of each of the following officers: Chairman, 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 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 upon the Company with respect to any bond or undertaking to which it is attached."

I, David J. Edwards, Assistant Secretary of FEDERAL INSURANCE COMPANY, VIGILANT INSURANCE COMPANY, and PACIFIC INDEMNITY COMPANY (the "Companies") do hereby certify that

- (i) the foregoing extract of the By- Laws of the Companies is true and correct,
- (ii) the Companies are duly licensed and authorized to transact surety business in all 50 of the United States of America and the District of Columbia and are authorized by the U.S. Treasury Department; further, Federal and Vigilant are licensed in the U.S. Virgin Islands, and Federal is licensed in American Samoa, Guam, Puerto Rico, and each of the Provinces of Canada except Prince Edward Island; and
- (iii) the foregoing Power of Attorney is true, correct and in full force and effect.

Given under my hand and seals of said Companies at Warren, NJ this

SEP 12 2014



David J. Edwards, Assistant Secretary

IN THE EVENT YOU WISH TO NOTIFY US OF A CLAIM, VERIFY THE AUTHENTICITY OF THIS BOND OR NOTIFY US OF ANY OTHER MATTER, PLEASE CONTACT US AT ADDRESS LISTED ABOVE, OR BY Telephone (908) 903- 3493 Fax (908) 903- 3656 e-mail: surety@chubb.com

POWER OF ATTORNEY APPOINTING INDIVIDUAL ATTORNEY-IN-FACT

Know All Men By These Presents, That The Continental Insurance Company, a Pennsylvania insurance company, is a duly organized and existing insurance company having its principal office in the City of Chicago, and State of Illinois, and that it does by virtue of the signature and seal herein affixed hereby make, constitute and appoint

Richard S Svec, Anna Sweeten, Patrick Moughan, James W Untiedt, Jeanette Conley, Michael E Sheahan, Michael J Heffernan, Nathan Varnold, Individually

of San Jose, CA, its true and lawful Attorney(s)-in-Fact with full power and authority hereby conferred to sign, seal and execute for and on its behalf bonds, undertakings and other obligatory instruments of similar nature

- In Unlimited Amounts -

and to bind them thereby as fully and to the same extent as if such instruments were signed by a duly authorized officer of the insurance company and all the acts of said Attorney, pursuant to the authority hereby given is hereby ratified and confirmed.

This Power of Attorney is made and executed pursuant to and by authority of the By-Law and Resolutions, printed on the reverse hereof, duly adopted, as indicated, by the Board of Directors of the insurance company.

In Witness Whereof, The Continental Insurance Company has caused these presents to be signed by its Vice President and its corporate seal to be hereto affixed on this 30th day of December, 2013.

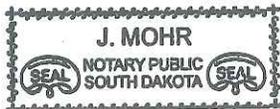


The Continental Insurance Company

Paul T. Bruflat Vice President

State of South Dakota, County of Minnehaha, ss:

On this 30th day of December, 2013, before me personally came Paul T. Bruflat to me known, who, being by me duly sworn, did depose and say: that he resides in the City of Sioux Falls, State of South Dakota; that he is a Vice President of The Continental Insurance Company, a Pennsylvania insurance company, described in and which executed the above instrument; that he knows the seal of said insurance company; that the seal affixed to the said instrument is such corporate seal; that it was so affixed pursuant to authority given by the Board of Directors of said insurance company and that he signed his name thereto pursuant to like authority, and acknowledges same to be the act and deed of said insurance company.



My Commission Expires June 23, 2015

J. Mohr Notary Public

CERTIFICATE

I, D. Bult, Assistant Secretary of The Continental Insurance Company, a Pennsylvania insurance company, do hereby certify that the Power of Attorney herein above set forth is still in force, and further certify that the By-Law and Resolution of the Board of Directors of the insurance company printed on the reverse hereof is still in force. In testimony whereof I have hereunto subscribed my name and affixed the seal of the said insurance company this SEP 12 2014 day of



The Continental Insurance Company

D. Bult Assistant Secretary

Authorizing Resolutions

ADOPTED BY THE BOARD OF DIRECTORS OF THE CONTINENTAL INSURANCE COMPANY:

This Power of Attorney is made and executed pursuant to and by authority of the following By-Law duly adopted by the Board of Directors of the Company at a meeting held on May 10, 1995.

“RESOLVED: That any Group Vice President may authorize an officer to sign specific documents, agreements and instruments on behalf of the Company provided that the name of such authorized officer and a description of the documents, agreements or instruments that such officer may sign will be provided in writing by the Group Vice President to the Secretary of the Company prior to such execution becoming effective.”

This Power of Attorney is signed by Paul T. Bruflat, Vice President, who has been authorized pursuant to the above resolution to execution power of attorneys on behalf of The Continental Insurance Company.

This Power of Attorney is signed and sealed by facsimile under and by the authority of the following Resolution adopted by the Board of Directors of the Company by unanimous written consent dated the 25th day of April, 2012:

“Whereas, the bylaws of the Company or specific resolution of the Board of Directors has authorized various officers (the “Authorized Officers”) to execute various policies, bonds, undertakings and other obligatory instruments of like nature; and

Whereas, from time to time, the signature of the Authorized Officers in addition to being provided in original, hard copy format, may be provided via facsimile or otherwise in an electronic format (collectively, “Electronic Signatures”); Now therefore be it resolved: that the Electronic Signature of any Authorized Officer shall be valid and binding on the Company.”

Insurance



September 15, 2014

California Department of Transportation
1727 30th Street
Sacramento, CA 95816-7006

RE: Interstate 215 Barton Road Interchange Reconstruction
Contract No. 08-0J07CM

To Whom It May Concern:

Aon Construction Services Group is proud to represent Skanska USA Civil West California District Inc., as their insurance and surety broker and is licensed to do business in the State of California.

We are pleased to confirm Skanska USA Civil West California District Inc., is capable of obtaining the required insurance as defined in Section 3.3B provided by insurance carriers rated by an A.M. Best Company of at least A- and Class VIII or better.

Please let me know if you need any additional information.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Sylvia Sams', is written over the word 'Sincerely,'.

Sylvia Sams
Account Specialist II
Aon Construction Services Group

Section 3 Safety Program



2nd Generation Skanska employee, Mick Carricaburu has been with Skanska for 44 years on projects mostly in District 8.

Section 3 Safety Program

The protection of the traveling public and the safety of our workforce is our highest priority. Skanska empowers workers at all levels to take ownership of safety in accordance with our ultimate goal - zero incidents. This is the foundation of our safety program, emphasizing personal responsibility, formalizing safety trainings for all personnel.

Safety Record for the Most Recent Three-Year Period

Skanska has provided our safety record for the last three years, shown below in Figure 3.1.

Figure 3.1 | Skanska’s Safety Record for Most Recent Three-Year Period

Header	2013	2012	2011
Experience Modification Rates (California)	.76	.78	.76
Average Total Recordable Injury/Illness Rates	.71	.88	1.43
Average Lost Work Rates	.14	.44	.41
Skanska USA Civil West California District Inc. is not a party to an alternative dispute resolution system as provided for in Labor Code §3201.5			

Cal-OSHA/FOSHA Citations and Assessed Penalties – Past Five Years

Skanska has not received any Cal-OSHA/FOSHA citations within the last five years.

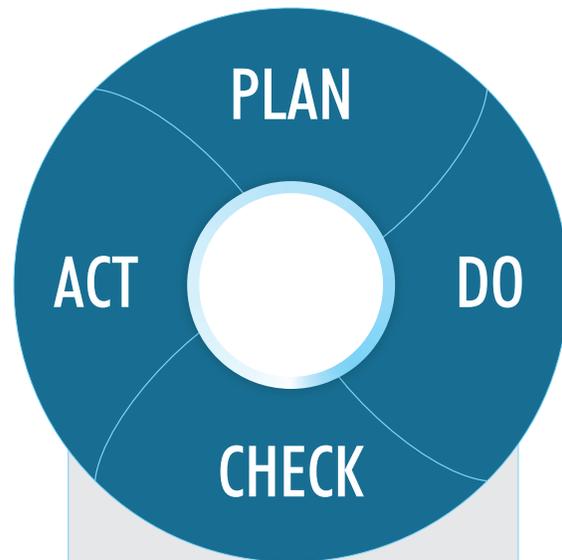
Worker’s Compensation History

For the past three years, AON has provided Skanska with workers compensation coverage in California under the carrier Zurich Insurance Company.

Worker Safety Program

Statistics Skanska’s safety record, but our core safety culture comes to life on all of the projects we build. Skanska will implement our OSHAS 18001/ISO 14001 Certified Safety Health and Environmental Management Systems (SHEMS) with a goal of eliminating injuries, near misses, and impacts to production (Figure 3.2). Over the last seven years, Skanska has implemented injury-free environment (IFE) programs and held IFE workshops at project kick-offs on all projects and with all personnel and subcontractors. SHEMS is a guiding set of principles and best management practices that Skanska has developed to encompass the safety health and environmental concerns on this project. Skanska

Figure 3.2 | SHEMS Planning Cycle



PLAN

Policy & Commitment Involvement
Risks, Regs, Targets & Objectives

What are we trying to achieve?
What are the opportunities for improvement?
What do we have to do?

DO

Organization Procedures & Training
Document Management

Do we have enough resources?
Do people know what to do?
Are we controlling what we do?

CHECK

Measures & Audit Information
Management Corrective Action

Are we doing what we said?
Can we show our achievements?
Are we fixing what isn't working?

ACT

Management Review

Are our systems working?
Are our goals appropriate?
Do the systems help us meet goals?

developed the SHEMS program and specifically tailored it to meet the requirements of OSHAS 18001 and ISO 14001.

The principles and practices challenge managers to analyze data on injuries to workers and create a plan to mitigate each situation on their projects. These plans are inclusive of every activity workers perform, from buying materials, moving them on-site, to the final cleanup and demobilization of their materials and equipment. The system holds every worker accountable for the safety of themselves and everyone around them.

Our implementation of a comprehensive SHEMS program has been successful with diversified geographical locations throughout the United States. In the process of proliferating our safety culture on all projects across the country, we continue to learn from individual lessons regarding what projects require to implement, coach, and train the culture of being injury free. Our passion and commitment to have an injury-free project is a driving force within all Skanska employees.

All on-site workers will attend a safety and project orientation on their first day at the project. Supervisors and subcontractors prepare construction work plans (CWP) early in their phase of the project involving the entire crew in the creation of the CWP. This process creates the attitude and an environment promoting an IFE in the beginning, and greatly reduces the potential for incidents because each tradesman is taking ownership of not only their own health and safety but also those of others.

SAFETY HEALTH AND ENVIRONMENTAL MANAGEMENT SYSTEM

Skanska will use SHEMS encompassing a guiding set of processes, tools, and practices that have been proven effective on past successful projects. A dedicated safety manager will oversee the development and implementation of the SHEMS program addressing all aspects of project work as it relates to both workers and the traveling public.

SAFETY TRAINING

Skanska will provide Cal-OSHA required training programs for this project. Minimum training requirements for all supervisory personnel include OSHA safety training medic first aid (First responder/basic trauma life support/CPR). A safety manager will also develop and implement an initial safety training orientation for all project personnel, including Caltrans team members and subcontractors. We will require staff to complete safety orientation before performing any field work or accessing the project site. In addition, we will require a set curriculum of safety training

for all foremen and crews to ensure they receive proper and current training by team staff.

On Skanska's SR 60 Reconstruction Project in Glen Avon, Caltrans District 8 and the team held joint safety task force tours. Each Wednesday the project manager, structure superintendent, grading foreman, and craft lead men toured the project as a group. The objective was for the structures personnel to critique the grading operations and the grading personnel to critique the structures operations. This would generate the list of topics for the weekly safety meeting held each Thursday. The result is another set of eyes looking at project safety.

PRE-ACTIVITY PLANNING

Our team will consider safety methods and safety applications during design reviews. This early planning will lay the groundwork for a successful safety program, and help in the identification of the safety risks for the highway interchange project.

Daily Job Briefings

Skanska will hold a daily job briefing every day before the startup of any task. The daily job briefing will follow the construction work plan, which identifies specific risks and the appropriate controls for those risks. Employees will have the opportunity to provide feedback and discuss any changes that personnel need to address.

Safety Orientation

Our team will provide site safety orientation to all project participants regardless of their affiliations. Safety orientation ensures that all personnel and visitors on site are aware of the hazards and understand the basic elements of the safety program.



Skanska's Stretch & Flex - Getting muscles moving in the beginning of the day

Construction Work Plans (CWP)

We will use CWPs in our work planning to identify task-specific hazards and plan procedures to avoid or prevent unsafe situations. We will also discuss CWPs relevant to current-day work at the daily job briefing meetings among project work crews and superintendents.

TRAFFIC INCIDENT MANAGEMENT PLAN

Providing for the safety of motorists traveling through the work zone is a top priority for our team. We will implement a traffic incident management plan involving local traffic safety and emergency responders. Through regularly scheduled meetings we will discuss project activities in the interest of preventing and responding to incidents. Wildfires throughout the San Bernardino Mountains can pose a serious threat to the local communities on this project. The traffic incident management plan will include emergency evacuation measures for the local community to ensure that we provide ingress for emergency responders and egress from the community in the event of an emergency.

“ Skanska’s commitment to safely managing traffic control operations was key to the success of the Gold Line Bridge project. Completing the project safely was the Authority’s highest priority and this project required some very challenging, time-constrained traffic operations. Skanska closed the EB lanes of the 210 freeway through Arcadia a total of 64 times to provide for both public and worker safety. Every closure was concluded within the time frame required by Caltrans and was performed with complete satisfaction of the City of Arcadia as well as the Metro Gold Line Foothill Extension Construction Authority. ”

– Gary Baker, Metro Gold Line Foothill Extension Construction Authority

SUBCONTRACTOR SAFETY MANAGEMENT

Our team will pre-qualify all subcontractors based on their safety performance metrics, safety training program, written safety program, and drug free workplace program. We require all subcontractors to prepare and follow a safety plan that includes CWPs for their activities. We will remove from the project site any subcontractor who does not adhere to the safety plan. Skanska understands the importance of including subcontractors as full, responsible partners with Caltrans to ensure project success through excellent performance.

SAFETY AUDITS

As part of the SHEMS, our team will establish operational controls for each significant environmental aspect and hazard. We will also perform daily, weekly, and monthly audits to verify that the operational controls are being implemented. Examples of audits are construction work plan audits, project assessments and systems (PASS) audits, executive site safety visits (ESSVs), and construction supervisor safety walks.

SHEMS MANAGEMENT REVIEW

Skanska will conduct site SHEMS management reviews on a monthly basis. We will keep records of each management review. The SHEMS coordinator will prepare the necessary input which we will consider in the review and give recommendations for improvement.

Our team will discuss the following items at each SHEMS management review meeting:

- Review of monthly or annual goals
- Open items from previous management review
- Collect SHEMS audit results
- Review of SHEMS procedure(s)
- Monitor and measure safety and environmental indicators
- Correct and prevent non-conformances in the job site’s SHEMS
- Consider and recommend opportunities for improvement; or make changes to the safety, health and environmental policy; and any other relevant information on the SHEMS
- Discuss any relevant communication(s) from external interested parties, including complaints for the previous month

Upon review of the above information, management will make a determination on the continuing effectiveness of the SHEMS implementation and specifically on its ability to achieve the objectives and targets. Management should also consider whether the system continues to be adequate and suitable for its intended purpose. Management will then

assign responsibilities and give directions on any necessary changes to the SHEMS to ensure its continual improvement to the operational function of this program.

Additionally, project management will conduct regular reviews, at least monthly, of the job site's SHEMS plans. We will submit this schedule to the corporate safety and environmental coordinator. Management will also review the eight information sources listed above to measure and document continual conformance and improvement and use a monthly management review form for documentation purposes. Project management will assign responsibilities and completion dates for all items.

LOSS PREVENTION OBSERVATIONS (LPOS)

LPOs are safety-related observations made by field personnel, at all levels, to identify and reinforce safe work practices/behaviors. We will use the LPO process to improve our safe work practices.

As an example, on Skanska's SR52/67 Reconstruction Project in Caltrans District 11 the lead worker from the crews performed a weekly walk through of the project with the project manager, structure superintendent, and Project Engineers and reviewed the practices of the craft workers in action in the field. Corrections were made immediately to the operation to improve safety. The goal and result was supporting the concept of empowering individuals to make corrections and speak up about weaknesses in safe practices. Taking a skilled trained individual on the tour resulted in making corrections that the team might have missed by less experienced individuals observing operations. In addition, it allowed the lead workers to step back from their other responsibilities and focus on just safety.

NEW HIRE MONITORING

Our team will monitor newly hired employees during their first 90 days on the job. This will ensure they are familiar with Skanska's safety program. One possible monitoring technique that we will use is the new employees wearing hard hats that will be differentiated by color and markings during their first 90 days on the job. This differentiation would enable supervisors and fellow craft workers to observe and monitor the safety attitudes and habits of new employees. We also will review other monitoring techniques during the proposal phase.

INVESTIGATIONS

Near Hit/Loss Investigation Process

As standard practice, we will investigate all near hit incidents or near losses. We will perform detailed investigations on all project incidents and accidents, and

prepare a root-cause analysis and incident report. We will revise the safety plan as necessary, and share the results of the investigation with everyone as a lesson learned. This practice has proven to be a valuable tool that is constantly updated in the ever evolving design-build industry.

Drug-Free Workplace

Skanska has established policies for a drug-free workplace and do not tolerate illegal drugs, or any use of drugs, controlled substances, or alcohol that impairs an employee's work performance or behavior.

PROVEN SUCCESS

Skanska has proven success in safety on Caltrans highway improvement projects. Figure 3.3 identifies how our proactive safety culture leads to low lost-time incidents on our projects.

SAFETY RECOGNITION

A safety recognition program connects the personnel to the project safety goals on a personal level and rewards them for meeting or exceeding safety goals. Skanska used a safety recognition program on the five segments of the Cooper River Bridge and Interchange Design-Build Project. As these segments were being constructed simultaneously, teams in each area worked to be the safest unit on site. This friendly competition led to heightened safety awareness. Incentives such as jackets, shirts, hats, and belt buckles with an imprint of the bridge became keepsakes for those working on the project.

Figure 3.3 | Skanska's Safety Record on Past Projects

Project Name	Man-hours	Lost Time Incidents
I-215 Segments 1&2	987,100	1
Route 74/215 Interchange	44,363	1
Route 91 Van Buren	81,835	0
Route 805/54 Chula Vista	41,114	0
Route 805 La Jolla Village Drive	16,772	0
SR60 Glen Avon	151,746	0
SR60 HOV from SR57 to I-605	304,558	1
Route 330 Emergency Repair	38,167	0
SR52/67 Interchange	334,478	0
Brawley Bypass	209,979	0
I-40 Bridge Replacement	56,261	0
I-10 Palm Ave/Gene Autry Trail	96,933	0

Section 4 Firm Experience and Past Performance



On the I-40 Westbound Emergency Replacement, Skanska worked in close coordination with Caltrans and received the Marvin M. Black Excellence in Partnering Award in 2008.

Section 4 Firm Experience and Past Performance

Skanska has provided high-quality heavy civil construction services in California since 1919. As a Fortune 500 company, Skanska is one of the world’s 10 largest construction companies with more than 7,000 U.S. employees. Skanska’s Southern California team offers over 90 years of local experience and boasts more than 160 salaried and 380 craft employees.

Committed to sustainable construction and an injury-free workplace, Skanska specializes in the traditional and alternative delivery of infrastructure projects such as highways, mass transit and railways, bridges, steel erection, tunnels, piers, environmental, and power generation. Skanska has worked collaboratively with owners and design teams on 40 design-build projects. Over the past six years, Skanska has received 12 partnering awards in Southern California. Skanska continues to be one of the largest, most capable highway construction providers in southern California, the Inland Empire. Skanska’s in-house engineering staff has extensive Caltrans related experience, including falsework design and other engineering support for building over 400 bridges in Southern California in the last 50 years.

has a long history of successfully constructing projects within Caltrans District 8 and in the Inland Empire. Skanska is a local contractor that is very familiar with the Caltrans District 8 personnel, area stakeholders, local site conditions and construction logistics. Skanska has completed more than 110 projects in the last 20 years within District 8. Notable examples of local projects include:

- SR 60/Glen Avon
- I-15/SR 30 (SR 210) Interchange
- SR 330 Emergency Repair Projects
- Widening of SR 138
- I-215 Widening Segments 1 and 2
- I-15 Widening from Victorville to Barstow

With a large local presence, Skanska maintains resources managing many large-scale construction operations throughout the region. Skanska’s local yard in Riverside (Figure 4.1) provides more than 23 million pounds of falsework and 170 pieces of heavy equipment. Additionally, Skanska maintains a relationship with the local labor unions providing access to journeymen and apprentices on the bench.

In 2014, *Engineering News Record* (ENR) ranked Skanska 6th in Top 400 Contractors, 4th in the list of Top Bridge Contractors and 3rd in Top 50 Transportation Contractors.

Skanska’s Local Experience

Skanska’s West Coast operations are headquartered at the Riverside, Calif. office (formerly the E.L. Yeager Construction office, acquired in 2002). Skanska knows that success in delivering a design-build project comes from the right team to deliver the project, and from a commitment to forming lasting relationships through partnering efforts. Skanska

“ I’m amazed at the speed and quality of the work here. Thinking back, the damage to the roadway in December was enormous. Now, just six months later, we’re cutting the ribbon for the permanent reopening of 330, just in time for the Fourth of July weekend. ”

– Paul Cook, Assemblyman, 65th District, speaking about the SR 330 Emergency Repair Project

Figure 4.1 | Only four miles from the project site, Skanska’s Riverside 38-acre main office and yard holds resources, equipment and personnel for use on the Barton Road project.



Skanska’s CMGC and Design-Build Experience

Skanska brings extensive experience with alternative delivery projects and partnering with the owner and design teams on large complex projects. Skanska has successfully worked with Caltrans on several pilot alternative delivery programs, including the Route 905 Design-Sequencing Project and the I-805 North HOV/BRT Design-Build Project.

Additionally, Skanska is currently working with the City of Los Angeles on their first CMGC project, the Sixth Street Viaduct Replacement and SANDAG’s first CMGC project, the Midcoast Transit Corridor. On both of these projects our team works with the owner’s team and develop a risk register and project schedule. We work closely with the owner evaluating construction means and methods and identify long lead items. We provide constructability and material availability reviews and complete estimates at the 30, 60, 95 and 100 percent design milestones. We also work closely with the design team through workshops for substructure and superstructure, intersection improvements, utility avoidance and relocation, foundations and roadway. By working together with the owner providing construction options, we ensure a seamless preconstruction phase with all team members for Caltrans. Key innovations for these CMGC projects include:

Sixth Street Viaduct Replacement

- Creative falsework to accommodate overhead power and accessibility constraints
- Phasing and staging plans for 21 intersection improvements and 11 local intersection improvements that incorporate concerns of the public

Midcoast Transit Corridor Project

- Resequenced work and use of skinny falsework allowing for left turn lanes on the heavily trafficked Genesee Road
- Shifting of LOSSAN flyover that reduces the structures length, improved construction access and a narrower guideway



I-805 North HOV/BRT Project. Skanska worked closely with the design team on Caltrans’ first Southern California design-build project.



Skanska worked with Caltrans District 8 on one of the largest design-sequencing projects, the I-15 Widening from Victorville to Barstow.

Team Experience and Form Bs

Figure 4.2 highlights our team’s experience in the critical areas of the Barton Road Project. These projects are detailed in the Form Bs that follow.

Figure 4.2 | Summary of Form B Projects

Scopes Similar to the Barton Road Interchange	I-215 Segments 1&2	SR91 Van Buren Interchange	SR10 Palm Drive/ Gene Autry Trail	SR60 Glen Avon Project	Brawley Bypass Project
1. Similar Scope and Complexity	•	•	•	•	•
2. Working as an Integrated Team	•	•	•	•	•
3. Innovative Design Methods	•	•	•	•	•
4. Complicated Traffic Staging	•	•	•	•	•
5. Accelerated Construction	•	•		•	•
6. Staged Bridge Construction over Freeway	•	•	•	•	•
7. Innovative Structure Design	•	•	•	•	•
8. Working with Adjacent Contractors	•	•	•	•	
9. Complex Utility Relocation	•	•	•	•	•
10. Large and deep CIP and precast concrete	•	•	•	•	•
11. Environmental Regulations/Permits	•	•	•	•	•
12. Highly Sensitive Public Project	•	•	•	•	•

FORM

B | I-215 Widening Segments 1&2

Name of Proposer Skanska USA Civil West California District Inc.	Name of Firm Skanska USA Civil West California District Inc.	
Project Role Prime Contractor	Principal Participant Skanska	Designer Caltrans
Other (describe) N/A		
Years of Experience (provide length of activity as it relates to the following three elements): Roads/Streets 4 Bridges/Structures 4 Utility Relocations 4		

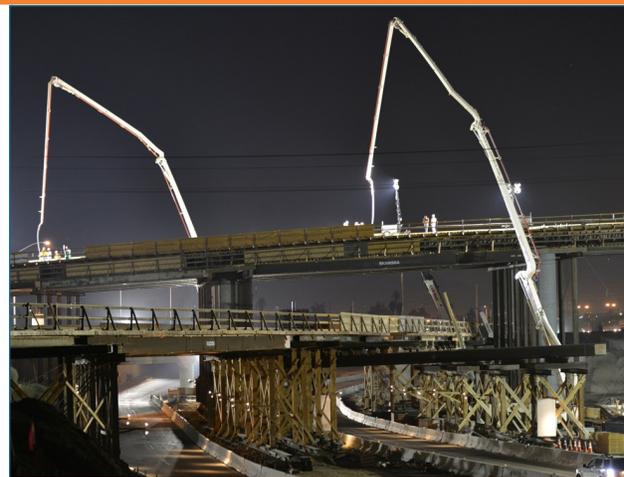
Project Name, Location, and Nature of Work for Which Company Was Responsible

Name I-215 Widening Segments 1&2	Location San Bernardino, CA
--	---------------------------------------

<p>Nature of Work</p> <p>Benefit to Caltrans</p> <ul style="list-style-type: none"> • Similar transportation elements included complex traffic staging, multi-phased bridge construction, retaining walls, concrete and HMA pavement sections, and 1.5 miles of sound-wall construction adjacent to private properties • Complex MOT and construction staging • Complex temporary shoring systems to maintain MOT during construction 	<p>Key Personnel Involved</p> <ul style="list-style-type: none"> • John Diskin, Lead Estimator • Toby Lambert, Structures Constructability Expert <p>Other Skanska Experts Involved</p> <ul style="list-style-type: none"> • Marty Wilkerson, Structures Superintendent • Mick Carricaburu, Paving Superintendent • Rafael Guitierrez, Project Engineer • Jackie Guilficcini, DBE Coordinator • Steve Downs, Grading Superintendent
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Project Description and Site Conditions

The 2.5 mile highway improvement project included 18 new bridges, including one temporary bridge. 20,815 linear feet of cast-in-place concrete retaining walls with a combination of spread footings and footings on piles; 2,368 linear of mechanically-stabilized embankment (MSE) walls; 80,250 cubic yards of concrete pavement; and 88,600 tons of AC pavement. The project also included the construction of a storm drain system with eight-inch diameter to 96-inch diameter pipes, landscape and irrigation and freeway and city street electrical systems. The project had limited space along the ROW and required TCEs on private property to construct numerous sound-walls and retaining walls. The project required extensive resource coordination to construct multiple bridges concurrently. Skanska constructed nine bridges simultaneously.



Detailed Description on Scopes Similar to the Barton Road Interchange

CONSTRUCTION PROJECT OF SIMILAR SIZE, SCOPE, AND COMPLEXITY

This project included complex multi staged MOT staging including staging across grade differentials of up to 30 feet in height. It also included multi staged bridge construction at 2nd Street, 3rd Street, and Baseline Ave, as well as a precast

concrete girder bridge. Skanska exported a large quantity of dirt. The project also included extensive retaining wall and sound-wall construction along private properties and complex utility relocation coordination and construction.

2 EXPERIENCE OF TEAM MEMBERS WORKING TOGETHER AS AN INTEGRATED TEAM

Skanska had formal partnering with SANBAG and a DRB process. Skanska also worked with SANBAG to overcome challenges on the project. For example, staging resequencing sessions where we discussed possible staging alternatives

3 CONSTRUCTION/RECONSTRUCTION USING INNOVATIVE DESIGNS, METHODS, AND MATERIALS

Skanska, along with their team partner SANBAG, developed many alternative traffic staging designs to avoid design conflicts and expedite construction completion. In one instance, Skanska proposed and constructed an additional temporary off ramp that would require minimal expense but would save the traveling public inconvenience and expedite construction. Skanska also developed complex engineering designs for temporary falsework, forming systems, and temporary shoring, which were coordinated by Toby Lambert and John Diskin including in-house and outside support staff.

4 IMPLEMENTATION OF COMPLICATED STAGING AND TRAFFIC HANDLING

In MOT Stage 2, Skanska encountered a very tight curve that maintained six lanes of traffic. During our safety analysis of the MOT staging plan, we determined the area required additional signage and CMS boards to warn the traveling public. Skanska implemented daily closures for a single lane, a ramp, a city street, or the entire freeway. Each closure was opened on-time or early. Approximately 20% of our work was performed at night and included approximately 20 complete freeway closures, all of which opened on time. This corridor typically carries more than 90,000 vehicles per day and has heavy weekend traffic heading out on Friday and in on Sunday. Our team created hourly schedules for each full freeway closure and reviewed them with SANBAG prior to the closure. By working with SANBAG to identify the staging conflicts and possible solutions, The team was able to reduce the number of traffic stages significantly, which in turn reduced the number of traffic switches and increased driver safety. This teamwork allowed SANBAG to save money by identifying and solving these problems before hand.

5 ACCELERATED CONSTRUCTION OF MAJOR ELEMENTS COMMON TO THIS PROJECT

Skanska worked with partner SANBAG to accelerate specific bridge structures within the corridor to provide alternative on and off ramps to the travelling public. The 5th Street SB off Ramp bridge was completed in 4 months to create better access for the local residents and businesses.

6 STAGING BRIDGE CONSTRUCTION OVER EXISTING FREEWAY

Our most challenging bridge was the Baseline Bridge, which included challenges such as a drop soffit design, varied existing roadbed elevations, and a complicated two-tiered falsework system. Our in-house construction engineering staff (led by John Diskin) put multiple options together for review in order to pick the safest option for the workers and the traveling public.

7 INNOVATIVE STRUCTURE AND RETAINING WALL DESIGN TO REDUCE CONSTRUCTION TIMELINE AND IMPACTS

Skanska implemented innovative temporary shoring designs to minimize impact to public traffic resulting in shortened durations for permanent construction. Our team also worked with design partners (Caltrans Architecture Department) to make adjustments to architectural elements on walls and bridges resulting in a quality final product and shortened construction of each structure. Two bridges were built approximately 3 feet too high and jacked down onto the abutments. This allowed for clearance under the bridge false-work during construction.

The project included 1.5 miles of soundwalls and required coordination with approximately 50 residents for temporary easements. Our team worked closely with residents to reschedule and accommodate pets, including building a temporary pen for a donkey to allow work to continue.

8 COORDINATING WORK AND TRAFFIC CONTROL WITH ADJACENT CONTRACTS PERFORMING SIMILAR HIGHWAY WORK

Skanska continually worked with adjoining contractors for major closures to reduce conflicts, shortening both work schedules resulting in fewer lane closures and impacts to the traveling public. At the North end of the project, Caltrans was

constructing the next segment of the 215 expansion program. Skanska worked directly with their contractor to coordinate lane closures, often sharing closures with them in order to complete both contracts simultaneously. Skanska also worked with their contractor to move import and export between the two projects which kept both projects moving forward. On numerous occasions, Skanska met with the adjacent contractor and Caltrans representatives to field modify our striping as it ties into the adjacent project, as the timing of the staging between the two designs did not always coincide.

9 COORDINATION OF COMPLEX PUBLIC UTILITY RELOCATION AS WELL AS CONSTRUCTION OF MUNICIPAL UTILITIES (i.e. water and sewer)

Skanska provided work-arounds on our schedule to accommodate utility relocations performed by other entities and at times assisted with the expediting of their work. We continually made adjustments to planned closures to work together with other third party utility companies, in the same road closures, minimizing impacts to the public. Skanska also coordinated the relocation of Edison high power transmission lines, and created work-arounds when Edison's schedule slipped. On numerous occasions, Skanska coordinated temporary power shut downs to access our equipment close to their power lines.

10 EXPERIENCE IN PLACING LARGE AND DEEP CAST-IN-PLACE AND PRECAST STRUCTURAL CONCRETE ELEMENTS

This project had numerous large diameter CIDH piles located in very restricted work spaces. We successfully worked with CHP during installation of rebar cages to protect the traveling public. We also had numerous pre-cast girders to erect in limited work zones and with CHP coordination, reduced public impact.

11 COMPLIANCE WITH ENVIRONMENTAL REGULATIONS AND RESTRICTIVE PERMIT REQUIREMENTS

Our team reduced carbon emissions by over 16% by incorporating recycled aggregates rather than sourcing virgin materials off site. The project's carbon footprint was reduced from 79,807 tC O2e to 66,859 tCO2e by reusing waste concrete and asphalt materials on site. Our team sent less than 5% of the project's waste to landfill. In total, approximately 150,000 tons of base and aggregate material was produced from recycled project materials, which accounts for around 30% of all project materials.

12 CONSTRUCTING CONTROVERSIAL OR HIGHLY SENSITIVE PUBLIC PROJECTS; INCLUDING EXPERIENCE IN COORDINATION WITH LOCAL AND REGIONAL AGENCIES ON SIMILAR SIZED PROJECTS

Skanska provided management personnel and schedule information for SANBAG's public relations campaign. Our team focused on upcoming traffic and community impacts, including opening and closures of ramps. This project was the gateway to downtown San Bernardino, where all of the District and County representatives work every day.

Other Information			
Awards, Citations, and/or Commendations Received for the Project			
<ul style="list-style-type: none"> • 2014: Freeway/Expressway Project of the Year from California Transportation Foundation • 2014: ASCE Construction Project of the Year 			
Name of Client (Owner/Agency, Contractor, etc.)		Contact Name	
San Bernardino Associated Governments 33257 E. Gausti Road, St. 120 Ontario CA 91761		Doug Franco doug@valicooper.com Telephone: 310-334-9952 Fax: N/A	
Owner's Project or Contract No.	Contract Value (US\$)	Final Value (US\$)	
C09-196	\$154 million	\$171 million, due to complicated staging that had unforeseen conflicts and NPDES permit requirements changing for SWPPP when California adopted the new permit.	
Percent of Total Work Performed by Company	Commencement Date	Planned Completion Date	Actual Completion Date
60%	3/1/10	October 2009	January 2014, our team had weather delays due to difficult winters.
Amount of Claims		Any Litigation?	
0		No	

FORM
B | SR91 Van Buren Interchange

Name of Proposer Skanska USA Civil West California District Inc.		Name of Firm Skanska USA Civil West California District Inc.	
Project Role Prime Contractor		Principal Participant Skanska	Designer TY Lin International
		Other (describe) N/A	
Years of Experience (provide length of activity as it relates to the following three elements): Roads/Streets 2 Bridges/Structures 2 Utility Relocations 2			
Project Name, Location, and Nature of Work for Which Company Was Responsible			
Name SR91 Van Buren Interchange		Location Riverside, CA	
Nature of Work Benefit to Caltrans <ul style="list-style-type: none"> • SR91 Van Buren included a cloverleaf, very similar to Barton Road Interchange • Complex traffic staging, multi-phased bridge construction, retaining walls, concrete and HMA pavement sections, and 1.5 miles of soundwall/ retaining wall construction along private property owners 		Key Personnel Involved <ul style="list-style-type: none"> • Dennis Putnam, Project Manager • John Diskin, Lead Estimator 	
Project Description and Site Conditions			
This project consisted of the reconstruction of the Van Buren bridge over the SR91 freeway. Our team constructed the new bridge in two phases and maintained traffic on the existing bridge. Skanska added new JCPC lanes inside and outside on the freeway. The ramps were reconstructed and widened to allow for more capacity on the ramps and not impact the city streets. Our team also installed new retaining walls at all ramps, which required several ROW takes. The team modified side streets and rerouted and shortened the utilities due to the widening of the ramps onto the city/private property. To help the city traffic flow, a new clover leaf was installed in the NB on-ramp. There were existing electrical and waterline in the old bridge that were maintained and/or rerouted until they could be placed into the new bridge.			
Detailed Description on Scopes Similar to the Barton Road Interchange			

CONSTRUCTION PROJECT OF SIMILAR SIZE, SCOPE, AND COMPLEXITY

The Van Buren Bridge was removed in two phases and had an elevation difference of five feet. The project also included utilities that went through the existing bridge that had to be relocated to the new bridge. Our team installed a new loop ramp, increasing the number of ramps from four to five. Major retaining walls with architectural treatment were built to

accommodate the wider bridge and new alignment of ramps. The adjacent city roads were widened and realigned to adjust to the new elevation of the new bridge.

2 EXPERIENCE OF TEAM MEMBERS WORKING TOGETHER AS AN INTEGRATED TEAM

The team worked with the City of Riverside's internal department to coordinate the new waterlines and services. At the beginning of the project, a property owner was having difficulties with construction. Project Manager Dennis Putnam, met with the property owner and worked out the differences. Together they planned for the owner's access, grading and weed control near the property line. We also rented the property owner's vacant lots for laydown space.

3 CONSTRUCTION/RECONSTRUCTION USING INNOVATIVE DESIGNS, METHODS, AND MATERIALS

Originally, the design for Indiana street was five stages due to the change in elevation of the new bridge. Skanska was able to readjust the stages and reduce the number of stages on this street that had heavy commuter traffic. Our team adjusted the stages to accomplish a smooth transition onto the new bridge in two consecutive evening lane closures, with one lane in each direct kept open in the evening. By completing this work in a shortened timeframe, we eliminated the impact to the heavy traffic from 12 months to two evenings.

4 IMPLEMENTATION OF COMPLICATED STAGING AND TRAFFIC HANDLING

Skanska developed an innovative method to combine staging plans to keep traffic more uniform, which lowered overall cost and reduced traffic congestion. Our team had to develop other MOT solutions due to the change in elevation from the existing bridge and the new bridge, which included using night lane closures and full street closures at night to minimize our impact on the public.

5 ACCELERATED CONSTRUCTION OF MAJOR ELEMENTS COMMON TO THIS PROJECT

Our team restructured the 10 day ramp closing, by closing both ramps and reconstructing them at the same time. We built the new ramp to the ultimate configuration allowing us to tie-in to the five foot higher elevation of the new bridge. This also reduced the need for a temporary ramp for the next traffic switch. We used this same process for the second phase of the bridge. Traffic was minimally impacted during the ramp closures, because a new clover leaf ramp was built in and used at the time of ramp closures.

6 STAGING BRIDGE CONSTRUCTION OVER EXISTING FREEWAY

Skanska constructed the new bridge over the busy SR91 freeway. Our team removed the existing bridge in two phases, moving traffic to one side while building the new half of the bridge. Ramp construction was completed after the completion of the new bridge. Our team utilized night closures and street closures to complete the work over the freeway.

7 INNOVATIVE STRUCTURE AND RETAINING WALL DESIGN TO REDUCE CONSTRUCTION TIMELINE AND IMPACTS

Skanska adjusted the footing elevations to speed up construction. We used a repeating pattern on the retaining walls allowing construction to move efficiently and effectively by using similar wall forms.

8 COORDINATING WORK AND TRAFFIC CONTROL WITH ADJACENT CONTRACTS PERFORMING SIMILAR HIGHWAY WORK

During the construction of the project, other contractors were performing improvement work to the SR91 freeway near the project. Our team coordinated with the other contractor to ensure no lane closures conflicted with ours work crews on the freeway for the same direction.

9 COORDINATION OF COMPLEX PUBLIC UTILITY RELOCATION AS WELL AS CONSTRUCTION OF MUNICIPAL UTILITIES (i.e. water and sewer)

The team removed the existing 16" waterline from the old bridge and installed the line in the new bridge. We coordinated the relocation of the line with the City of Riverside and the service providers creating little to no interruption to the homeowners and used the same process with the new electrical line and services required because of the road widening and alignment.

10 EXPERIENCE IN PLACING LARGE AND DEEP CAST-IN-PLACE AND PRECAST STRUCTURAL CONCRETE ELEMENTS

The Van Buren Bridge, consisting of a six-foot cross section was constructed in two phases. Phase 1 consisted of the removal of a portion of the bridge and reconstruction of a new cast-in-place bridge five feet higher. Phase 2 consisted of switching traffic to the other side and tie-in to the new configuration of the ramps to construct the second half of the cast-in-place bridge.

11 COMPLIANCE WITH ENVIRONMENTAL REGULATIONS AND RESTRICTIVE PERMIT REQUIREMENTS

This project followed the Caltrans NDPES and SWPPP best management practices. We also had to demo two existing homes, which had lead and asbestos removal. For the lead and asbestos removal we adhered to the SCAQMD rules.

12 CONSTRUCTING CONTROVERSIAL OR HIGHLY SENSITIVE PUBLIC PROJECTS; INCLUDING EXPERIENCE IN COORDINATION WITH LOCAL AND REGIONAL AGENCIES ON SIMILAR SIZED PROJECTS

Within the first month, an affected property owner was having issues with the project. Our team worked out the concerns by meeting with and coordinating work with the resident and informed them on our scheduling of work, closures and potential delays due to construction. Some of the solutions included better access to the owner's property, grading and weed control of the work area. Skanska also coordinated with the City of Riverside on major traffic switch dates three months early. By working together and planning ahead, the City was able to communicate to the public these dates and get 12 hour traffic switch road closures. All closures were opened on time.

Other Information			
Awards, Citations, and/or Commendations Received for the Project			
The project was completed on time and to the satisfaction of the public.			
Name of Client (Owner/Agency, Contractor, etc.)			
City of Riverside, Public Works & Engineering Department 3900 Main Street, 4th Floor Riverside, CA 92522		Contact Name Juan Rojas Telephone: 951-264-6422 Fax: N/A	
Owner's Project or Contract No. #6730		Contract Value (US\$) \$15,580,000	Final Value (US\$) \$16,880,000, owner added scope including electrical work, public traffic safety changes, and retaining wall design changes
Percent of Total Work Performed by Company 66%	Commencement Date March 2010	Planned Completion Date September 2012	Actual Completion Date September 2012
Amount of Claims 0		Any Litigation? No	

FORM
B SR10 Palm Drive/Gene Autry Trail Interchange

Name of Proposer Skanska USA Civil West California District Inc.	Name of Firm Skanska USA Civil West California District Inc.	
Project Role Prime Contractor	Principal Participant Skanska Other (describe) N/A	Designer Parsons Brinkerhoff/HDR
Years of Experience (provide length of activity as it relates to the following three elements): Roads/Streets 2 Bridges/Structures 2 Utility Relocations 2		

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

Name SR10 Palm Drive/Gene Autry Trail Interchange	Location Palm Springs, CA
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<p>Nature of Work</p> <p>Benefit to Caltrans</p> <ul style="list-style-type: none"> • Multi-staged modified cloverleaf interchange project, similar to the Barton Road Interchange • Similar size and type of bridge structure as the Barton Road Bridge • Both AC and PCC pavement 	<p>Key Personnel Involved</p> <ul style="list-style-type: none"> • Brian Fortier, Construction Manger • John Diskin, Lead Estimator <p>Other Skanska Experts Involved</p> <ul style="list-style-type: none"> • Mick Carricaburu, Paving Superintendent
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Project Description and Site Conditions

The SR10 Palm Drive/Gene Autry Tail Interchange was a multi-staged modified cloverleaf interchange. The project included the demolition of the existing overcrossing and replacement with a new six-lane overcrossing, including bike lanes on each side. The project also included the modification of on and off ramps, including a new, one-lane metered loop on-ramp, a realigned one-lane metered on-ramp from southbound Palm Drive, and a realigned, two-lane off ramp on the Westbound I-10. The project also included a new one-lane metered loop on-ramp from southbound Palm Drive, a realigned, two-lane off-ramp on the eastbound I-10, and widening the Gene Autry Trail Bridge over the Union Pacific Railroad.



Detailed Description on Scopes Similar to the Barton Road Interchange

1 CONSTRUCTION PROJECT OF SIMILAR SIZE, SCOPE, AND COMPLEXITY

The existing bridge was demolished in two phase with the construction of the new longer wider bridge. The existing traffic configuration had to be maintained throughout the project requiring multiple stages of construction. The construction of the on and off ramps including the loop ramps were constructed utilizing three twenty-four hour shutdowns to minimize impacts to the traveling public. The project consisted of a 96,000 cy of roadway excavation, with 3,660 cy of structure excavation and 224,000 cy of import material to raise the profile of the road. The pavement consisted of 25,210 tons of HMA and 1,585 cy of jointed planed concrete pavement. In addition, Skanska installed 6,500 lf of various sized storm drain pipe.

2 EXPERIENCE OF TEAM MEMBERS WORKING TOGETHER AS AN INTEGRATED TEAM

This project was contracted by the Riverside County Transportation Department (RCTD) with Caltrans oversight. A construction management firm was hired by RCTD to work with Skanska during construction. This project team worked with all the project stakeholders to deliver a project on-time with the least amount of impacts to the traveling public. Skanska held weekly meetings with RCTD, the City of Palm Springs, and the construction management firms to go over any schedule impacts, changes, problem areas and to discuss innovations on construction methods.

3 CONSTRUCTION/RECONSTRUCTION USING INNOVATIVE DESIGNS, METHODS, AND MATERIALS

The project team developed alternatives to the construction staging to allow for larger portions of the project to be completed at the same time. During the installation of a 84" diameter, 108' length of Jack RCP large boulders obstructed the installation. Skanska developed a staging and excavation plan to open cut and install the RCP while maintaining traffic at the original contract price.

4 IMPLEMENTATION OF COMPLICATED STAGING AND TRAFFIC HANDLING

The project required the bridge and roadway construction to be completed in multiple stages to allow for uninterrupted traffic flow. The existing bridge was partially demolished and half of the new structure for the interchange was constructed. Once completed, traffic was then switched to the new bridge and the remaining portion of the existing bridge was removed and the other half of the new bridge was completed. Because of the change in elevation of Palm Drive, which was raised in some areas as much as 10 feet, a majority of the work was completed over weekend closures.

5 ACCELERATED CONSTRUCTION OF MAJOR ELEMENTS COMMON TO THIS PROJECT

To meet the project schedule, Skanska constructed the bridge in two phases to ensure that there were no delays in the critical path.

6 STAGING BRIDGE CONSTRUCTION OVER EXISTING FREEWAY

The bridge construction was completed prior to the opening of the loop ramps which meant the falsework spanned both directions of the interstate. Because of the elevation change and the construction of the new structure was in close proximity to the existing structure, extensive shoring was needed to allow for foundation and roadway work.

7 INNOVATIVE STRUCTURE AND RETAINING WALL DESIGN TO REDUCE CONSTRUCTION TIMELINE AND IMPACTS

Precast girders used on the bridge over the UPRR tracks were used instead of falsework. This reduced the amount of time that train traffic would be affected, resulting in no shutdowns to the train traffic.

8 COORDINATING WORK AND TRAFFIC CONTROL WITH ADJACENT CONTRACTS PERFORMING SIMILAR HIGHWAY WORK

This project was one of four interchange projects on the Coachella Valley Corridor Improvement along Interstate 10 constructed simultaneously. All traffic control operations (including ramp construction and shutdowns) had to be coordinated with multiple adjacent contractors to reduce impact to public traffic.

9 COORDINATION OF COMPLEX PUBLIC UTILITY RELOCATION AS WELL AS CONSTRUCTION OF MUNICIPAL UTILITIES (i.e. water and sewer)

The project included the construction of utility crossing through the bridge structure for future expansion to the city infrastructure including gas, water, and electrical. The project also included coordination of the relocation of a 30" high pressure gas line within the project roadway embankment.

10 EXPERIENCE IN PLACING LARGE AND DEEP CAST-IN-PLACE AND PRECAST STRUCTURAL CONCRETE ELEMENTS

The project consisted of two separate bridges. One bridge over the interstate for the interchange and another over the UPRR railroad. The Bridge over the Interstate is a 310' long by 123' wide two span cast in place box girder bridge with a 6'3" superstructure on abutments with spread footings on HP14 driven steel pile. The structure concrete quantity is 4,012 cy with 6,260 feet of steel piles. The bridge over the UPRR tracks is a widening of an existing bridge with a 215' long by 52' wide widening three span precast girder structure. There are twenty-one 36" precast girders that span three sets of tracks with crashwalls as bents. The bent foots were 8-10' deep in close proximity to the tracks which required braced beam and steel plate lagging for shoring the excavation. The quantity of structure concrete is 1,478 cubic yards.

11 COMPLIANCE WITH ENVIRONMENTAL REGULATIONS AND RESTRICTIVE PERMIT REQUIREMENTS

The project team needed to notify SQAQMD of the demolition of the existing bridge structure in accordance with Rule 1403. In addition, a fugitive dust control plan had to be created and implemented in accordance with SQAQMD Rule 403. The project included an endangered species protection item that consisted of the installation of perimeter barriers to exclude the Fringed Toed Lizard from entering the construction zone.

12 CONSTRUCTING CONTROVERSIAL OR HIGHLY SENSITIVE PUBLIC PROJECTS; INCLUDING EXPERIENCE IN COORDINATION WITH LOCAL AND REGIONAL AGENCIES ON SIMILAR SIZED PROJECTS

Because this project was part of the Coachella Valley Corridor Project, the interchange was constructed simultaneously with three other interchange project adjacent to it with two other general contractors. Once a month, the agency would put on a public outreach meeting at a local community center which all three contractors and agencies such as Caltrans would meet and hear concerns from the public about the projects. Skanska would give a presentation about the status of the project and work that would be happening including lane closures for the next month. In addition, Skanska installed a camera on the project where the public could go to the project website and see a new picture every 15 minutes of the project showing traffic conditions and the progress of work. This project is one of two main roads between Desert Hot Springs and Palm Springs where a large amount of people commuted every day and were concerned about delays through the construction.

Other Information			
<p>Awards, Citations, and/or Commendations Received for the Project</p> <p>"Skanska worked diligently to complete the project and worked cooperatively with the construction management team to resolve challenges that presented themselves during construction. In particular, Mr. Fortier was always accessible and worked pro actively to address project issues." - Scott Walker, Resident Engineer</p>			
<p>Name of Client (Owner/Agency, Contractor, etc.)</p> <p>Riverside County Transportation Department 2950 Washington St. Riverside, CA 92504</p>		<p>Contact Name</p> <p>Scott Walker, Resident Engineer scottdw@me.com Telephone: 714-875-4714 Fax: N/A</p>	
<p>Owner's Project or Contract No.</p> <p>A4-0740/B9-0995</p>	<p>Contract Value (US\$)</p> <p>\$16,950,869</p>	<p>Final Value (US\$)</p> <p>\$17,648,013, owner approved contract change orders, which included a QA pay factor bonus and an adjustment in import and asphalt quantities.</p>	
<p>Percent of Total Work Performed by Company</p> <p>75%</p>	<p>Commencement Date</p> <p>March 2010</p>	<p>Planned Completion Date</p> <p>April 2012</p>	<p>Actual Completion Date</p> <p>May 2012, due to dust and wind weather delays</p>
<p>Amount of Claims</p> <p>0</p>		<p>Any Litigation?</p> <p>No</p>	

FORM
B | SR60 Glen Avon

Name of Proposer Skanska USA Civil West California District Inc.		Name of Firm Skanska USA Civil West California District Inc.	
Project Role Prime Contractor		Principal Participant Skanska	Designer Caltrans
		Other (describe) N/A	
Years of Experience (provide length of activity as it relates to the following three elements):			
Roads/Streets 3		Bridges/Structures 3	Utility Relocations 3
Project Name, Location, and Nature of Work for Which Company Was Responsible			
Name SR60 Glen Avon		Location Riverside County, CA	
Nature of Work		Key Personnel Involved	
Benefit to Caltrans		Other Skanska Experts Involved	
<ul style="list-style-type: none"> JPCP paving in a multi-staged project Asphalt paving on city streets while maintaining traffic Utility coordination with Edison and Metropolitan Water District Property owner coordination for construction easements for sound wall construction 		<ul style="list-style-type: none"> Brian Fortier, Construction Manager John Diskin, PE, Lead Estimator Toby Lambert, Structures Constructability Expert Mick Carricaburu, Paving Superintendent Rafael Guiterrez, Project Engineer 	
Project Description and Site Conditions			
<p>The project consisted of the inside and outside widening of SR 60 from Country Valley Way to the I-15 interchange. The project added an HOV lane in the median while constructed numerous sound walls near residential areas to reduce noise. The project included both AC and PCC paving and the construction of Cast in place Box Girder Bridges. The multi-staged project required the median to be widened first to accommodate traffic, which allowed our team to switch traffic to the widened median and begin construction on the outside widening. Temporary asphalt paving was used to accommodate the multi staged construction of the ramps and mainline.</p>			
Detailed Description on Scopes Similar to the Barton Road Interchange			

1 CONSTRUCTION PROJECT OF SIMILAR SIZE, SCOPE, AND COMPLEXITY

This award winning District 8 project had a bid value of over \$51 million making it similar in size to the Barton Road Interchange. Some of the similar elements of construction include cast-in-place box girder bridge construction, JPCP pavement construction, Asphalt paving on ramps and city streets, significant shoring for staged construction of bridges and sound wall Construction adjacent to local residents and businesses.

The project consisted of six bridge widenings, 60,000 square meters of Cold Plane AC, 38,500 cubic meters of roadway excavation, 4,500 cubic meters of structure excavation, 25,500 cubic meters of lean concrete base, 15,400 tons of AC, 48,900 cubic meters of concrete paving, 16,200 meters of 400mm CIDH concrete piles, 7,000 cubic meters of structural concrete, 19,511 square meters of masonry sound walls, 700,000 kilograms of reinforcing steel, 17,000 meters of concrete barrier, and various drainage pipe and small structures.

2 EXPERIENCE OF TEAM MEMBERS WORKING TOGETHER AS AN INTEGRATED TEAM

Both our Construction Manager, Brian Fortier and our Structures Constructability Expert Toby Lambert worked in those same capacities on this project. As an integrated team with Caltrans, the team was awarded an Excellence in Partnering Award.

3 CONSTRUCTION/RECONSTRUCTION USING INNOVATIVE DESIGNS, METHODS, AND MATERIALS

All aggregates for the construction of the PCC and Class II base material were obtaining from a San Bernardino County flood control project that required export. This reduced the amount of material that would have been placed in a landfill and reduced the amount of aggregates taken from a mine site. The bridge widening spanning Mission Boulevard and the UPRR tracks required 'special design' false-work. Skanska team members Toby Lambert and John Diskin worked closely with on-site Caltrans structures representatives to collaborate on an innovative false-work design which allowed for a successful effort to minimize impacts to the traveling public as well as UPRR.

4 IMPLEMENTATION OF COMPLICATED STAGING AND TRAFFIC HANDLING

The entire length of the median had to be widened to allow for the traffic to be switched to the newly widened median to construct the outside widening. In addition all six bridge structures were constructed over existing roadways while maintaining traffic flows at all times below the bridges. A multi-staged approach was taken for traffic handling on these city streets.

5 ACCELERATED CONSTRUCTION OF MAJOR ELEMENTS COMMON TO THIS PROJECT

Because of the median being constructed first, the inside PCC was placed with additional work shifts to maintain the project schedule. Once the outside was available to the team, multiple soundwalls were constructed at once, using additional crews to expedite the outside widening construction. This project was an A + B bid and was bid aggressively with a short duration. Partnering with Caltrans, the team was able to complete this project on time and under budget.

6 STAGING BRIDGE CONSTRUCTION OVER EXISTING FREEWAY

The Largest bridge was constructed over UPRR tracks and Mission Blvd. The staging dictated that we build the bridge as two separate structures with a closure pour. Coordination with third party stakeholders like UPRR and the City were crucial to the success of this project.

7 INNOVATIVE STRUCTURE AND RETAINING WALL DESIGN TO REDUCE CONSTRUCTION TIMELINE AND IMPACTS

An existing retaining wall near the widening needed to have a new barrier placed on top but would not support the loads. Therefore, soil anchors were drilled and installed under the freeway lanes to support the new structure.

8 COORDINATING WORK AND TRAFFIC CONTROL WITH ADJACENT CONTRACTS PERFORMING SIMILAR HIGHWAY WORK

Completion of the project coincided with the start of construction of the 215/60/91 Interchange. In addition, a slab replacement project was being constructed concurrently. Our team coordinated the freeway lane closures with the other contractors. For example, our team closed the EB lanes while the other contractor closed the WB lanes. Our team also made every effort to share lane closures at the project tie-ins. For example, if the other contractor needed a lane closure in lane number 1, then our team scheduled median work that would coincide with the closure.

9 COORDINATION OF COMPLEX PUBLIC UTILITY RELOCATION AS WELL AS CONSTRUCTION OF MUNICIPAL UTILITIES (i.e. water and sewer)

An existing 10' MWD waterline from Lake Silverwood to Lake Perris ran on Pyrite Rd adjacent to the construction of our new bridge widening. We had to coordinate the installation of the CIDH piles and location of the crane pads and false-work design to ensure that construction impacts did not affect the waterline. Had the waterline been damaged there was no way to turn it off.

10 EXPERIENCE IN PLACING LARGE AND DEEP CAST-IN-PLACE AND PRECAST STRUCTURAL CONCRETE ELEMENTS

The largest bridge was a 600' X 60 Wide Cast in Place Box Girder bridge over Mission Blvd and three sets of UPRR tracks. The false-work was specially designed with oversized vehicle openings in order to accommodate the heavy truck traffic as well as the railroad.

11 COMPLIANCE WITH ENVIRONMENTAL REGULATIONS AND RESTRICTIVE PERMIT REQUIREMENTS

The length of the job required large areas of disturbance all at one time. This created a challenge in keeping in compliance with SWPPP requirements. Skanska implemented final erosion control measures as portions of the work were completed in order to minimize the amount of maintenance needed on temporary BMPs during construction.

12 CONSTRUCTING CONTROVERSIAL OR HIGHLY SENSITIVE PUBLIC PROJECTS; INCLUDING EXPERIENCE IN COORDINATION WITH LOCAL AND REGIONAL AGENCIES ON SIMILAR SIZED PROJECTS

This project is one of the two major connection routes for LA and the Inland Empire and the disruption of traffic was a major issue for all Stakeholders. Therefore all closures and a significant portion of work was performed at night during nonpeak hours of traffic. The UPRR was another highly sensitive stakeholder on the project. Skanska maintained constant contact with UPRR representatives in order to coordinate form Bs and flagging work necessary to facilitate construction. Prior to the AWW's needed for the project, Skanska met with UPRR to discuss contingency plans for opening the tracks on time. Every track closure on the project was opened ahead of schedule.

Other Information			
Awards, Citations, and/or Commendations Received for the Project <ul style="list-style-type: none"> • 2009 Excellence in Partnering Silver Award, Caltrans 			
Name of Client (Owner/Agency, Contractor, etc.) California Department of Transportation 464 W. 4th Street San Bernardino CA 92401		Contact Name Jabra Kawwa, Resident Engineer jabra.kawwa@dot.ca.gov Telephone: 951-276-1938 Fax: N/A	
Owner's Project or Contract No. 08-354804		Contract Value (US\$) \$51,635,850	Final Value (US\$) \$55,442,984, due to owner initiated changes
Percent of Total Work Performed by Company 75%	Commencement Date 3/1/10	Planned Completion Date September 2007	Actual Completion Date March 2008, due to owner initiated changes
Amount of Claims 0		Any Litigation? No	

FORM
B | Brawley Bypass Project

Name of Proposer Skanska USA Civil West California District Inc.		Name of Firm Skanska USA Civil West California District Inc.	
Project Role Prime Contractor		Principal Participant Skanska	Designer Caltrans
		Other (describe) N/A	
Years of Experience (provide length of activity as it relates to the following three elements): Roads/Streets 3 Bridges/Structures 3 Utility Relocations 3			
Project Name, Location, and Nature of Work for Which Company Was Responsible			
Name Brawley Bypass Project		Location Brawley, CA	
Nature of Work Benefit to Caltrans		Key Personnel Involved	
<ul style="list-style-type: none"> • Extensive jointed planed concrete pavement work • Innovative concrete (precast girder bridges, continuous reinforced concrete pavement) • Bridge construction over freeway 		<ul style="list-style-type: none"> • Dennis Putnam, PE, Project Manger • John Diskin, PE, Lead Estimator • Toby Lambert, Structures Constructability Expert 	
		Other Skanska Experts Involved	
		<ul style="list-style-type: none"> • Mick Carricaburu, Paving Superintendent 	
Project Description and Site Conditions			
<p>This project was for the construction of 3.1 miles of four-lane divided expressway containing seven multi-span cast-in-place box girder bridges including one interchange, one undercrossing, and a railroad overhead, as well as two multi-span precast I-girder bridges crossing the New River. Work involved in the project included: sewer and water relocation, earthwork, storm water drainage, grading, Portland concrete cement and asphalt concrete pavement, steel pile foundations, wick drains and bridge structures.</p>			
Detailed Description on Scopes Similar to the Barton Road Interchange			

1 CONSTRUCTION PROJECT OF SIMILAR SIZE, SCOPE, AND COMPLEXITY

The project consisted of 2 new precast bridges and 5 new cast-in-place box girder bridges over Highway 111.

2 EXPERIENCE OF TEAM MEMBERS WORKING TOGETHER AS AN INTEGRATED TEAM

Both Caltrans and Skanska had a sense of urgency to deliver the project on-time and in the most environmentally conscious way possible. This promoted a free flow of information allowing each member to work together for the betterment of the

project. The project benefitted from implementation of partnering which allowed for faster results when needing responses to not halt flow of construction on the project. The project was awarded an Excellence in Partnering Gold Award in 2009.

3 CONSTRUCTION/RECONSTRUCTION USING INNOVATIVE DESIGNS, METHODS, AND MATERIALS

Skanska utilized a GPS machine control guidance to efficiently move and grade mass quantities. Precast girder bridges were built several months sooner than standard cast in place bridges, in which Skanska developed innovative solutions with the forming system of the deck due to the contaminated New River, the second most contaminated. Skanska designed temporary staging between the girders, to mitigate exposure to the river. Skanska also set up a concrete batch plant on site to minimize truck traffic.

4 IMPLEMENTATION OF COMPLICATED STAGING AND TRAFFIC HANDLING

Skanska met with Caltrans and business owners in the area to address concerns and develop workarounds for traffic impacts. Our team performed several traffic switches when opening new roads and coordinated with local community and agencies to eliminate impacts to public traffic.

5 ACCELERATED CONSTRUCTION OF MAJOR ELEMENTS COMMON TO THIS PROJECT

Through Skanska's familiarity of the project area, we were able to obtain several sources of imported materials which allowed progress of the project to be accelerated during the grading phase.

6 STAGING BRIDGE CONSTRUCTION OVER EXISTING FREEWAY

Constructed three (3) cast in place bridges over exiting Highway 111 while maintaining existing traffic flows along Highway 111. Closures were performed on off-peak hours and impacts were minimal.

7 INNOVATIVE STRUCTURE AND RETAINING WALL DESIGN TO REDUCE CONSTRUCTION TIMELINE AND IMPACTS

Skanska constructed a soldier pile wall to provide additional traffic access. This was constructed in a limited right of way area – due to an existing power line that could not be relocated. Skanska employed the use of specialized equipment and resources to construct a permanent wall which mitigated the exposure to the existing power line.

8 COORDINATING WORK AND TRAFFIC CONTROL WITH ADJACENT CONTRACTS PERFORMING SIMILAR HIGHWAY WORK

Due to the fact that this was a new alignment project, there were no adjacent contractors. However, Skanska coordinated with Caltrans and the city to open additional 3.2 miles of new highway and tie in to exiting Highway 78/111. Coordinated with Caltrans maintenance and on going contracts.

9 COORDINATION OF COMPLEX PUBLIC UTILITY RELOCATION AS WELL AS CONSTRUCTION OF MUNICIPAL UTILITIES (i.e. water and sewer)

A large part of the project was resequencing the project around the interchange to minimize potential risks due to issues with relocation of the existing utilities. Storm water runoff was a key risk to this project because the area surrounds environmentally protected wetlands and provided water to the agricultural fields of Imperial County. This required constant maintenance of any site runoff that could harm the local environment. The team worked early on in the project timeline to get all utilities relocated prior to the construction of the superstructures on this project. Also, to minimize impact on the public roadway and impact on the commuters, the installation and removal of false work was completed during the nighttime hours.

10 EXPERIENCE IN PLACING LARGE AND DEEP CAST-IN-PLACE AND PRECAST STRUCTURAL CONCRETE ELEMENTS

The project included seven multi-span cast-in-place box girder bridges including one interchange, one undercrossing, and a railroad overhead, as well as two multi-span precast I-girder bridges crossing the New River. Bridges were as large as 130 foot spans by 50 foot wide.

11 COMPLIANCE WITH ENVIRONMENTAL REGULATIONS AND RESTRICTIVE PERMIT REQUIREMENTS

The New River is highly contaminated with biological and heavy metals and crews work to mitigate any addition of hazardous materials, thus saving Caltrans money for additional-cleanup. Existing Soil contained biological hazards from the New River water saturation and were removed and treated by our team as an added benefit to Caltrans.

Consulted with environmental agencies and hired an industrial hygienist to provide additional details needed to treat saturated material (heavy bacteria). Material treated on site an provided an estimated \$800,000.00 in savings.

12 CONSTRUCTING CONTROVERSIAL OR HIGHLY SENSITIVE PUBLIC PROJECTS; INCLUDING EXPERIENCE IN COORDINATION WITH LOCAL AND REGIONAL AGENCIES ON SIMILAR SIZED PROJECTS

Skanska hand delivered notices to business owners and to city offices to minimize the impact of construction in the area. Caltrans and Skanska coordinated every single aspect and detail of the work, such as coordination of the water line installation, water shutdowns, road closures, and sewer line relocations. The City of Brawley Public Works Director, Yazmin Arrelano thanked the team for having almost no impact to operations.

Other Information			
Awards, Citations, and/or Commendations Received for the Project <ul style="list-style-type: none"> • 2009 Caltrans Partnering-in-motion Gold Award for District 11 • Skanska Safest project of the year 2009 			
Name of Client (Owner/Agency, Contractor, etc.) California Department of Transportation 4050 Taylor Street San Diego, CA 92110		Contact Name Shawn Rizzutto Resident Engineer shawn.j.rizzutto@dot.ca.gov Telephone: 760-355-0430 Fax: 760-355-0987	
Owner's Project or Contract No. 11-167884		Contract Value (US\$) \$68,613,955	Final Value (US\$) \$71,040,831, owner approved change orders
Percent of Total Work Performed by Company 65%	Commencement Date July 2008	Planned Completion Date February 2011	Actual Completion Date June 2011, owner approved change orders and work added at the end of the project for safety reviews
Amount of Claims 1 (subcontractor claim)		Any Litigation? No	

Section 5 Proposer Key Personnel



2nd generation Superintendent, Steve Downs has been with Skanska for 20 years on major highway projects, mostly in District 8. Steve's father, Bobby Downs was also a superintendent for over 45 years.

Section 5 Proposer Key Personnel

Skanska has been performing heavy highway projects in District 8 for almost 100 years. Generations of craft and management personnel have passed down their experience, allowing our team to provide the industry’s best personnel. Our key personnel have been hand-picked to compliment Caltrans with their extensive experience with District 8 projects, as well as their positive collaborative personalities.

Our approach to the CMGC delivery method aligns our management with Caltrans providing optimal preconstruction and construction support. Additionally, Skanska’s management approach provides Caltrans a consistent team throughout the life of the project. Each of our key personnel are dedicated to this project from preconstruction through construction, providing Caltrans continuity in all aspects of the work. Our team includes the following key personnel:



Dennis Putnam, PE
PROJECT MANAGER

Dennis has been actively working on District 8 Caltrans projects for 25 years. As a registered civil engineer, Dennis brings a collaborative approach to managing projects, and has proven to be a strong partner to Caltrans. In cooperation with agency representatives, Dennis focuses on risk mitigation, schedule optimization and cost savings through innovative construction techniques. Dennis has a proven track record of completing projects under budget and ahead of schedule, including the Brawley Bypass and the SR91 Van Buren Interchange project. Dennis also brings alternative delivery project experience from being the project manager on the I-15 Widening Victorville to Barstow project, one of Caltrans District 8’s largest design-sequencing projects.



Brian Fortier
CONSTRUCTION MANAGER

With over 18 years of construction management experience, Brian has been involved in all aspects of construction on Caltrans Projects. He is an expert in constructability of highway and bridge projects, including optimizing staging and sequencing. Brian has been a boots on the ground construction manager on many District 8 projects including the award winning SR60 60 Glen Avon Project and the SR10 Palm Ave/Gene Autry Way Project. Over the last 10 years, the majority of Brian’s projects have required multi-staged construction. He and his team optimized the original plan completing the projects early

and under budget. Recent evidence of Brian’s success is the I-215 Central Widening in Perris, where we will open seven miles of the project six months early.



John Diskin, PE
LEAD ESTIMATOR

John started his career with the Caltrans structures division and has been working on Caltrans structures estimating and design for over 30 years. He is specifically experienced with complex bridge estimates and engineering, false-work design and analysis, properties of materials, stress analysis and surveying. John’s combined experience as both an estimator and a registered civil engineer creates added value through his ability to create cost effective solutions during the preconstruction phase. John’s integrity and collaborative personality have made the CMGC preconstruction process successful on the Sixth Street Viaduct Replacement in Los Angeles, where we have successfully negotiated two GMP packages under his leadership. John was also successful on the I-40 WB Emergency Bridge Replacement Project which received the prestigious Marvin M. Black Excellence in Partnering award.



James Gallego, PE
SCHEDULER

James has more than 27 years of experience working on heavy civil construction projects throughout the United States and is a registered civil engineer in California. He has experience on alternative delivery projects including CMGC and design-build. He has worked directly for Caltrans and for contractors in a variety of roles including, scheduling, falsework submittals, retaining structures, bridge demolition plans and concrete mix designs. He has created, progressed and reviewed schedules for projects with a similar scope of work.

Additional 2 Key Personnel

We are providing Caltrans with the best team to deliver this project safely and successfully. We have selected an additional two key personnel to provide special expertise to the Barton Road Interchange. We selected these roles for two reasons: to mitigate risks and to add overall value to Caltrans. Skanska created the positions to focus on critical roles necessary for a successful execution of the project.



Toby Lambert
STRUCTURES CONSTRUCTABILITY EXPERT

Toby Lambert is one of the foremost construction experts when it comes to Caltrans bridge projects. His 30 years of Caltrans structures experience started as a carpenter in the 1980s and he has developed into a senior structures manager on some of our largest freeway projects. Toby recently completed the \$171 million dollar reconstruction of the 215 freeway in San Bernardino, where he served as the Structures Manager for the duration of the project. Toby understands every detail and potential pitfall associated with different structural designs. Toby will work closely with Caltrans design team, sharing his extensive knowledge and providing Caltrans’ options for efficient designs.



Bryce Johnston, PE
MOT MANAGER

Bryce has more than 26 years of experience on heavy civil projects, with extensive experience working for or with Caltrans in various roles. He has broad experience in project coordination with Caltrans, utility companies, cities, state agencies, and private property owners. He has worked in various positions on large alternative delivery projects, including the I-15 Cajon Pass Rehabilitation Design-Build Project. As a registered civil engineer, Bryce will benefit Caltrans with his familiarity of the working constraints of traffic and his proven ability to implement innovative solutions to challenging MOT constraints on Caltrans projects in District 8.

We have provided additional information on our key personnel on their resumes in Appendix A and have also included Form D at the end of this section.

Key Personnel Time Commitment

Skanska’s key personnel are committed to the success of the I-215 Barton Road Interchange Reconstruction. We have provided our key personnel’s time commitments for both preconstruction and construction in Figure 5.1.

We have planned our team to meet all requirements daily. The personnel in our organization, including those employed by subcontractors or sub-consultants, have been made 100% available for District 8 and this project. The project has the personal commitment of all Skanska team members, partners, and subcontractors. Skanska will draw from our Inland Empire resources, as well as our nationwide resources to ensure a successful project.

Organizational Charts

Our highly experienced team combines local District 8 experience and successful MOT traffic staging focused on reducing the impact to the traveling public. Skanska focuses on delivering on-time, on-budget projects and brings extensive experience working in CMGC, design-build, and design-sequencing contracts. We offer California-licensed professional engineers in our preconstruction and construction key personnel, including Project Manager Dennis Putnam, Lead Estimator John Diskin, Scheduler James Gallego and MOT Manager Bryce Johnston.

Success on the Barton Road Interchange Project will be achieved by supplying the right people who can work collaboratively with Caltrans, design consultants, and

Figure 5.1 | Key Personnel Time Commitment and Responsibilities

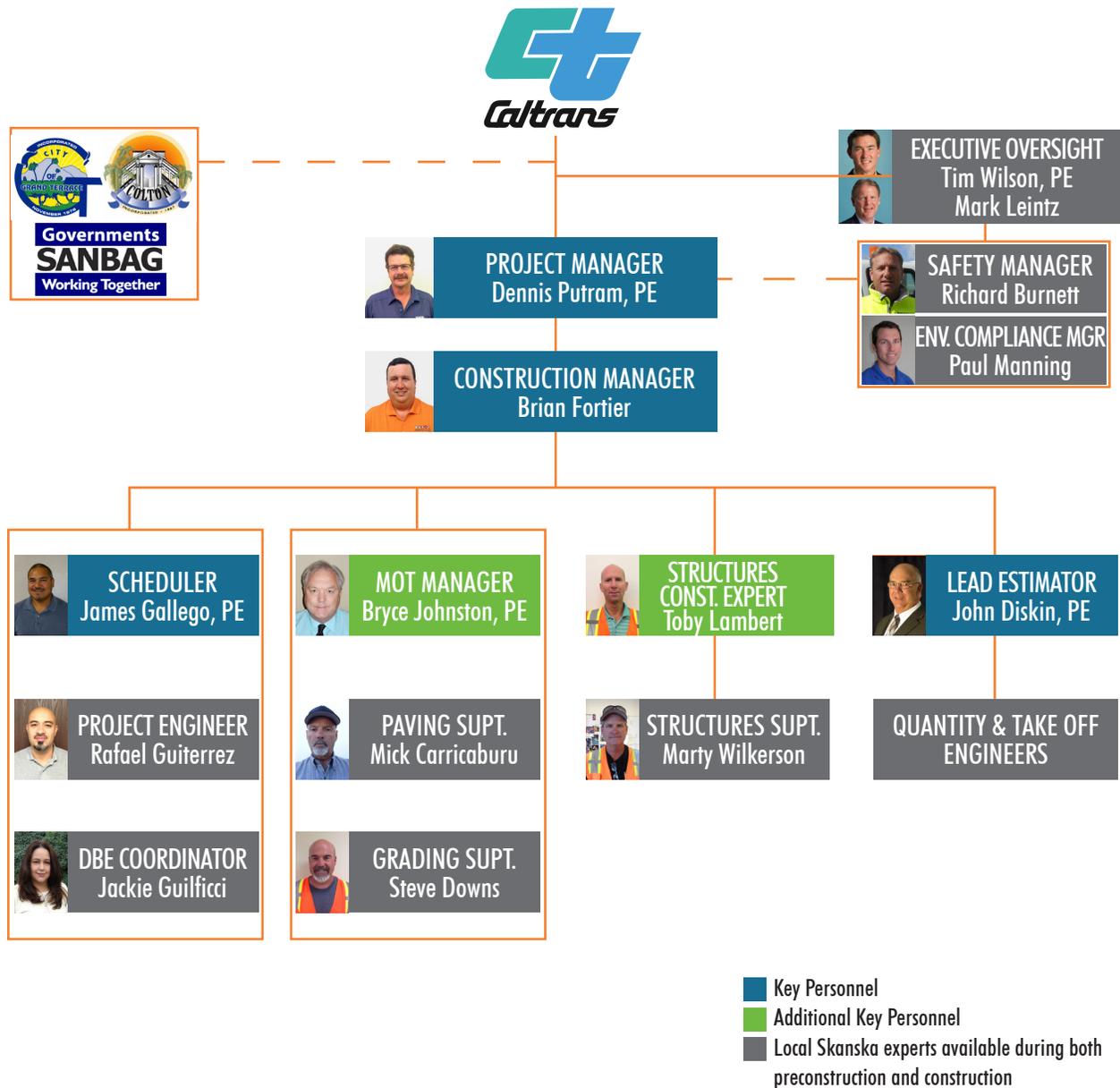
Title, Name	Role	Precon.	Const.	Commitment to Other Projects
Project Manager, Dennis Putnam, PE	During preconstruction, Dennis and his team will work closely with Caltrans to establish staging, sequencing, and construction method options for Caltrans.	75%	50%	All key personnel are committed to the success of the Barton Road Interchange and will be available 100% on this project. Percentage of time dedicated to this project will be as needed or at the discretion of Caltrans.
Construction Manager, Brian Fortier	Brian will work closely with Caltrans’ Project Manager to manage highway construction operations and generate value engineering and innovations.	50%	100%	
Lead Estimator, John Diskin, PE	John will use an open book approach with Caltrans’ Independent Cost Estimator (ICE) to negotiate the GMP.	75%	25%	
Scheduler, James Gallego, PE	James will prepare and progress the cost loaded base line schedule.	25%	25%	
Structures Constructability Expert, Toby Lambert	Toby will work closely with Caltrans providing constructability reviews for means and methods and will manage the structures work during construction.	50%	25%	
MOT Manager, Bryce Johnston, PE	Bryce will work closely with Caltrans sequencing and staging the traffic during preconstruction and construction.	25%	25%	

stakeholders to deliver a successful preconstruction phase and productive, organized, and efficient construction.

Our organization chart (shown in Figure 5.2) demonstrates the personnel required for this project and available for local expertise during both preconstruction and construction, if needed. Skanska will have the same reporting structure during both the preconstruction and construction phases

of the project. This is essential as the knowledge and relationships built during preconstruction need to be carried over into construction to facilitate a seamless transition and ultimately ensure a successful execution of the plan.

Figure 5.2 | Organizational Chart - All Key Personnel will be fully available and committed to the project during both preconstruction and construction



Form D Proposed Key Personnel Information

Department of Transportation
I-215 Barton Road Interchange Reconstruction

Request for Qualifications
08-0J07CM

Form D

PROPOSED KEY PERSONNEL INFORMATION

Name of Proposer Skanska USA Civil West California District Inc.

Instructions for Form completion: Responses shall be addressed within the table below. Should additional space be needed to adequately respond, Proposer is advised to increase the number of lines within the table as appropriate. Form D has no SOQ page limitation. [Note to Drafter: Edit positions for Project, refer to Section 3.6.1.]

Position	Name	Years of Experience	Education and Registrations	Parent Firm Name
Project Manager	Dennis Putnam, PE	30	B.S. Civil Engineering, Cal Poly Pomona PE - CA #41054, QSP/QSD #24347	Skanska
Construction Manager	Brian Fortier	18	B.S. Business Administration, Accounting, California State University - San Bernardino	Skanska
Lead Estimator	John Diskin, PE	31	M.S., Engineering, Cal Poly Pomona B.S., Civil Eng., Cal Poly Pomona PE, California, #CE41455 PE, Washington, #CE48498	Skanska
Scheduler	James Gallegos, PE	26	B.S. Civil Engineering, Texas A&M PE, California #CE55575	Gallego Consulting Services, Inc.
Structures Constructability Expert	Toby Lambert	33	High School Diploma	Skanska
MOT Manager	Bryce Johnston, PE	26	MS, BS, Civil Engineering, Kansas State University PE, California #52415	Bekton, Inc.

Section 6 Project Understanding and Approach



Skanska's Riverside office and 38-acre yard is only 4 miles from the project site with over 22 million pounds of steel falsework material for bridge construction. It also houses our estimating and engineering staffs.

Section 6 Project Understanding and Approach

A. Understanding of Project Scope

The Barton Road Interchange is located in San Bernardino County in the Cities of Grand Terrace and Colton. The limits of the work extend for 1.1 miles along the I-215 and .7 miles along Barton Road. The Barton Road Bridge (Br. No. 54-0528) is a cast-in-place (CIP) reinforced concrete T-Beam Bridge which spans the I-215 Freeway. The I-215 below the bridge consists of three through lanes in each direction along with a paved median. This project replaces the existing bridge, reconstructs and widens Barton Road, realigns the existing on and off ramps to enhance turning maneuverability and storage capacity, improves local roadways, and modifies traffic signals.



Our team has already evaluated potential solutions for challenges on the Barton Road Interchange project.

After reviewing multiple alternatives, in conjunction with community leaders, Caltrans has chosen Modified Alternative No. 7 as the preferred design configuration. This alternative includes a tight diamond design for the northbound (NB) ramps and a modified cloverleaf design for the southbound (SB) ramps. It also includes a roundabout at Barton Road and the SB ramps which will facilitate smooth traffic flow at this intersection without the use of a traffic signal. The roundabout design also allows La Crosse Avenue to gain access to eastbound (EB) and westbound (WB). This was determined to be extremely important to the local businesses

Figure 6.1 | Potential Barton Road Innovations

Innovation	Estimated Savings	Schedule Savings
Alt. SB Temporary On-Ramp.	\$500,000	✓
Alt. Temporary NB Off-Ramp	\$100,000	✓
Precast Girders instead of CIP	\$200,000	✓
Full bridge shutdown	\$800,000	✓
Precast slab panels for paving	\$20,000	✓
Soundwall construction plan	\$60,000	✓
ROW/TCE Elimination	\$60,000	✓
TOTAL SAVINGS:	\$1,740,000	

The Barton Road Interchange Project is located less than 4 miles from our main office in Riverside, where we store bridge materials and house engineering and estimating staff. We are citizens of the community and happily obliged to be stewards of this region. Our families drive these streets and live in these communities. Skanska will be proud to participate in the revitalization of this area in our community.

along La Crosse Avenue. Skanska fully understands this project and has already developed innovative ideas and solutions, shown in Figure 6.1 and discussed more in F. Approach to Innovation, for schedule/cost savings and enhancements to the project.

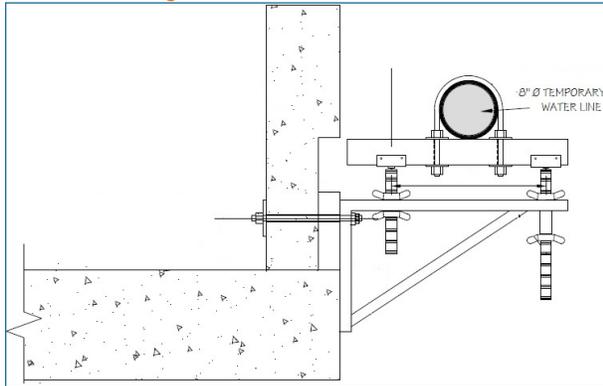
UNDERSTANDING AND IDENTIFICATION OF PROJECT ELEMENTS

This project can be classified into four distinct categories:

Utilities and ROW. There are numerous existing utilities running through, or adjacent to the existing bridge. There is an existing waterline that runs through the south half of the bridge, which Skanska has already developed a temporary support system for (shown in 6.2), and a gas line and telephone line running through the north half of the bridge. There are also overhead electrical lines running just south of the existing structure which also carry fiber optic cables. Along the SB exit ramp, there are a number of underground utilities and overhead electrical which will be significantly impacted by the elevation change of the new design. The current design shows a 20' plus change in the grade of the future SB on ramp. The relocation and abandonment of these utilities will be the first order work. The CMGC approach is well suited to help facilitate this preconstruction work by working with Caltrans to prioritize which utilities need to move first, minimizing risk and delays.

On our Expo 2 Design-Build project in Los Angeles, Skanska initiated an extensive utilities investigation. Our team analyzed the utility information set forth in the contract documents identified 520 existing utilities. Skanska performed utility inspections and investigations and identified 664 additional utilities not previously recognized or recorded. These additional utilities were taken into account when designing the project and creating the project CPM schedule, which created schedule and cost certainty.

Figure 6.2 | Skanska's Plan for temporary support on the existing water line



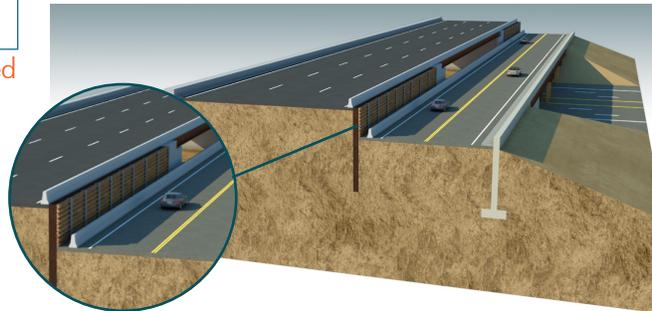
This method involves using overhang brackets installed on the edge of the deck of the bridge, similar to the method used on the I-215 Widening in Perris.

The right of way (ROW) acquisition for this project will be equally important to the preconstruction phase. Modified Alternative No. 7 requires 8 full ROW acquisitions, 2 residential displacements and 21 business displacements. Skanska is ready to partner with Caltrans to prioritize and facilitate this ROW procurement during preconstruction. The first order ROW parcels that need to be acquired will be the area that encompasses the new SB ramps. This commercial center will need to be demolished and cleared prior to beginning construction, as the critical path will flow through these ramps. Other properties along the ROW require a temporary construction easement (TCE) to access and construct walls and other project elements. Because of the risks associated with the numerous ROW negotiations required to obtain the property to build the walls, Skanska will work with Caltrans for early wall construction in particularly high noise areas to reduce impact during construction. Skanska understands the potential for a property owner to pose a significant schedule risk and are prepared to mitigate this with a detailed approach to ROW/TCE acquisition. Skanska will provide exact means and methods, duration, and disruption each property owner will experience as part of the wall construction process. This assists Caltrans in the negotiation process, add certainty to the work execution, and allows a high level of flexibility and customization for each property owner.

Barton Road Bridge. The project includes the demolition of the existing Barton Road Bridge. To maintain traffic across the freeway during construction, the existing overcrossing will be demolished in two stages. This allows for traffic to access one lane in each direction plus a five foot sidewalk over the existing bridge during construction. As currently designed, the southern half of the bridge will be demolished first and the south half of the new bridge will be constructed. Once the south half is completed, traffic will be switched onto the newly constructed portion and the

remaining north half of the old bridge will be removed. The second half of the new bridge will be built and the ultimate width will be achieved. The new bridge profile is substantially higher than the existing bridge, with the west side of the bridge approximately 6 feet higher and the east side approximately 10 feet higher than the existing. Because this elevation difference causes some complicated staged construction, the approaches to the new bridge will be built using an embankment reinforcing system to maintain traffic on the existing bridge below, shown in Figure 6.3.

Figure 6.3 | Bridge construction with embankment



The ultimate bridge will accommodate four through lanes, a left turn pocket for the NB on ramp, and Class II bike lanes and sidewalks on both sides. The two obvious bridge types are a CIP box girder or a precast girder design. While the CIP box girder design may be the most cost effective, a precast girder option could provide an alternative that would minimize public impacts by shortening the duration of construction. Skanska has extensive experience in both types and will work with Caltrans to provide and review detailed cost and schedule comparisons.

Ramps. To maintain traffic during construction, ramp construction, we will stage into multiple phases. Skanska has already developed methods that can be used to facilitate this staging. Some options include:

- Option 1: Construct temporary ramp paving detouring traffic while the permanent work is completed. This option may be an costly alternative, but provides uninterrupted access to the ramps.
- Option 2: Construct the conflicting work during temporary shut downs using multiple shifts and potentially high early strength concrete materials. This option may be less expensive than Option 1, but will impact public access to the ramp for a short period of time. This could be a 24 hour closure or possibly a weekend shutdown. The use of high early strength concrete may also affect the longevity of the final product.
- Option 3: Shut the ramp down for an extended period to build the entire ramp, while detouring traffic onto city streets to the next available ramp. This option is the least expensive but has the highest public impact.

Skanska has analyzed the possible scenarios for maintaining traffic on the SB on ramp, as it appears to have significant challenges, as discussed in detail in F. Approach to Innovation.

City Streets. Constructing the city streets are most visible impact to the public. The project will reconstruct Barton Road from the west of Grand Terrace Road to the west of Canal Street. The reconstruction will be phased to minimize impacts to the public. Grand Terrace Elementary School is located on the north side of Barton Road between the freeway and Vivienda Avenue. Due to the heavy vehicular and pedestrian traffic associated with getting children to school, Skanska will propose a phasing plan that would construct this portion of city street work during the school's summer and winter breaks. We met with the school and Ms. Cynthia Coello, Principal of Grand Terrace Elementary School and our team discovered that the school is also dismissed for a two week recess the week prior to Thanksgiving, providing another short work window. Other city streets affected by the project are:

- Commerce Way, which gets realigned to intersect at Vivienda.
- The existing T-intersection of Michigan Avenue at Barton Road which will be relocated to Commerce Way. A portion of Michigan Ave will be reconstructed in the form of a cul-de-sac to allow access to the local businesses. This reduces the number of intersections with Barton Road which minimizes traffic congestion along this stretch.
- A new two lane road will be constructed between La Cross Avenue and Grand Terrace Avenue, parallel to Vivienda. This street allows for better access to the newly constructed Grand Terrace Fitness Park as well as the Terrace Village RV Park. It will allow neighborhood access to Grand Terrace Avenue since direct access to the SB off ramp is being cut off with the new design.

The Barton Road Interchange Project was selected to be part of the Caltrans CMGC Pilot Program, which allows our team to work with Caltrans to provide a more efficient design and an accelerated schedule for delivery. CMGC allows Skanska experts to sit with Caltrans counterparts to discuss viable options to design challenges.

Skanska provides a great value to Caltrans by supplying detailed estimates and schedules of the different design options allowing Caltrans to make the best decision. This approach accomplishes the goals of reducing overall cost while minimizing the impacts to the public and other stakeholders.

The collaboration between Caltrans and Skanska provides good decision making based on detailed cost information and schedule impacts provided by John Diskin, PE and his team of take-off experts and falsework designers. Our team offers tremendous staging Caltrans experience, including successful performance on one of District 8's largest design-

sequencing projects (the I-15 Widening from Victorville to Barstow) and Caltrans' first Southern California design-build project (the I-805 N. HOV/BRT). Our team brings the same success-driven approach for this CMGC Pilot Program and partner with Caltrans.



Skanska worked with Caltrans District 8 on one of the largest design-sequencing projects, the I-15 Widening.

UNDERSTANDING OF LOCAL AND REGIONAL SIGNIFICANCE

The Barton Road Interchange is the primary regional access for the City of Grand Terrace. It also serves the southwestern portion of the City of Colton and provides direct access to the City of Loma Linda. The build out, which is part of the City of Grand Terrace general plan and the Barton Road specific plan, will increase the traffic congestion on the freeway and city streets leading to and from the interchange. This is the driving force behind the need to reconfigure and expand the capacity of the existing freeway interchange and approaching thoroughfares. This project, in concert with another future project to reconfigure the Mt. Vernon/Washington Street interchange, will grant better access to Loma Linda University and Medical Center, Pettis Veterans Administration Hospital, and numerous private businesses and residents in these communities.



Skanska has proudly supported the Loma Linda Ronald McDonald House for many years. Our team is proud to be continuously supporting the communities where we live and work.

The Barton Road Interchange project is part of a broader program to update and expand the I-215 corridor, which provides regional connections between counties of Southern California through its interchanges with the SR60, I-10, and SR91. It also connects with the SR210 which provides a connection to the foothill and mountain communities. Skanska employees live, work and play in this community and understands the need for this project.

PROJECT CONSTRAINTS AND THEIR EFFECT ON PROJECT SCHEDULE

Our team has gone through great efforts to analyze the complexities of this project and how the different project elements affect the project schedule. Due to the two phase bridge construction to maintain traffic on Barton Road, bridge construction will drive the construction schedule. The elevation change from the old to new bridge will also constrain ramp construction and approaches to the bridge.

Some of the street work can be performed without constraint related to the bridge construction, but will be affected by ROW procurement and utility relocations. The new street accessing the Grand Terrace Fitness Park will require ROW acquisition of multiple parcels and will be first order work. The new SB ramp configuration does not allow for La Crosse to merge with it and continue to Barton Road. Therefore, the new street will need to be completed to provide local traffic access to Grand Terrace Road. Only after this is complete will we complete the new SB ramp alignment and move traffic off of the old ramp. The parcels affected by this SB ramp realignment are good examples of ROW that could affect the critical path of the schedule.

Getting the SB on ramp traffic onto the new SB loop ramp is one of the keys to expediting the schedule of the first half of the bridge. Skanska understands that only after the existing ramp is closed can the west abutment be built.

B. Approach to CMGC Project Contracting

Skanska will serve as an integral part of the Caltrans team. We will immediately partner with Caltrans management and engineering, outside design consultants, and all other stakeholders to ensure project success. We will do what we do best: understand the project, assist Caltrans with our local construction expertise and partner with Caltrans.

Success for this project is measured by the integration of the overall project team where Skanska will work as an extension of your current team. We provide local, experienced experts that have successfully worked in both preconstruction and construction supporting Caltrans in meeting project goals by maximizing:

- Risk reduction to the project through our rigorous risk identification/mitigation process and integration of Caltrans' and Skanska's risk matrix.
- Acceleration of project delivery by helping advance the design efficiently and create staging plans to finish as quickly as possible with the least amount of public impact.
- Transparent and accurate pricing of the work, based on decades of constantly and competitively providing District 8 the right price on bid day.
- Creative solutions through constructability analysis where our team can maximize innovation and value engineering (VE).

Skanska will maintain the schedule and budget, while allowing Caltrans to maintain ultimate control for the design approach and the paramount importance of the project's stakeholder and environmental considerations through final design. Our goal is to be the right partner to Caltrans to allow you to maximize the project within budget. We will make every effort to ensure that this integrated approach extends through all aspects of the project, regardless of contractual responsibilities.

Skanska built its team to offer Caltrans our extensive experience in constructing complex staging schemes for interchanges like this one. Skanska has the skill sets to develop holistic solutions that enhances the program's environmental aspects, cost and schedule certainty, and mitigate risk. Our team has successfully performed similar interchange work including complex staging on the I-215 Widening Segments 1&2 to the north of this project, as well as the SR91 Van Buren Interchange located to the south of this project.

INTEGRATING INTO AN EFFICIENT AND EFFECTIVE ORGANIZATION

Skanska understands that, in the CMGC method, it is critical that our team members become integrated with Caltrans internal/disciplinary departments, consultants, and stakeholders involved on the project. This multi-level integration and constant coordination drives results and helps achieve project expectations.

In our CMGC experience, Skanska learned that a close-proximity relationship with all team members is critical during preconstruction and construction. This enhances Skanska’s ability to assist in developing critical components such as traffic staging, environmental permits, and in facilitating innovation workshops, interdisciplinary design coordination meetings, and over-the-shoulder daily

Skanska received the Marvin M. Black Excellence in Partnering Award for the I-40 Westbound Emergency Bridge Replacement.

coordination. Skanska is committed to providing key personnel on the project during preconstruction. Co-location of Skanska and Caltrans staff may be appropriate in some cases. Our hub office in Riverside is only four miles from the District 8 office and the Barton Road Project. In addition to our key personnel, we can bring estimators, bridge falsework engineers, and many construction experts to assist in scheduled or impromptu meetings with Caltrans. We are literally within minutes.

It is paramount that we maintain an open dialogue among all Caltrans representatives, Skanska employees, and internal and external project stakeholders to achieve the full benefits of the CMGC process. Our communication practices include daily, weekly, and monthly coordination meetings addressing specific issues or requirements.

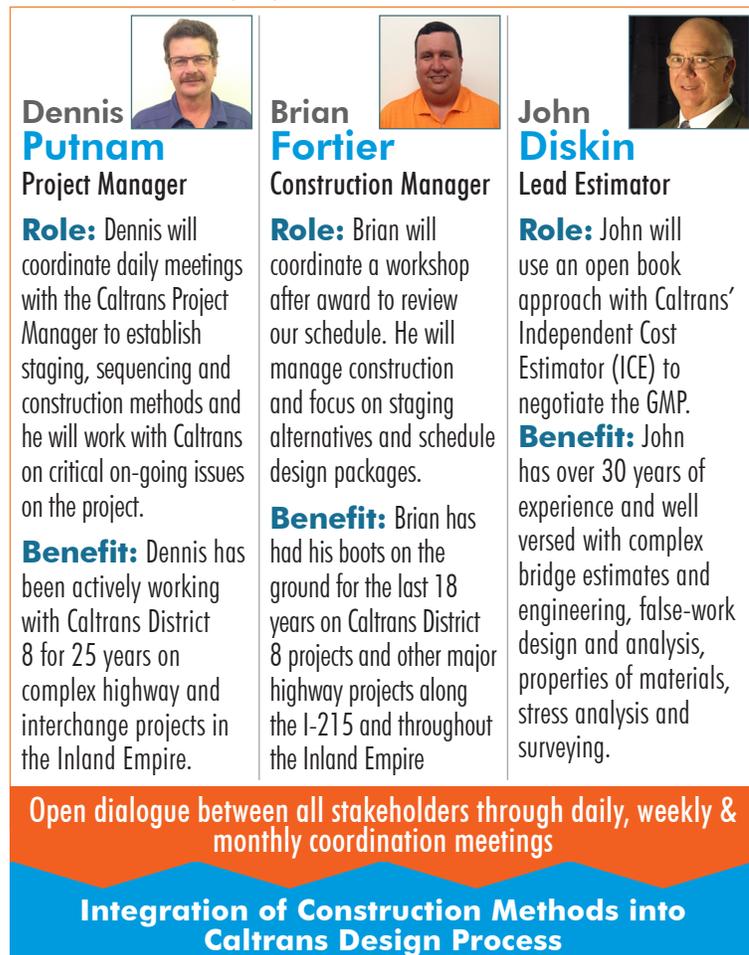
Skanska supports our key personnel by providing executive oversight by our vice presidents, Tim Wilson, PE and Mark Leintz. They share in the management of our business in Southern California and bring technical, CMGC, and partnering expertise. Tim has worked over 25 years in this area building multiple projects within the District 8 footprint. He has successfully delivered many projects with the same bridge, grading, walls, and pavement components as the Barton Road Interchange. Mark has 32 years’ experience working with many alternative procurement methods including design-build and CMGC. He is currently supporting Skanska in \$1.75 billion in CMGC projects in Southern California including the Sixth Street Viaduct Replacement Project in Los Angeles. Tim and Mark are partnering experts, having won 2 Marvin M. Black Awards.

We have highlighted our key personnel who will have regular and continuous interaction with the Caltrans team. They hold primary responsibility to integrate with the full project team. Figure 6.4 explains this interaction and how our team will benefit the overall project. Additional information regarding key personnel’s experience can be found in Section 5 of this proposal.

Skanska team members hold a partnered approach as a core value. We have proven track records of partnering success on CMGC, design-build, and design-bid-build projects. Skanska team members have won over 60 prestigious partnering awards, with over 30 of those awards being Caltrans projects.

Our partnering approach starts at the top and exists as a core value throughout our team. After award, both Caltrans and Skanska principals and executives will participate in an executive-level partnering session to set the stage for the project. The goals, commitments to partner, and collective communication plans will be developed and then presented

Figure 6.4 | Skanska key personnel’s roles and responsibilities with Caltrans and project stakeholders



to the project team in general partnering sessions. The key to partnering is to live the partnering principles daily, rather than simply participating in structured events.



Structures Constructability Expert, Toby Lambert was recognized for his partnering efforts with Caltrans on the Brawley Bypass Project

UNDERSTANDING THE USE OF CMGC PROJECT DELIVERY METHODOLOGY

We use CMGC practices that focus on producing the most cost-effective and efficient project while meeting all stakeholder expectations. Our CMGC experience is current, relevant, and local: it is specifically for transportation projects in southern California and all have interaction with Caltrans. Our experience on CMGC transportation projects indicate that the most critical CMGC elements are cost certainty, schedule certainty, constructability reviews/VE/innovation, and CMGC in construction.

Cost Certainty. The ultimate goal of our approach, starting in preconstruction and continuing throughout the project, is to maximize the program scope for the available budget. A major advantage of the CMGC process is that the construction manager identifies cost drivers, and provides early input to Caltrans for solutions and innovations.

A disciplined estimating process is key to providing a project within the allotted budget and will eliminate surprises as the project further develops. Skanska already began our estimating process through a green-sheet cost validation based upon the preliminary drawings provided. We will facilitate an initial estimate review with Caltrans and their independent cost estimator (ICE) and continue these efforts using production-based estimates through design milestones.

This initial estimate and interim preconstruction estimates are the mechanism for Caltrans to determine the maximum scope of work. Our extensive experience performing highway construction for District 8 allows us to accurately estimate alternatives on the project. Our relationships with subcontractors and our extensive local cost data allows

Skanska to quickly develop pricing for the different scopes of work, so Caltrans can make timely decisions throughout the design phase. We have an extremely comprehensive cost history of similar work and can accurately provide alternative cost estimates to evaluate sequencing, staging, and alternate work. Due to our extensive design-build and CMGC experience and our cost history, we can develop reliable estimates in the early stages of design. We have been partners and effective stewards of your money for decades and will continue for the Barton Road Interchange.

As innovations and alternatives are incorporated into the scope, all related savings belong to Caltrans and revert to the project's budget. This provides Caltrans the ability to analyze multiple scenarios optimizing the project budget and making determinations if additional scope or aesthetic enhancements can be added.

Our estimating approach begins with the estimating kickoff workshop to establish guidelines for subsequent estimates at the project interim design milestones. At each milestone, we reconcile quantities, address design changes, and develop a new and independent estimate. This process occurs concurrently with Caltrans' ICE. We will communicate our pricing efforts through open-book negotiation ensuring that Caltrans receives the most competitive price for self-performed and subcontract work. We will meet with Caltrans to review each cost item line-by-line to reach a consensus and ultimately, a GMP.

During design, our customized cost control system includes management techniques refined throughout our many years providing preconstruction services. We develop a working cost model that reflects the project budget, accounts for all project elements, and includes a concise explanation for each item's basis. At design milestones, we provide budget reports identifying key project cost items adjusted from the previous budget. The budget report includes quantity takeoffs, variance and comparison estimates, contingency and allowance reconciliation, VE suggestions, and constructability reviews.

Our team will generate ideas to potentially reduce costs and discuss these at each estimating benchmark. We focus on budget areas that appear to be rising above expected costs in the next design phase. We address these areas of concern through workshops and peer reviews to assess mitigation measures such as design modifications, different material options, and different construction or sequencing options.

Each design milestone contains some level of cost uncertainty related to the level of advancement. To accurately account for this, Skanska will establish contingencies and allowances to capture work elements that are not clearly identified. As the design and unknown

elements are further defined, we will reduce or eliminate the appropriate contingencies. The recovered contingency can be put towards increased scope. An example of this can be found in Figure 6.5.

Schedule Certainty. In the early stages of preconstruction, Skanska will advance our current, preliminary schedule developing an integrated, resource-loaded baseline schedule that accounts for all preconstruction and construction project elements. Skanska will build the schedule using Primavera P6 software and

include productions, crews, materials, equipment required to attain activity durations, and the estimated cash flow (billings) during the project. The schedule addresses all project elements including design milestones, project administration, schedule constraints, railroad issues, public and private utilities, ROW procurement, third party approvals and issues, permits, environmental restrictions, material procurement, long lead items, QA/QC, subcontractors, public involvement, and weather considerations. As construction unfolds, we will work with Caltrans to communicate smaller schedule durations to stakeholders and the public ensuring that everyone fully understands the nature and timing of the work.

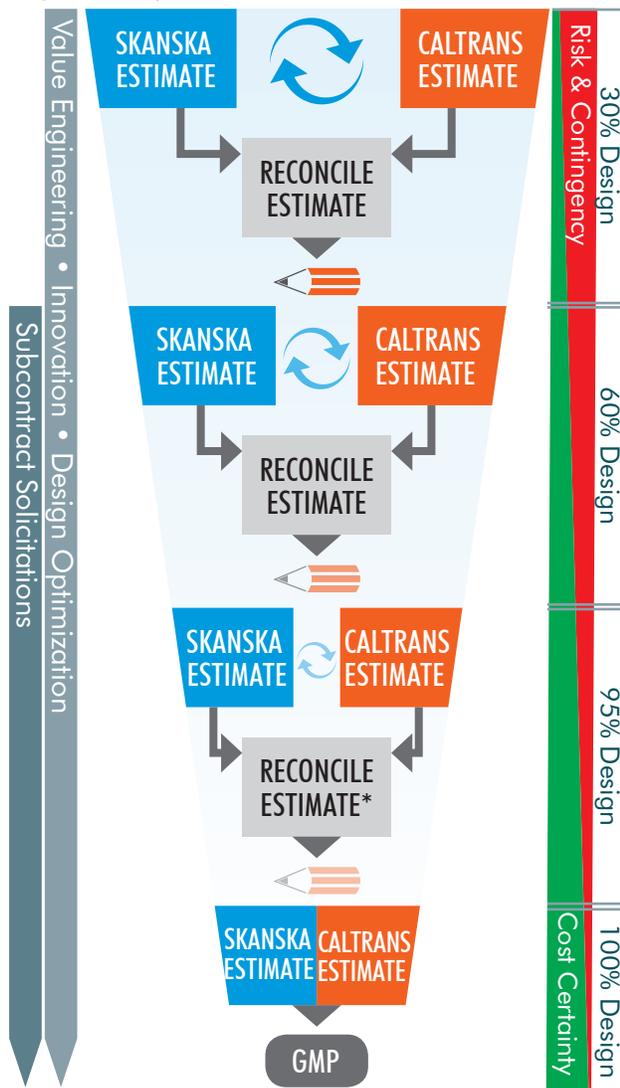
The schedule is refined during preconstruction as interim design packages are completed. We will closely monitor schedule progress via accurate trend reporting and quantities of work completed. Our considerable experience in schedule risk mitigation and contingency planning, combined with careful monitoring, ensures the schedule is achieved. Our preliminary CPM schedule and associated sequence diagrams are provided in Appendix B. Our schedule certainty is enhanced by our ability to self-perform work critical to the project success or on the critical path. This approach allows Skanska to better control the overall project schedule and ensures that key project elements are constructed to the highest expectations.

Constructability Reviews, Value Engineering & Innovations. As the design progresses, Skanska will continually provide constructability reviews. These reviews analyze the feasibility of constructing each work element with the current available resources and most efficient practices. With our in-house expertise in highway transportation projects, we are well positioned to provide these reviews. These constructability reviews also include inter-disciplinary reviews identifying and eliminating conflicts. Creatively solving problems is hugely satisfying for a project team and often requires special impromptu meetings with the right contributors. Because our main office in Riverside is so close to the Caltrans office, we can provide the right experts in minutes, whether it is a technical falsework solution, dealing with a conflicting utility, or "taking one more look" at a traffic issue.

A detailed drawing review will identify construction conflicts and eliminate potential design-related claims that commonly occur in design-bid-build procurements. One of the primary benefits of the collaborative CMGC process is applying our similar experience during preconstruction to eliminate the need for changes and the basis for claims.

Combined with our constructability reviews, our estimating process directs attention to the most critical cost drivers and

Figure 6.5 | GMP Process



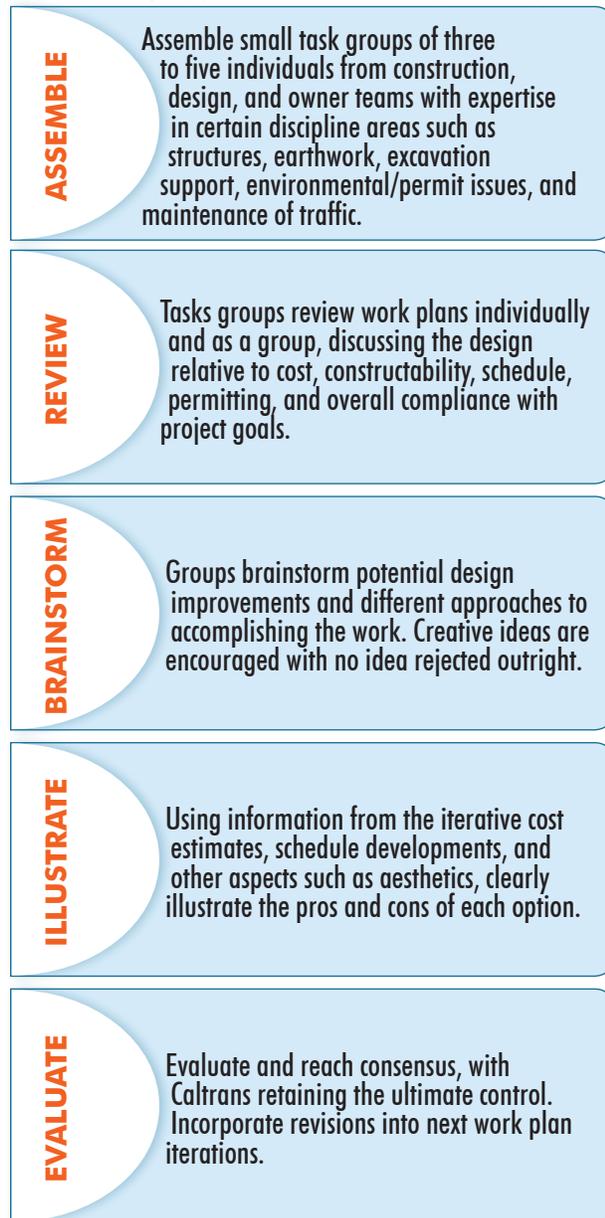
* When 95% estimate is within acceptance range, move to GMP.

Quantity, scope and assumption reconciliation

Interim cost adjustments

results in VE and innovation opportunities. Our approach to VE includes the steps found in Figure 6.6.

Figure 6.6 | Approach to Value Engineering



Constructability reviews encourage discussion of alternative construction methods for the current designed project elements, which are further developed in innovation workshops. The workshops utilize the “Design Alternative Analysis” process as explained in Figure 6.7.

Each of these steps needs to progress very quickly to avoid schedule impact. We understand this fast-paced process and regularly implement it with no negative schedule impacts.

CMGC in Construction. A primary benefit of the CMGC process during construction is our team can leverage

the institutional knowledge gained during preconstruction to quickly resolve construction issues that arise. Skanska’s key team members who worked with Caltrans designers and construction staff during preconstruction will continue that collaborative relationship into construction. Each team member prioritizes and maintains that same trust and collaboration developed in preconstruction.

Every project faces issues that develop throughout preconstruction and construction. The key to resolving issues is building consensus among team members. During construction, our team will continue to use the risk matrix to manage project issues and avoid schedule impact. Skanska holds weekly meetings with Caltrans construction management, engineering to identify and resolve the top project issues for that week. We limit the meeting to a small group which encourages prompt, correct decisions that focuses wholly on the project goals.

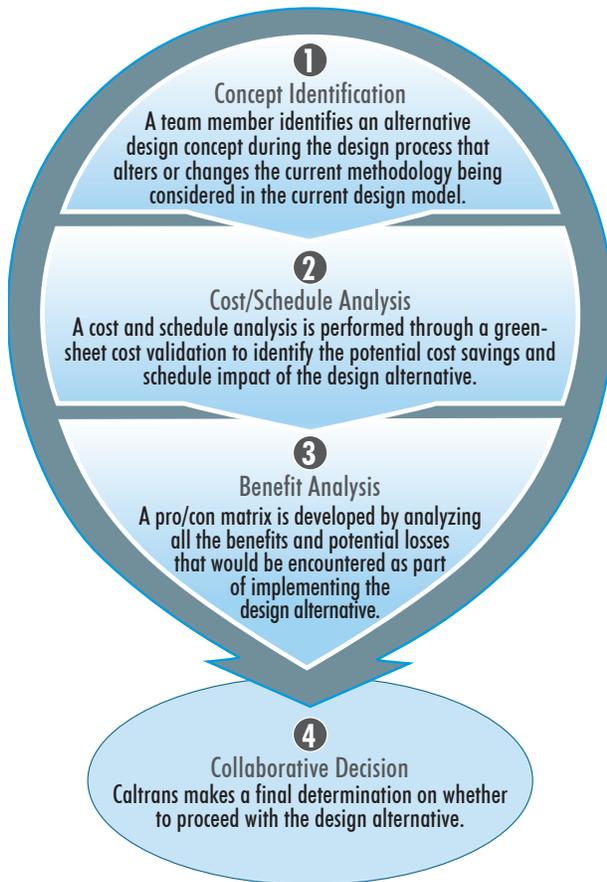
Collaborative involvement during the design phase allows Skanska to minimize errors and conflicts that typically lead to contractor-requested changes. During construction, should additional scope be requested or major unanticipated issues arise, Skanska will work with Caltrans to mitigate cost and schedule impacts. We will use the same collaborative group from preconstruction to determine optimum solutions and our open book estimating process will ensure the lowest cost.

Skanska’s understanding of the critical CMGC elements — cost certainty, schedule certainty, constructability reviews and innovation, and CMGC in construction — will result in reduced overall risk for the Barton Road Interchange.

C. Ensuring a Successful Project

Skanska Conducts its business based on a set of core values called “The Five-Zeros.” They include Zero Accidents, Zero Defects, Zero Ethical Breaches, Zero Environmental Incidents and Zero Loss Making Projects (Figure 6.8). This policy extends from the corporate level to the project management and working levels, whereby all personnel are empowered and feel a personal obligation to achieve the “Five Zeros” standards. These core values support Caltrans’ project goals, and allow for a seamless integration of organizational cultures. These values also align with Caltrans’ new goals to achieve the Mission and Vision to give Californians the most efficient transportation system possible (safety and health, stewardship and efficiency, sustainability, system performance, and organizational excellence). Skanska

Figure 6.7 | Design Review Analysis Process



uses these values to support the Barton Road Interchange along with other future Caltrans projects. With everyone striving for the same goals, not only as a project, but as organization's core values, the ability to collaborate and work together is greatly enhanced.

Skanska is a successful company due to our people, culture and passion for highway construction. The Barton Road Interchange falls right into the strengths of Skanska, as it is similar to many projects which have been successfully performed over the last 90 years in District 8. Using the CMGC process, we provide Caltrans collaborative support and transparent access to our construction management processes, cost estimating, risk management techniques, construction planning and scheduling models. Caltrans will share our combined lessons learned, and overall best practices, that have been accumulated by generations of Skanska employees right here in our home market. We are here to support Caltrans' project goals from start to finish.

Safety. Safety is one of our core values and one of "The Five Zeros." This cultural alignment fosters an environment where preconstruction efforts always include safety, as it

Figure 6.8 | Skanska's Five Zeroes Values



pertains to motorists, pedestrians, school children and employees of Skanska and Caltrans. We demonstrate these values daily through incorporating detailed planning for the safe delivery of the Barton Road Interchange into our Construction Work Plan.

Skanska is the proactive industry leader in safety. We recently sponsored the first ever Safety Week which included all major construction organizations in the industry. We care about public safety and are willing to share our knowledge with others, especially Caltrans.

Mobility. The Barton Road Interchange project is an integral part of the Grand Terrace and Colton communities and affects their mobility to and from the freeway, schools and local businesses. Skanska understands the significance this has to the local residents and business owners. We have focused our proposal efforts on figuring out staging to maximize mobility through the area and minimize public impacts. We understand that pedestrian traffic is equally important, due to the Grand Terrace Elementary School. Our team has already developed innovative solutions that will keep the school children at the forefront of discussions for staging the project.

Quality. Another one of Skanska's core values is zero defects, as shown in "The Five Zeros." Skanska lives by the motto "do it right the first time" as we understand the costs associated with taking short cuts and having to perform rework on areas of deficient construction. Working with design and constructability, preplanning the work activities, and incorporating tasks into work plans ensures a high quality of workmanship.

Our team has provided high quality heavy civil construction services in California since 1919. As a large local highway contractor in San Bernardino, Skanska has the advantage of being familiar with Caltrans design staff and their performance expectations. Our team knows the area, the community, project stakeholders, local site conditions, environmental sensitivity, and construction logistics. Skanska's core strength is the ability to price and self-perform a large portion of work, which provides optimal control of safety, cost, schedule, and quality.

Skanska employs its own quality control staff and performs testing in our Caltrans certified testing lab located in our Riverside Yard, only 4 miles from the project. We can use this facility to support Caltrans with quality testing, if needed. We will partner with Caltrans to construct a high quality, fully functional interchange that exceeds expectations.

Environmental Compliance. Another one of Skanska’s core values is zero environmental impacts. This has become one of the biggest concerns in our industry, especially here in Southern California. Skanska will vigorously comply with all environmental commitments and permits. We have gone above and beyond wherever possible on past projects and will implement those same approaches on the Barton Road Interchange. Our company employs many certified QSD, CESSWI, CPESC and Envision certified people, including our designated Environmental Compliance Manager, Paul Manning. Skanska is well versed in the SWPPP requirements for level 2 projects and will implement a program validated under the upmost scrutiny from environmental compliance agencies.

Our team will create a task group comprised of our environmental compliance manager, construction manager, and Caltrans personnel dedicated to evaluating construction means and methods for the Barton Road Project. Skanska will create a list of critical environmental permits which we review with Caltrans addressing the actions necessary to receive the permits. Our team will also work with Caltrans reviewing and analyzing any environmental risks and establish mitigations and personnel to monitor these risks.

Project Delivery. Success in project delivery is achieved with a defined scope which ensures completion of the project on schedule and under budget. The CMGC project delivery method is perfectly suited to accomplish both of these tasks. The cooperation between the designers and the constructors during preconstruction optimizes the elements of the design to be efficiently constructed using the most cost effective construction techniques. This creates cost certainty and a comprehensive design, giving Caltrans the assurance that their budget will cover the entire project.

This collaboration during design allows the preconstruction team to develop a detailed comprehensive schedule 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, public involvement, and weather considerations. By having access to all of the preconstruction activities from an early stage, Skanska can Caltrans in creating work arounds for problematic constraints and consider early work packages

to expedite project completion. Skanska can self-perform the majority of the work on this project, which gives the preconstruction team more control over the pre-planning and scheduling of the work.

Innovation. During the proposal, we evaluated potential innovations which are highlighted in Section F. Approach to Innovation, resulting in a potential savings of \$1,740,000. Our team continues this process during the preconstruction phase and throughout construction. We achieve innovation through constructability reviews, and capitalizing on our extensive construction experience with District 8. During the constructability reviews, we focus on critical cost and schedule drivers. Our team is always evaluating construction staging and phasing in an effort to make the project more efficient. All of the innovations identified and incorporated into the design will benefit Caltrans and their budget, while maintaining public safety and quality as a forefront for success.

D. Identification, Understanding, and Potential Solutions to Top Risks

Skanska has identified top risks and potential solutions, shown in Figure 6.9. We have identified risks associated with ROW, environmental, design, construction and stakeholders. One example of a major risk is traffic impacts, especially for the Grand Terrace Elementary School. It is essential that travelers have the best path through the project.

Our preconstruction team will work with Caltrans, the City of Grand Terrace and school officials to achieve the following:

- Determine a cost effective approach to maintaining acceptable traffic flow during the school year.
- Improve and add capacity to arterial roadways providing alternate routes at minimal cost, reducing major traffic impacts.
- Create interstate access points from cross roads rather than from the highway. The lower speed side roads provide better flow and reduce interaction between our vehicles and I-215 commuters.
- Establish a work schedule and communication system that compliments the commuter needs. This includes arranging work hours and traffic signing with message boards to address events.

E. Approach to Managing Risk on the Project

Success for an urban bridge replacement performed in multiple stages always involves potential risks. Our experience proves that success is achieved by applying the right team and the right approach to identify the

Figure 6.9 | Top Risks for I-215/Barton Road Interchange and Potential Solutions

	Risk/Constraint & Understanding	Potential Solutions/Approach
Construction	SCE utilities are long lead items which could affect the project schedule.	Skanska will prioritize SCE relocations based on our construction schedule and coordinate efforts with ROW takes, accelerating the process.
	Existing water line running through south half of existing bridge. Relocation needs to be done prior to any start of construction.	Skanska has already developed a temporary support system using overhang brackets installed on the edge of the deck of the existing bridge, similar to the method Skanska designed on the I-215 Widening in Perris.
	Maintaining traffic on on/off ramps during elevation changes of the new bridge.	Skanska will use our experience from I-215 Widening, SR91 Van Buren, and I-10 Palm Ave/Gene Autry Trail projects, with similar tie-ins using temporary grading and paving and/or temporary shutdowns. Our NB and SB on/off ramp innovations discussed in Section F help mitigate this risk.
Design	Risks associated with the design on this project are primarily related to the schedule.	The CMGC process will allow Skanska constructability experts to assist Caltrans in prioritizing the design packages (such as bridge structure foundations), allowing for early construction work to progress. This collaboration between ensures that we maximize the schedule savings which will translate into cost savings.
	Unforeseen Utility locations could cause conflicts in the design.	Skanska will use technology such as hydroexcavation, to determine conflicting utilities, which Skanska has successfully used on our Expo 2 Design-Build project. Hydroexcavation enables location of utilities with no risk of damage by using pressurized water to break up soil particles followed by removal via a large vacuum. The CMGC process allows our team to do this as an early work package during design preventing schedule delays.
Right of Way	This project has substantial Right of Way ROW requirements to secure the entire footprint for construction.	Skanska is well aware of the normal ROW Certification process and requirements prior the advertisement, bid opening, and award phases of bid-build delivery. In general, a project can proceed to Advertisement with a ROW Certification 3 with work-arounds identified, if not all properties have received approval for right of entry. Prior to Opening of bids and Award of the project the ROW Certification is required to be raised to a Certification 2, demonstrating that project has acquired the necessary property to build the project. There are rare situations that Caltrans can move forward and award a contract with only a Certification 3 with work-arounds. Being this is a CMGC delivery method project with significant ROW acquisition requirements, the joining of Skanska with Caltrans Design will provide an opportunity to create a parcel requirement schedule jointly. This should provide a higher confidence level in using the Certification 3 with work-arounds to keep the project accelerated.
Environmental	SWPPP has become even more important to Caltrans with the issuance of the new permit a few years ago. Barton Road is a risk level 2 Project.	Skanska employs in-house QSDs, including Project Manager Dennis Putnam, who can prepare and maintain our SWPPP program starting in preconstruction and through implementation during construction.
	Certain environmental restrictions may impact the schedule if the contractor misses certain restriction windows. For example, nesting seasons for swallows and raptors under the bridge can delay the project.	As part of the risk analysis process, Skanska will work with Caltrans and our experts to clearly define work around the sensitive areas and align the project schedule. By doing this during preconstruction, Skanska promotes schedule certainty and eliminates need for cost and schedule contingencies.
	SCAQMD requires a Fugitive Dust Permit in accordance with (Rule 403) for this project.	Skanska has in-house environmental specialist, which will develop and monitor the plan and communicate directly with SCAQMD. He will also notify SCAQMD for bridge demo and asbestos removal in accordance with SCAQMD rule 1403. Skanska has done this process on all Form B projects included in Section 4.
Stakeholder	Work adjacent to the Grand Terrace Elementary School adds a level of concern in managing traffic. Car pool parents inconvenienced by construction can be vocal if proper advance notification, detour and traffic flow are not provided. In addition to the obvious drop off and pick up "rush hour" traffic, additional concerns include site safety and noise. Elementary school age students are curious about construction sites, and thus have a tendency to approach the site whether walking/riding their bike to/from school, or out on the playground during recess. Noise from the construction site, if not properly mitigated, can detract from the student's ability to focus in class.	To mitigate these potential issues, we offer some suggested options for discussion: We can adjust the phasing of work so that the significant portions of the retaining wall and roadway work along Barton Road, adjacent to the school, are completed during the 6 week summer break and/or 3 week winter break. It may be necessary to work extended or even go to double shifts to ensure the work is completed with the milestone time frame of these short breaks between semesters. Due to the industrial nature of the surrounding area, any required work to be done adjacent to the school during the school can be done utilizing night work as another viable alternative. Temporary sound blanket walls can be installed to mitigate noise impacts to the school for all work, and will serve a secondary role in providing a fixed barrier between the school and construction site for added safety and visual barrier.

risks, efficiently evaluating risks and their probability, putting project goals first, and effectively monitoring and mitigating the risks. Skanska has assembled the right team to compliment the Caltrans' skills to achieve the project goals. Our approach to managing these risks is shown in Figure 6.10.

Figure 6.10 | Risk Register Management Process



Our approach is founded on two fundamental concepts: understanding the project and the processes used to manage all project aspects and fully understanding the project's local and regional significance. Our team of Caltrans Constructability experts understand this project and are ready to assist Caltrans to quickly identify and mitigate the risks. Skanska has a strong history with Caltrans District 8 performing similar freeway work with successful performance on multi-phased bridge construction with complex traffic staging issues. Skanska has experienced and successfully addressed almost all risks that may be encountered on this project. One example is

our recent experience working on the I-215 corridor and issues associated with maintaining traffic through staged construction with substantial grade differentials. With the use of temporary MSE walls and temporary pavement, we modified the staging limits minimizing the added costs associated with conventional shoring and inefficient staged concrete paving. Redefining the staging limits reduced the total number of stages, which lowered public impact with less traffic switches.

Early in design, both risks and contingencies are high. Uncertainty regarding the scope of work can cause Caltrans and the contractor to add contingency in early estimates. Through the design process and our estimating approach, Skanska will work side by side with Caltrans to determine the extent of the contingency required, design to a manageable level, and eliminate contingencies. Ultimately, the CMGC process gives our team the opportunity to reduce risk for all parties.

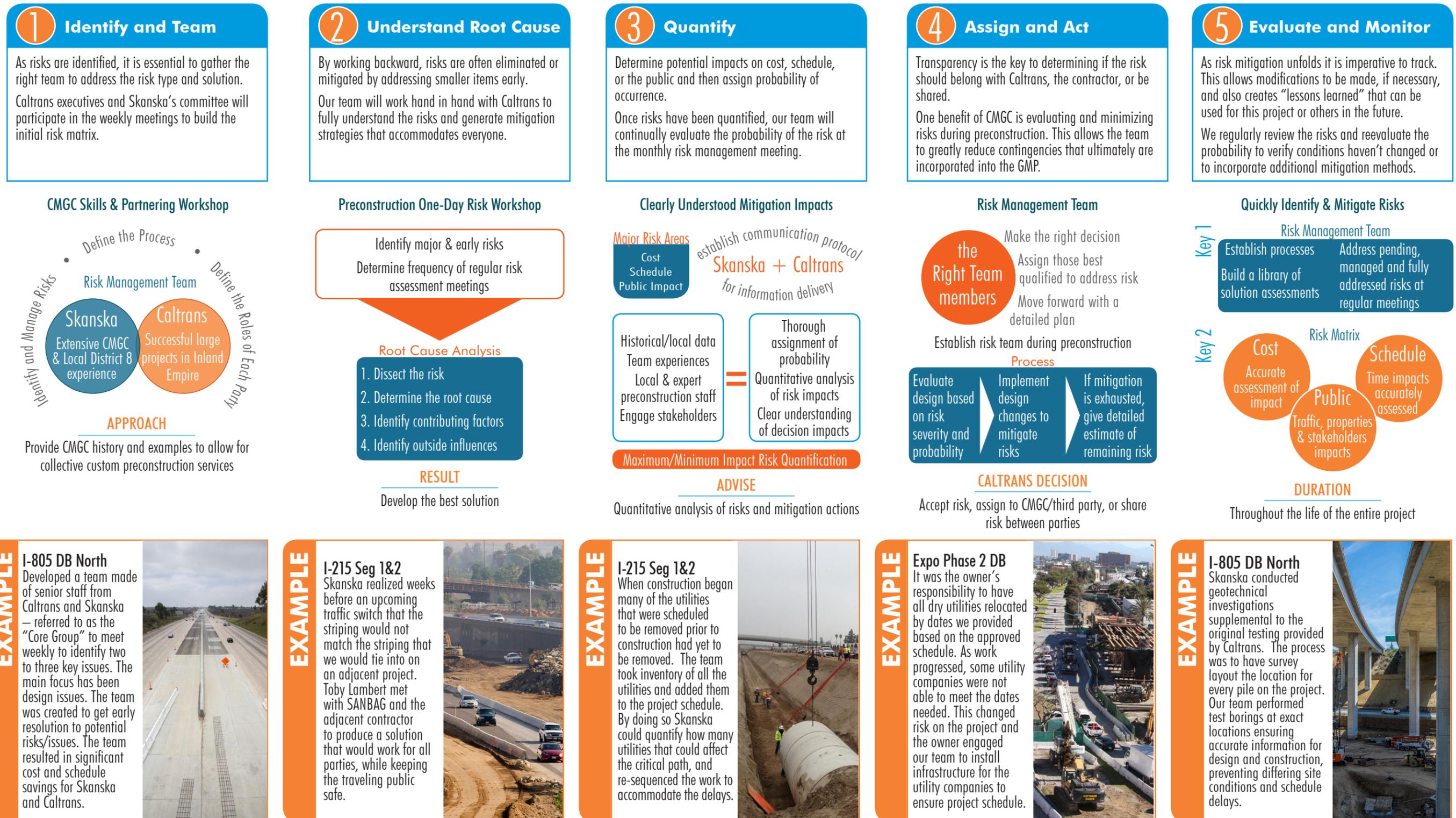
PLAN FOR COST CERTAINTY

Skanska will apply our five-step structure that has been instrumental in implementing cost certainty on past projects (shown on Figure 6.11). This process seamlessly aligns with Caltrans' risk approach as detailed in the "Project Risk Management Handbook: A Scalable Approach" (version 1 – June 2012). The basic process outlined in the graphic shown in Figure 6.12 from the Handbook directly reflects our approach. Skanska adds value to Caltrans by supplementing the risk management team with our constructability experts. We provide cost and schedule analysis to match decision time requirements and suggest multiple solutions. Caltrans owns the ultimate decision on how to address risk; we will collaborate at every decision to optimize these decisions.

Figure 6.12 | Risk Mitigation Integrated with Caltrans



Figure 6.11 | Five-Step Risk Management Process



DISCUSSION ON RISK ASSIGNMENT

The basis for best assigning risks is simple: risk should be owned and managed by the party most qualified to manage the risk. Typically, the assignment of risk will result in clear assignment to the contractor, Caltrans, or other outside stakeholder groups. In cases where project goals support a combination, shared risk is considered and used.

Contractor Owned Risks. As the design is advanced during the CMGC process, accurate and sufficient information is available for the contractor to manage schedule, quantities, crew productions, and many material escalations. The CMGC process reduces variables through preconstruction processes such as over the shoulder reviews, task force meetings or risk assessment meetings. This achieves a fully validated design which allows more certainty in all aspects of planning and pricing the work.

Caltrans Owned Risks. The risks that Caltrans will experience using the CMGC process is significantly reduced compared to a traditional design-bid-build project. Potential risks include: right of way, third party utilities, hazardous materials, and paleontological. The CMGC process adds value as the contractor performs constructability evaluations, estimates, and scheduling as the risk unfolds, allowing Caltrans to achieve cost certainty.

Shared Risks/Allowances. An open and transparent risk discussions with Caltrans will at times result in items where risk ownership is unclear. In these cases, it may make sense to share the risks by creating allowances in both cost and schedule.

F. Approach to Innovation

Our team closely evaluated the project for innovations and VE opportunities for Caltrans to consider. We examined the project for staging and constructability options throughout the alignment and focused on accomplishing Caltrans' goals. Figures 6.13, 6.14, and 6.15 highlight many of the potential innovations our team will present to Caltrans after award. We have also included time impact analyses for several of our innovations, located in Appendix B.

G. Approach to Safety

Safety is Skanska's top priority. Our team commits to maintaining safety of the traveling public and employees and have zero incidents. We empower our workers at all levels to stop unsafe acts. We back up our plan with the following steps:

- Monthly site safety visits from Skanska Executives
- Injury Free Environment (IFE) training, incorporating safety into everyday life
- Review of Job Hazard Analysis before a new activity
- Daily job briefing address hazards for the work activity
- All personnel are required to be OSHA 30 hour certified
- Daily Stretch and Flex

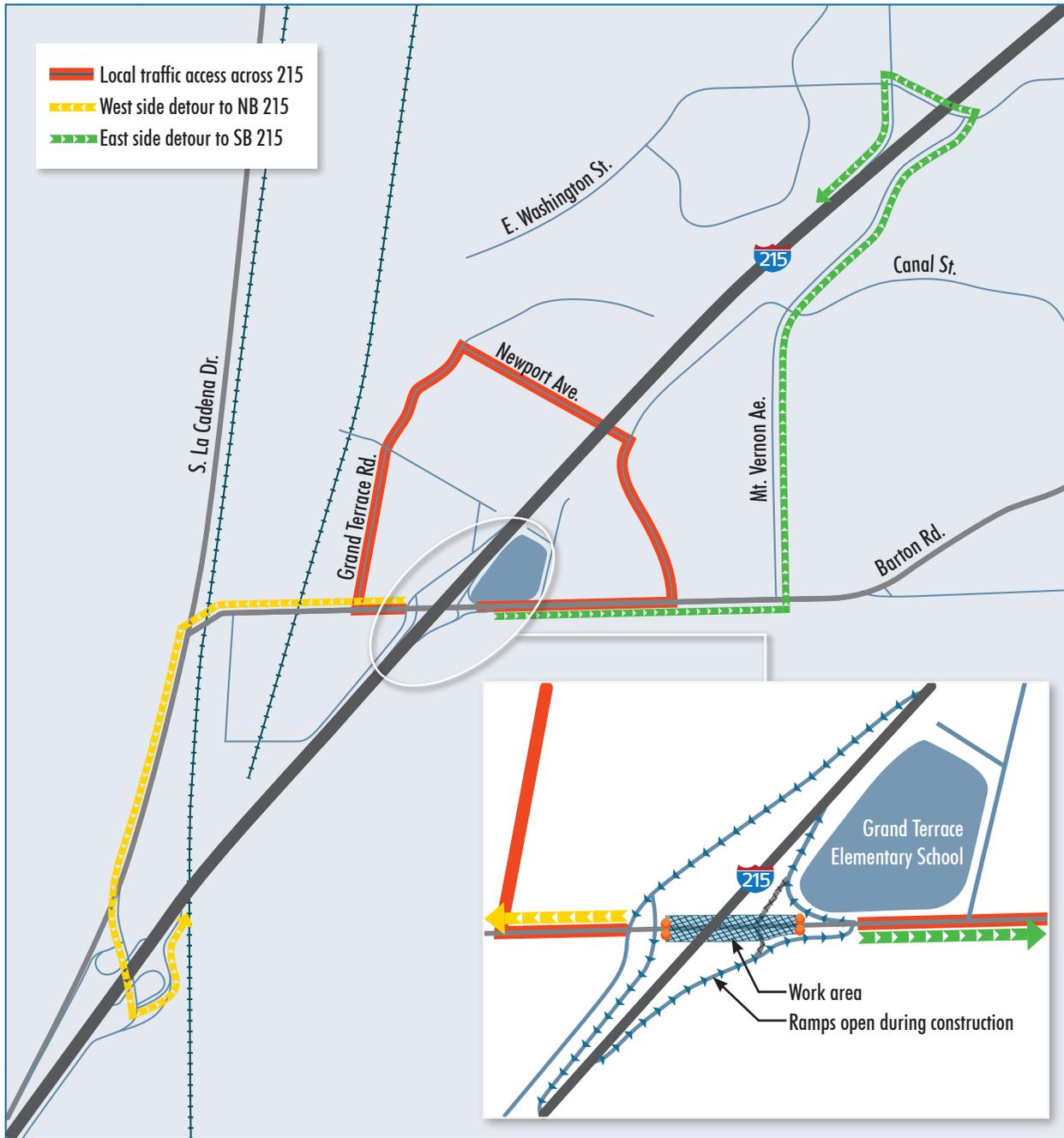
Dennis Putnam and Brian Fortier have already evaluated the safety concerns of the traveling public and our workforce. During the preconstruction phase, they will work with Caltrans to incorporate safety into all aspects of work. Key steps will include positive barrier separating crews and motorists, reducing the number of traffic switches, work zone intrusion alarms, and strategically placing signage. Additional information for safety program is included in Section 3.

Each innovation discussed in this proposal provides added safety for the traveling public and all employees.

Figure 6.13 | Potential Innovations for Barton Road Interchange

Innovative Idea	Cost Savings	Schedule Savings	Quality Effect
Alternative southbound temporary on-ramp. Create a temporary hook ramp off of La Crosse Avenue to access the SB I-215	\$500,000	5 months	This will allow SB ramps to be built in one piece without the use of high early strength concrete.
Alternative NB temporary off-ramp. Create a temporary ramp from the new NB off-ramp to Commerce Way.	\$100,000	2 months	This will allow ramp to be built in one piece without the use of high early strength concrete.
Use Precast girders instead of cast in place bridge construction.	\$200,000	5 months	Precast girders are built in a controlled environment which adds more stringent QC requirements
Full bridge shutdown, single phase bridge construction. Remove the entire existing bridge at once and construct new bridge entirely.	\$800,000	9 months	Uniformity of construction in one stage will increase quality.
Use of precast slab panels for paving sections at staged transitions	\$20,000	14 days	Elimination of high early strength concrete materials.
Soundwall construction plan on private property will aid Caltrans' ROW Acquisitions in obtaining solid commitment agreements from the CMGC to provide flexibility and customizing negotiations	up to \$60,000	up to 1 month	Early TCEs and cooperation from property owners will allow more time and access for increased quality.
Elimination right of way and/or TCE using careful, thorough review of both construction elements and means and methods.	up to \$60,000	up to 1 month	Eliminating ROW or TCE takes will minimize having to affect private property.

Figure 6.14 | Full Bridge Shutdown Innovation



Schedule Savings with Skanska's Solution



Skanska Solution

Benefits

- 9 Month savings to the CPM schedule as the bridge can be built in one stage
- Significant cost savings in efficiencies realized in building the bridge all at once
- MOT convenience in having the new bridge open 9 months earlier
- Consistency of monolithic bridge construction will breed higher quality

Figure 6.15 | Southbound/Northbound on/off ramp innovation

Southbound Temporary Entrance Ramp Innovation

RFP Plan

Challenges

- Bridge cannot start until new on ramp is in service. This is a 5 month construction process due to:
 - Export 75,000CYs
 - New Street construction to provide LaCrosse access to Grand Terrace Road
 - Concrete ramp construction has to be built in 2 stages including cure time for each
- There is a five foot elevation difference where the new ramp ties into the future roundabout intersection. Significant temporary pavement construction will be necessary to maintain traffic.
- Staged transitional tie-ins will have to be performed during temporary shut down periods.
- If shut downs are to be minimized, high early strength concrete would be needed to cut down on cure time.

BARTON ROAD STAGING

Schedule Savings with Skanska's Solution

Skanska Solution

Benefits

- 5 Month Schedule saving due to allowing for immediate access to the West Abutment Construction
- Cost savings due to the ability to build the ultimate southbound ramps in one stage instead of piecemealing them in multiple stages
- Superior quality in constructing the southbound ramps without the use of high early strength concrete at the stage tie in points
- MOT convenience to the traveling public as there will be no temporary shut downs to construct the tie ins for the southbound ramps

Northbound Temporary Off-Ramp Innovation

RFP Plan

Challenges

10-foot grade differential at the intersection of the NB ramps and the new Barton Road bridge approach. This will pose the following challenges:

- Sight distance for cars approaching the intersection will be limited due to fill material placed on both sides of the intersection at Barton Road.
- Significant temporary earthwork and paving construction will be needed to maintain traffic during construction, beyond what is addressed in the current staging plans.
- If temporary ramp shut downs are allowed, grading and concrete paving would need to be performed which would take up to a month to complete.
- High early strength concrete could be used to minimize cure time, but will sacrifice quality

Schedule Savings with Skanska's Solution

Skanska Solution

Benefits

- 1 Month schedule savings as the northbound off ramp can be constructed in one stage instead of multiple stages
- Cost savings due to the ability to build the ultimate Northbound ramps in one stage instead of in multiple stages
- Superior quality in constructing the Northbound ramp and portion of Barton Road without the use of high early strength concrete at the stage tie in points
- MOT convenience to the traveling public as there will be no temporary shut downs to construct the tie ins for the Northbound ramp

Full size versions of these renderings are located in Appendix B

Appendix A Resumés



Skanska employee, Lupe Celaya is a resident of Grand Terrace. Our team lives and works in this area and understands the need to minimize public impact on the Barton Road Interchange.



Dennis Putnam, PE

PROJECT MANAGER

SUMMARY

Dennis has 30 years experience managing highway reconstruction/interchange projects. Dennis is a construction expert with more than 30 years of experience in the heavy civil construction industry in California Ranging from Mammoth to the San Diego. With a wide array of experience in estimating and managing various types of heavy civil construction projects, including several design sequence projects of up to \$110 million. He has worked with multiple government and private agencies throughout the state including Caltrans, USACE, UPRR, FHA and others. He has been involved in the coordination and implementation of traffic management of various projects including Caltrans' recent success on the SR 330 Emergency Repair project and Highway 138. His attention to safety, quality control, and client relations and public relations has been a key factor in the successful completion of many projects throughout Southern California. Through his many years in the construction industry, Dennis has managed to build mutually beneficial relationships with essential subcontractors, local trade unions, local businesses, and cities. Dennis was a 2013 nominee Project Manager of the year by The Southern California Subcontractor Association. Dennis also received the 2014 Caltrans Success in Motion award for Value Engineering on the I-40 overlay project.

Education/Training

- B.S. Civil Engineering, California State Polytechnic University - Pomona, 1982

Years of Similar Experience

30

Relevant Licensing and Registration

- PE - California, #41054
- QSP/QSD, #24347
- OSHA 30 Hour
- ESAFE (UPRR Railroad Safety)
- Trench Safety Training

PROJECT EXPERIENCE

Project Manager SR91 Van Buren Bridge Widening | City of Riverside | Riverside, CA | \$16 million | 2010-2012 | 100% on the Job

Reference: Juan Rojas, Resident Engineer | 951-264-6422 | jrojas@falcon-ca.com

Project Information

The 91 freeway Van Buren Bridge widening was a joint effort between the City of Riverside and Caltrans oversight totaling 16 million dollars and encompass one mile of road work on and off site. This project consisted of removing the existing bridge over the 91 freeway in two phases and installing a new, wider, cast in Place Bridge in the same area. In addition several new storm drains were install along with numerous other were realigned. This new bridge was five feet higher and fifty feet longer to accommodate a new loop ramp and additional new lanes on the freeway. This was accomplished by installing five new retaining wall totaling over 4000 lf of textured wall from five to thirty feet high. Over 80,000 cubic yard of embankment was hauled off site to other location at night under lane closures. The highway had new JCPC planed in the slow lane and RSC in the fast lane to accommodate the new traffic switched and the new ultimate wider freeway. The New Bridge had to accommodate the new 16" water line which was self-performed and new power line through the bridge. Onsite work consisted of widening and



reconstruction of the connecting streets to new grades to accommodate the higher bridge elevations along with performing the new water line and services.

Specific Responsibilities

As Project Manager, Dennis' duties involved estimating the initial contract, quantity and cost control, implementation of the traffic management program, subcontractor and material scheduling, subcontractor payments, accounts receivables, and account payable. He managed 45 people through all phases of the project from start to finish. Dennis participated in weekly design constructability task force meetings with Caltrans oversight and the city, along with other related third parties/ property owners. The project reduced congestion, increased capacity, introduced new technologies, and improved safety.

Project Manager Route 905 Design-Sequencing Project | Caltrans | San Diego, CA | \$64 million | 2009-2012 | 20% on the job

Reference: Ted Olson, Resident Engineer | 858-688-1594 | ted_olson@dot.ca.gov

Project Information

This project called for new construction of 2.5 miles of six lanes freeway. A highly successful design sequence project, the construction team built the project concurrently with the release of design packages from Caltrans District 11. The project included five bridges, four box culverts, storm drains, landscaping and irrigation, electrical, fiber optics, signal/safety systems, water and sewer lines. The magnitude of the contract quantities included 1.2 million cubic yard of import material, 1.7 million cubic yards of roadway excavation, 365,000 tons of sub base and 103,000 tons of Asphalt and 32,000 CY of concrete payment.

Specific Responsibilities

Dennis responsibilities included the day to day operation of the general civil work and negotiations of the different design packages as they changed quantities, scope and direction of the project.

Project Manager Brawley Bypass Project | Caltrans | Brawley, CA | \$68 million | 2009 | 100% on the job

Reference: Shawn Rizzutto, Resident Engineer | 760-594-2032 | shawn.j.rizzutto@dot.ca.gov

Project Information

The scope of the work consisted of construction of 3.1 miles of a concrete four lane divided expressway containing seven cast in place box girders, including one interchange, one undercrossing, and a railroad overhead, as well as two multiple-span precast I- girder bridge over the New River. Additional work include sewer and water relocation, 500,000 cy of import earthwork, storm drain, grading and Portland cement and asphalt concrete pavement, steel pile foundations and wick drains.

Specific Responsibilities

Dennis responsibilities included the helping on day to day operation of the general civil work and getting the project off to a good start with the new team assembles



to run the project. Dennis supervised operations, including safety, quality, schedule and productions. Specific responsibilities included coordinating labor, equipment and material resources for the project .

Project Manager I-15 Widening/Victorville to Barstow Design-Sequencing Project | Caltrans | Victorville, CA | \$110 million | 2002-2005 | 100% on the job

Reference: Ray Stokes, Project Manager | (951) 232-3748 | ray_stokes@dot.ca.gov

Project Information

The 30 mile, \$110 million project included moving two million yards of dirt, half a million tons of Asphalt concrete, widening six roadway bridges, and three hundred pipe systems. Due to the enormous amount of concrete used on the project (350,000 cubic yards for pavement) effective scheduling with subcontractors was essential for completion of the job, which was done ahead of schedule. The project reduced congestion, increased capacity, and improved safety.

Specific Responsibilities

As Project Manager, Dennis' duties involved estimating the initial contract, negotiating the terms and conditions with the owner, quantity and cost control, implementation of the traffic management program, subcontractor and material scheduling, subcontractor payments, accounts receivables, and account payable. He managed 120 people through all phases of the project from start to finish. Dennis participated in weekly design constructability task force meetings with Caltrans, along with weekly town meeting and other related third parties.

Project Manager UPRR Garnet to Thermal | UPRR | Garnet, CA | \$12.8 million | 2007-2009 | 100% on the job

Reference: KP Norden, Project Manager | (502) 437-2907 | kpnorden@up.com

Project Information

The project consisted of earthwork, grading, sub-ballast, and bridge work associated with construction of approximately 20 miles of second main track for the UPRR's Yuma Subdivision located in the lower desert region of Southern California from Palm Springs to Thermal, Calif. Average daily train count on the current mainline track for this location is 45 trains per a 24-hour period. This includes both passenger and freight trains. Maximum timetable speed for this subdivision is 79 mph for passenger and 65 mph for freight trains. The project was completed ahead of schedule by coordinating with railroad operations and having the bridge elements preassembled for erection in place. This project added a second track for increased rail activity and brought out-of-date sections of the rail line up to current standards. This project involved close coordination with UPRR rail work crews and signal crews to sequencing of the work to ensure construction is performed in the most efficient way possible. The last portion of the work was to take out a track in service and install a new bridge under a 10 day closure. This was complete ahead of time and allowed the service on that line to be put back in use.



Specific Responsibilities

Dennis was responsible for managing the entire scope of work. The work included a combination of six precast and steel truss bridges. Dennis was on the project for the entire duration and managed up to 40 personnel for the effort. He provided close coordination with the UPRR railroad track and signals crews to maintaining freight rail activities along the corridor.

Project Manager SR330 Emergency Repair | Caltrans | San Bernardino, CA | \$6.5 million | 2011 | 100% on the job

Reference: Ray Stokes, Project Manager | (951) 232-3748 | ray_stokes@dot.ca.gov

Project Information

This project involved shutting the road down and maintaining road traffic under control around the clock. Project limits were 6 miles, valued at \$17 million, and was completed ahead of schedule and below budget. The work area was limited by the USFS and environmental concerns. Many items of work were redesigns out in the field to help reduce cost and maintain the schedule, taking into account the complexity of the work, yet maintaining safety for the public and the workers. The team used a highly experienced crew of road workers and earth movers on-site to ensure the team was familiar with Skanska’s methods of construction in delivering the project. This project included extensive traffic management and coordination through partnering with Caltrans.

Specific Responsibilities

Dennis oversaw project scheduling and maintained coordination between the resident engineer and Skanska’s employees. In addition, he was responsible for acquiring the many different pieces of material and equipment needed at a moment’s notice to insure the job to operate 24 hours a day. He managed more than 35 people on this job and provided extensive coordination and regular interactions with Caltrans throughout. Dennis’ team provided a new roadway that reduced safety hazards associated with roadway curves and rockslides, yet maintain safety for all personal.





Brian Fortier
CONSTRUCTION MANAGER

SUMMARY

Brian has performed Field Operations Supervisor and Project Manager duties and responsibilities on a number of heavy civil projects. Brian has experience working on multiple Caltrans transportation projects including the I-10 Freeway Widening in El Monte, SR 60 Glen Avon project, and multiple Highway paving projects throughout Caltrans District 8. In the last 10 years, Brian has managed seven projects that involved District 8.

Brian has worked with other Agencies on highway projects that fell under Caltrans Oversight such as Riverside County Transportation Department and Riverside County Transportation Commission (RCTC). Each of the projects included complex construction staging which he worked closely with the Agency Staff to develop the most efficient traffic handling plans to ensure the least amount of public inconvenience. This includes his current project for RCTC, the I-215 Central Widening Scott Rd to Nuevo Rd near the cities of Perris and Menifee, where the Project Team have developed a re-staging strategy to allow for the early opening of 7 miles of the 14 mile project 6 months early. Brian’s project experience in multi-stage bridge construction, PCC and HMA paving, and large earthwork grading will bring a multi-discipline balance to the project team.

PROJECT EXPERIENCE

Project Construction Manager Interstate 215 Central Widening Scott Rd to Nuevo Rd | RCTC | Perris, CA | \$67 Million | 2013-Present | 100% on the job

Reference: Gary Tomasetti | 714-412-2262 | gary.tomasetti@jacobs.com

Project Information

The project consists of an inside and outside widening of I-215 in Riverside County near the Cities of Perris and Menifee. The project is approximately 14 miles in length with 14 separate Stages. The project includes 19 bridge structures, 188,000 cubic yards of Roadway Excavation including 86,000 cubic yards of export, 379,000 square yards of Cold Plane AC, 237,000 Tons of AC, 38,000 cubic yards of Structure excavation, 154,000 cubic yards of Class 2 aggregate base, 6,890 linear feet of 24" CIDH, 320 linear feet of 72" CIDH, 5,820 linear feet of 16" CIDH, 10,584 cubic yards of Structure Concrete Bridge, 6,687 cubic yards of Structure Concrete Retaining Walls with 35,000 square feet of Architectural Treatment, 3,860,000 pounds of Bar Reinforcing Steel, 104,380 square feet of Masonry Block Sound Wall, and various drainage pipe and small structures.

Education/Training

- B.S. Business Administration, Accounting, California State University - San Bernardino

Years of Similar Experience

18

Relevant Licensing and Registration

- OSHA 30 Hour; 8-Hour Hazwoper Supervisor Certification
- AQMD Dust Control Certification
- CPR Certification



Specific Responsibilities

As the Project Construction Manager, Brian is in charge of supervision for the work schedule, and the project CPM including the negotiation of various time impact analyses, weekly progress meetings with the client, and the management of subcontractors. He is responsible for all craft personnel on the project.

Project Construction Manager I-10 Interchange at Palm Drive/Gene Autry Trail Bridge Widening | Riverside County Transportation Department | Palm Springs, CA | \$17.5 Million | 2010-2012 | 100% on the job

Reference: Scott Walker, Resident Engineer | 714-875-4714 | scottdw@me.com

Project Information

This project included the demolition of the existing overcrossing and replacement with a new six-lane overcrossing, including bike lanes on each side. The project also includes the modification of on and off ramps, including a new, one-lane metered loop on-ramp, a realigned one-lane metered on-ramp from southbound Palm Drive, and a realigned, two-lane off ramp on the Westbound I-10. The MOT plan called for multiple stages of traffic sequencing. The project also included a new one-lane metered loop on-ramp from southbound Palm Drive, a realigned, two-lane off-ramp on the Eastbound I-10, and widening the Gene Autry Trail Bridge over the Union Pacific Railroad.

Specific Responsibilities

Brian and his team reviewed the traffic staging plans and modified the plan to shut down the on and off ramps for 3 days, completing all the work within a smaller window. This provided a safer corridor for the traveling public. Brian was in charge of supervision for the work schedule, and the project CPM including the negotiation of various time impact analyses, weekly progress meetings with the client, and the management of subcontractors. He was responsible for all craft personnel on the project.

Project Construction Manager Miles Avenue Bridge | RCTD | Indio, CA \$9.7 Million | 2009 | 100% on the job

Reference: Jesse Mendoza, Resident Engineer | 951-955-6780 | jesmendo@rctlma.org

Project Information

Construction of Miles Avenue Bridge over the Whitewater River. The bridge consisted of two 600-foot four span box girder bridges on 1344 feet of 96-inch CIDH pile columns. Also included were 4,000 tons of asphalt paving, 1500 feet of storm drain, 20,000 cubic yards of structure backfill, 5,000 cubic yards of roadway excavation, 3,300 cubic yards of class II base, 3,500 linear feet of curb and gutter, 20,000 square feet of sidewalk, 300 feet of 8-foot masonry wall, 2,151 linear feet of 24-inch CIDH concrete piling, 4,800 cubic yards of concrete, 88 tons of bar reinforcing steel, concrete slope paving, and various utility relocations.

Specific Responsibilities

As the full time on-site Project Construction Manager, Brian provided supervision for the following; the work schedule on a daily basis, and the project CPM including the negotiation of various time impact analyses, the weekly progress



“...Mr. Fortier was always accessible and worked proactively to address project issues.”

– Scott Walker, Resident Engineer



meetings with the client, the coordination of the 12 subcontractors and 9 purchase agreements (subcontractors included CIDH Piles, reinforcement, electrical, power and communication relocation, water and sewer, fencing, pre-stressing, clearing, and striping). He was responsible for all craft personnel on the project and also responsible for quality and SWPPP. A major coordination responsibility was with the acquisition of the Coachella Valley Water District encroachment permit for the construction over the river.

Project Construction Manager Dillon Road Grade Separation Reconstruction | City of Coachella | Coachella, CA | \$9.2 million | 2008-2009 | 100% on the job

Reference: Tony Lucero, City Engineer | 760-398-5744 | tlucero@coachella.org

Project Information

Construction of bridge grade separation eliminating the UPRR crossing at Dillon Road and Highway 111. The project included the construction of a 300-foot two-span box girder bridge over Highway 111 and the UPRR railroad tracks, four MSE retaining walls, 9,000 tons of asphalt paving, 11 various drainage systems, both dry and wet utility relocations, placement of 300 tons of rip rap, 150,000 cubic yards of import material, 20,000 cubic yards of roadway excavation, 7,000 cubic yards of class II base, 5,000 linear feet of curb and gutter, and 30,000 square feet of sidewalk.

Specific Responsibilities

As the full time on-site Project Construction Manager, Brian provided supervision for the following; the work schedule on a daily and weekly basis, and the project CPM including the negotiation of various time impact analyses, the weekly progress meetings with the client, the coordination of the 10 subcontractors, (subcontractors included pile driving, reinforcement, electrical, power and communication relocation, water and sewer, fencing, survey, and striping). He was responsible for all craft personnel on the project. In addition Brian was responsible for the quality control program, the project SWPP program, the cost and budget of the 122 bid items, document control, correspondence, submittals, and information requests as needed, Contract Change Orders and extra work as required by the client, the final project close-out with the client and subcontractors. A major coordination responsibility was with the acquisition of the UPRR encroachment permit and all flagging requirements.

Construction Superintendent State Route 60 Glen Avon | Caltrans | Riverside County, CA | \$51.6 Million | 2007-2008 | 100% on the job

Reference: Jabra Kawwa, Resident Engineer, (951) 276-1938, jabra_kawwa@dot.ca.gov

Project Information

The project consisted of the inside and outside widening of SR 60 from Valley Way to the I-15 interchange. This involved a multi-staged six bridge widening, 60,000 square meters of Cold Plane AC, 38,500 cubic meters of roadway excavation, 4,500 cubic meters of structure excavation, 25,500 cubic meters of lean concrete base,



15,400 tons of AC, 48,900 cubic meters of concrete paving, 16,200 meters of 400mm CIDH concrete piles, 7,000 cubic meters of structural concrete, 19,511 square meters of masonry sound walls, 700,000 kilograms of reinforcing steel, 17,000 meters of concrete barrier, and various drainage pipe and small structures.

Specific Responsibilities

As the full time on-site Construction Superintendent, Brian provided supervision for the following; work schedule on a daily and weekly basis, weekly progress meetings with the client, and the coordination of the 25 subcontractors and 15 purchase agreements (subcontractors included reinforcement, electrical, CIDH pile, striping, masonry, concrete paving, concrete barrier, fencing, etc.). He was responsible for all craft personnel on the project, and also responsible for all operations in the field including the coordination, scheduling, and management of all subcontractors.

Project Construction Manager | I-10 Overlay | Caltrans |
Riverside County, CA | \$12 Million | 2011 | 30% on the job

**Reference: Amgad Benjamin, Resident Engineer | 909-844-9731 |
amgad.benjamin@dot.ca.gov**

Project Information

This project includes a rubberized hot mix asphalt overlay in Riverside County near Coachella consisting of 1250,000 tons. The project is located 1 mile west of the Aqueduct wash bridge and .1 miles west of the Route 177 Junction.

Specific Responsibilities

Brian was the project construction manager on this job and was in charge of supervision for the work schedule, and the project CPM including the negotiation of various time impact analyses, weekly progress meetings with the client, and the management of subcontractors. He was also responsible for all craft personnel on the project.

“Brian and his team were cooperative, responsive and professional in the way they managed the job. My overall experience with Skanska team was great and I recommend using them and Brian in particular is a great PM to work with.”
— Amgad Benjamin , Resident Engineer



John Diskin, PE
LEAD ESTIMATOR

SUMMARY

John Diskin has 31 years of bridge and heavy civil estimating and engineering experience in both construction and design industries. He is specifically experienced with complex bridge estimating and engineering, falsework design and analysis, properties of materials, stress analysis and surveying. He brings design-build and CMGC experience and preconstruction design collaboration experience. John’s combined experience as both an estimator and a civil engineer creates added value through his ability to create cost-effective solutions during the preconstruction phase. John and his team also perform all of Skanska’s falsework engineering design in-house including complex falsework structures for bridges built at tall heights over active roadways and rail lines.

PROJECT EXPERIENCE

Lead Estimator/Chief Engineer Skanska USA Civil West California District Inc. | Riverside, CA | 1997-Present | 100% on the job

Specific Responsibilities

John is the lead structures estimator and chief engineer for self-performed structures components on traditional and alternative delivery projects. His responsibilities include collaborating with subcontractors to develop subcontract pricing and scopes of work. In addition to his estimating duties, John manages the field engineering activities including shoring, falsework, and formwork design on on-going projects. Specific examples of John’s preconstruction estimating and design collaboration experience includes:

- I-215 Widening Segments 1&2 – San Bernardino, CA
- Expo Phase Design-Build LRT – Los Angeles, CA
- Brawley Bypass Project – Brawley, CA
- I-10 Palm Avenue/Gene Autry Trail – Palm Springs, CA
- Gerald Desmond Replacement Bridge – Long Beach, CA
- VTA Berryessa Extension – San Jose, CA
- Devore Interchange Project – Devore, CA
- I-805 North HOV/BRT Design-Build – San Diego, CA
- I-405 Sepulveda Pass – Los Angeles, CA
- SR60 Glen Avon – Glen Avon, CA
- SR91 Van Buren Interchange – Riverside, CA
- Metro Gold Line Foothill Extension – Los Angeles, CA
- BART Warm Springs Extension – Fremont, CA

Education/Training

- M.S., Engineering, California State Polytechnic University - Pomona, 2000
- B.S., Civil Engineering, California State Polytechnic University - Pomona, 1983

Years of Similar Experience

31

Relevant Licensing and Registration

- PE, California, #CE41455
- PE, Washington, #CE48498
- OSHA 30 Hour



Lead Estimator Sixth Street Viaduct Replacement **CMGC** | City of Los Angeles | Los Angeles, CA | \$200 million | 2013-Present | 35% on the job

Reference: Alfred Mata, Program Manager | 213-847-0343 | alfred.mata@lacity.org

Project Information

This CMGC project requires close coordination with the City of Los Angeles Bureau of Engineering and HNTB as the designer. This is the first CMGC project for the City of Los Angeles. The Sixth Street Viaduct has an overall length of 3,500 ft., and extends east-west across the Los Angeles River, multiple railroad tracks, US 101, and several local streets. It has a 46 foot wide, four-lane roadway with 11-foot eastbound and westbound inside traffic lanes and 12-foot outside lanes with no shoulders. The new bridge will incorporate roadway shoulders, wider sidewalks, a safety median buffer, and river access and enhancements. The project will also integrate bicycle and pedestrian access, open space and offer direct connections to the Los Angeles River.

Specific Responsibilities

As Lead Estimator, John's responsibilities include interacting and providing a complete estimate for the City of Los Angeles. During the estimating process, quantity take-offs were generated and reconciled with representatives from the independent check estimate team. Because of John's close interaction with the designers, he had a clear understanding of the project and the overall objectives of design team.

Lead Estimator/Resident Engineer I-210 Gold Line Bridge (Iconic Freeway Structure) | Metro Gold Line Foothill Extension Construction Authority | Arcadia, CA | \$19 million | 2010-2012 | 25% on the job

Reference: Gary Baker, Director of Construction | 626-305-7015 | gbaker@foothillgoldline.org

Project Information

The Iconic Freeway Structure project scope involves the design and construction of a three-span, reinforced concrete box girder structure crossing over the eastbound 210 Freeway. The nearly 600-foot-long bridge supports the Gold Line light rail passenger cars which traverse from the median of the freeway into downtown Arcadia. The structure serves as a gateway to the San Gabriel Valley to rail commuters as well as those travelling on the I-210 Freeway. Skanska's \$18.5 million design-build contract with the Los Angeles Metro Gold Line Authority is completed in November 2012. This project was the first of three design-build contracts that the Gold Line Authority administered for its 12-mile light rail extension from Pasadena to Azusa.

Specific Responsibilities

John served as Skanska's lead estimator and the project's Resident Engineer (an owner designated position) where he was responsible for the final approval and design submittals and where he also worked closely to coordinate design and construction means and methods with Caltrans bridge engineers.



Senior Bridge Engineer SR60/71 Interchange | Caltrans | Southern California | \$25 million | 1994-1997 | 100% on the job

Reference: Andrew Ponzi, Senior Bridge Engineer | 310-751-0365 | Phone | andrew.ponzi@dot.ca.gov

Project Information

The SR60/71 project took two intersecting freeways separated by a bridge and turned it into a 4 level interchange with freeway to freeway connectors. This eliminated stop and go on and off ramps for all directional moves.

Specific Responsibilities

John was responsible for structures work consisting of 16 bridges at an estimated cost of \$25 million. John assisted in the emergency repair work on various structures damaged as a result of the 1994 Northridge earthquake.

Senior Bridge Engineer SR30/330 Interchange | Caltrans | San Bernardino, CA | \$19 million | 1991-1994 | 100% of time on the job

Reference: Mike Beauchamp, Deputy Director - Construction | 909-598-8103 | mike.beauchamp@dot.ca.gov

Project Information

The SR30/330 project was the construction of 3.5 miles of 4 lane freeway and a new full-service freeway to freeway interchange. The interchange connected the existing Crosstown Freeway with the Tennessee Freeway in Redlands.

Specific Responsibilities

John was responsible for the bridges on the 30/330 Interchange and Route 30 extension into San Bernardino. His responsibilities included staff supervision and training, review and approval of falsework plans, review of post-tensioning shop drawings and the resolution of complex construction plans.



James Gallego, PE

SCHEDULER

SUMMARY

James has been a construction engineer on transportation projects throughout the US. He has worked on the conventional Design – Bid – Build, CMGC, and Design Build projects. James has reviewed and developed schedules for construction of new sound walls, retaining walls, bridges, highway roadwork, and water distribution projects. Over the course of his career, the value of the projects worked on has exceeded over a billion dollars. James has developed manuals and has trained engineers to use multiple computer scheduling programs. He has tracked and reviewed contractor submittals for bridge falsework, temporary earth retaining structures, cement and asphalt concrete mix designs, and bridge demolition plans.

James specializes in the analysis and implementation of Critical Path Method (CPM) project schedules. In addition, he has also developed two project scheduling training seminars. One training seminar was designed to show Resident Engineers and Structure Representatives how to review, accept and update construction baseline project schedules. Other training seminars include educating users on Oracle P6, and Primavera Project Planner (P3) and SureTrak 3.0 scheduling software. In addition to his construction experience, he has managed over 300 Caltrans Office of Structure Construction (OSC) field computers located throughout California. In this role, James developed computerized forms and spreadsheets for Caltrans, including travel expense claims, portland cement concrete mix designs, Boussinesq Strip Loading, rebar weight calculations, asphalt concrete mix designs and various interoffice documents.

PROJECT EXPERIENCE

Scheduler Route 140 Ferguson Slide CMGC | Caltrans | Mariposa County, CA | \$56 million | 2014 | 5% on the job

Reference: Mark Krasko, Project Manager | (209) 535-3707 | mark.krasko@chesterbross.com

Project Information

The Route 140 Ferguson Slide Project was a Caltrans CMGC Project is District 10. This Project required the removal of talus (slide debris) and installing a cable net drapery system. Work was adjacent to the environmentally sensitive Merced River.

Specific Responsibilities

As the senior project scheduler, James was responsible for developing the Baseline Schedule for the \$56 million dollar Project. Because of the Project's close proximity to Yosemite National Park, various scenarios of the Baseline were created so that Caltrans could evaluate alternatives that allowed winter suspensions and shifts the first working day which allowed construction with minimal environmental and tourist impacts.

Education/Training

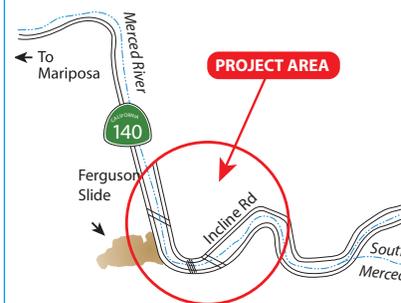
- B.S. Civil Engineering, Texas A&M

Years of Similar Experience

26

Relevant Licensing and Registration

- PE, California, #CE55575



Senior Project Scheduler Willits Bypass Project | Caltrans | Willits, CA | \$108 million | 2012-2014 | 5% on the job

Reference: Geoffrey T. Wright, Senior Resident Engineer | 707-496-4355 | geoffrey.wright@dot.ca.gov

Project Information

The Willits Bypass is a 5.9 mile bypass round the city of Willits Bypass on US 101. The Project requires the construction of multiple bridges, interchanges, and new highway alignment.

Specific Responsibilities

As the senior project scheduler, James was responsible for reviewing the Contractor developed Baseline Schedule. James has also reviewed all of the Update schedules for the Project and has conducted meetings with the Contractor to resolve issues. In addition, James was responsible for developing Caltrans generated Time Impact Analysis (TIA) schedules. James also conducted TIA schedule meetings with the Contractor and Caltrans in order to resolve Project schedule issues.



Senior Project Scheduler SR22/I-405/I-605 Interchange Project | Caltrans | Seal Beach, CA | \$102 million | 2010-2014 | 5% on the job

Reference: Bill Gilchrist, Senior Resident Engineer | bill_gilchrist@dot.ca.gov

Project Information

The SR22/I-405/I-605 Project is part the joint partnership between OCTA and Caltrans and was part of the greater West County Connectors Project. The Project also reconstructs multiple on and off ramps, soundwalls, retaining walls, and landscaping.

Specific Responsibilities

As the senior project scheduler, James was responsible for reviewing the Contractor developed Baseline Schedule for the \$102 million dollar Project. James has also reviewed all of the Update schedules for the Project and has conducted meetings with the Contractor to resolve issues associated with the Update schedules. In addition, James was responsible for developing Caltrans generated Time Impact Analysis (TIA) schedules. James was also responsible for reviewing and responding to the Contractor developed TIA's. James also conducted TIA schedule meetings with the Contractor and Caltrans in order to resolve Project schedule issues.



Senior Project Scheduler Golden State Bridge for the I-80 Yerba Buena Island (YBI) Westbound Ramps Improvement Project and the I-680 Mococo Interchange | Caltrans | San Francisco, CA | \$12.5 million | 2014 | 5% on the job

Reference: David Riccitiello, President - Golden State Bridge | 925-372-8000 | dave@gsbridge.com

Project Information

These Projects allowed for the construction of new off and on ramps for the newly constructed San Francisco Oakland Bay Bridge and the construction of a new off ramp and retrofitting of existing SB I-680 for the Mococo Interchange.



Specific Responsibilities

As the senior project scheduler, James was responsible for developing the Baseline Schedule for the \$49 million dollar YBI Project and \$12.5 million Mococo Interchange Project. Both of the Baseline schedules required sequencing work around numerous environmental issues including migratory bird nesting issues and work within wetland areas.

Senior Project Scheduler Highway 50 from Watt to Runrise HOV Project | Caltrans | Sacramento, CA | \$58 million | 2010-2012 | 10% on the job

Reference: Meschack Okpala | 916.718.8051 | meschack_okpala@dot.ca.gov

Project Information

This Project constructed new carpool lanes along Highway 50 from Watt Ave to Sunrise Boulevard. The Project required multiple bridge widenings and new roadway structural sections.

Specific Responsibilities

As the senior project scheduler, James was responsible for developing a reviewing schedule Updates and Time Impact Analysis schedules for the \$58-million HOV widening project on Highway 50 from Watt to Sunrise in Sacramento Ca. James also was tasked with developing TIA schedules based on Caltrans' understanding of the impacting events and comparing the overall impact compared to the Contractor developed TIA schedules. Oracle P6 was used on this project.

Senior Project Scheduler Various Water Projects | Gallego Consulting Services | Northern California | \$200 million | 2005-2014 | 100% on the job

Reference: Jim Pelletier | 916.343.1542 | jpelletier@radoscompanies.com

Project Information

These projects varied and were for multiple Project Owners from SFPUC, to LADWP and Sacramento County. Many of these Project schedules were Resource and Revenue loaded.

Specific Responsibilities

As the senior project scheduler, James was responsible for the development and maintenance of baseline and update schedules for various water projects in the Sacramento Region. These projects include the flume replacement, sanitary sewer system replacement, new force main, and pump replacements. The value of this work was well over \$200 million. James was responsible for creating baseline, updates and Time Impact Analysis schedules. James has used Oracle P6, Primavera Project Planner (P3), and Microsoft Project to develop Baseline schedules for these projects. James has created multiple project schedules that were also revenue and resource loaded.





Toby Lambert

STRUCTURES CONSTRUCTABILITY EXPERT

SUMMARY

Toby is a structures construction expert with a variety of experience in heavy bridge and highway, flood control, dam and storm drain projects for state, public and private agencies. He has extensive experience in structures estimating including other CM/GC & DB projects. Toby has extensive experience in a hands-on approach for construction of interchange projects (as a foreman, superintendent, manager) Toby has been a Union carpenter for more than 33 years. Toby has been a team member on numerous award recognized projects including the SR-60 Glen Avon Silver Partnering Award. Throughout Toby’s career, he has been involved in many Caltrans District 8 projects and projects in the Inland Empire, including the SR60/I-15 Interchange, SR91/I-15 Interchange; I-10 Widening San Bernardino to Redlands; I-10 HOV Widening in Ontario; I-10/Milliken Avenue Interchange; I-210/SR330 Crosstown Freeway; I-210 Freeway Segment 4; I-215 Widening Segments 1&2.

Education/Training

- High School Diploma

Years of Similar Experience

33

Relevant Licensing and Registration

- BNSF Railroad Safety
- Trench Shoring Training
- OSHA 30 Hour

PROJECT EXPERIENCE

Structures Manager I-215 Widening Segments 1 & 2 | SANBAG | San Bernardino, CA | \$171 million | 2009-2013 | 100% on the job

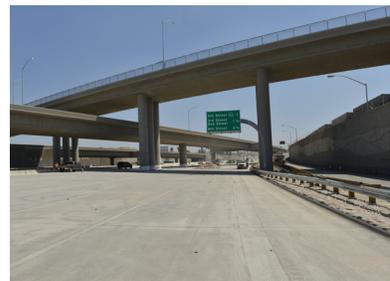
Reference: Doug Franco, Project Manager | 310-334-9952 | doug@valicooper.com

Project Information

This freeway reconstruction project is located on I-215 and extends from south of Rialto Avenue to north of SR 259 in San Bernardino. Items of work include 17 new bridges plus one temporary bridge, 20,815 feet of cast-in-place concrete retaining walls with a combination of spread footings and footings on piles, 2,368 feet of mechanically stabilized embankment walls, 3,208 feet of sheetpile shoring to support an existing railroad, 80,250 cubic yards of concrete pavement, 88,600 tons of AC pavement, a storm drain system with pipe sizes ranging from 8- to 96-inch diameter, landscape and irrigation, and freeway and city street electrical systems. The project requires completion within 1,000 working days. This project involved extensive traffic management in a highly congested corridor. Multiple freeway on/off ramps and extensive civil earthwork are also included on the project.

Specific Responsibilities

As the structures manager, Toby was in charge of all aspects regarding bridges, retaining walls from start to completion. Additionally, Toby worked with SANBAG on MOT and staged construction activities.



Structures Superintendent SR60 Glen Avon | Caltrans | Glen Avon, CA | \$51.6 million | 2006-2007 | 100% on the job

Reference: Jabra Kawwa, Resident Engineer | 951-276-1938 | jabra_kawwa@dot.ca.gov

Project Information

The project consisted of the inside and outside widening of SR 60 from Country Valley Way to the I-15 interchange. This involved six bridge widenings, 60,000 square meters of Cold Plane AC, 38,500 cubic meters of roadway excavation, 4,500 cubic meters of structure excavation, 25,500 cubic meters of lean concrete base, 15,400 tons of AC, 48,900 cubic meters of concrete paving, 16,200 meters of 400mm CIDH concrete piles, 7,000 cubic meters of structural concrete, 19,511 square meters of masonry sound walls, 700,000 kilograms of reinforcing steel, 17,000 meters of concrete barrier, and various drainage pipe and small structures.

Specific Responsibilities

Toby's responsibilities include managing all aspects of widening 6 bridges, 5.4 miles of masonry soundwalls and numerous drainage facilities.

Structures Superintendent I-210 Segment 8 | Caltrans | Fontana, CA | \$25 million | 2002-2005 | 100% on the job

Reference: Shukri Abouazra, Structure Resident Engineer | 951-232-6217 | shukri_abouara@dot.ca.gov

Project Information

This project included three new bridges, numerous drainage facilities and masonry walls.

Specific Responsibilities

As the structures superintendent, Toby was in charge of the management of all aspects of the structures construction from start to finish. This included scheduling, ordering material, and subcontractors.

Structures Superintendent I-210 Early Segment 9 | SANBAG | Rialto, CA | \$12 million | 2002-2003 | 100% on the job

Reference: Carol Sanders, Resident Engineer | 909-732-9450 | csanders@harris-assoc.com

Project Information

I-210 Early Segment 9 freeway in Rialto for San Bernardino Associated Governments (SANBAG). Contract value \$12 million. Responsibilities included 3.5 miles of vertical wall channel with numerous cast-in-place box culverts, a new bridge structure, and asphalt concrete paving.

Specific Responsibilities

As the project manager/structure superintendent, Toby's responsibilities included scheduling of work and constant contact with the owner.



Structures Superintendent I-10 HOV Freeway Widening | Caltrans | Ontario, CA | \$25 million | 1997-1998 | 100% on the job

Reference: Elvira Lenart, Assistant Resident Engineer | elvira_lenart@dot.ca.gov

Project Information

The project included retaining walls, widening bridges, construction of new bridge, storm drain facilities, soundwalls, asphalt concrete, and Portland concrete paving.

Specific Responsibilities

Toby's responsibilities included the management of all aspects of construction, scheduling, and acting as an owner liaison.

Structures Superintendent Brawley Bypass | Caltrans | Brawley, CA | \$68 million | 2008-2009 | 100% on the job

Reference: Carlos Lopez, Structures RE | 858-688-1476 | carlos_lopez@dot.ca.gov

Project Information

The scope of work consisted of the construction of 3.1 miles of four-lane divided expressway containing seven multi-span cast-in-place box girder bridges including one interchange, one undercrossing, and a railroad overhead, as well as two multi-span precast I-girder bridges crossing the New River. Work involved in the project included: sewer and water relocation, earthwork, storm water drainage, grading, portland concrete cement and asphalt concrete pavement, steel pile foundations, wick drains and bridge structure.

Specific Responsibilities

Toby's responsibilities included all management aspects of structures management / construction.





Bryce Johnston, PE
MAINTENANCE OF TRAFFIC (MOT) MANAGER

SUMMARY

Bryce has over 26 years of extensive civil engineering experience in construction, design, and project management. His experience includes roadways, streets, street lighting, drainage channels, drainage structures, storm drains, sanitary sewer, and bridge construction. His experience includes Field Office Chief for Caltrans, City Engineer, Project Manager, and Resident Engineer for delivery of over \$500M in projects. He also has extensive experience in maintenance of traffic and traffic handling on the State Highway System. He has broad experience in project coordination with Caltrans, utility companies, cities, state agencies, and private property owners. Having the achieved the level of Field Chief with Caltrans District 8, City Engineer Rialto, CA and Lead Manager for large alternative delivery projects Bryce has been exposed to a large variety of project construction delivery issues and understand the internal mechanisms within Caltrans and how to keep projects moving, avoiding delay.

Education/Training

- MS, BS, Civil Engineering, Kansas State University

Years of Similar Experience

26

Relevant Licensing and Registration

- PE, California, #52415

PROJECT EXPERIENCE

Project Manager I-15 Cajon Pass Rehabilitation Design-Build Project | Caltrans | Devore, CA | \$170 million | 2012-2014 | 80% on the job

Reference: Ihab Boulos, Contract Manager | 951-232-57757582 | ihab.boulos@dot.ca.gov

Project Information

This project was for the rehabilitation of 14 miles of the outer two lanes, rehabilitation of the median and outside shoulder, and upgrade of the median barrier and signs.

Specific Responsibilities

Bryce was required to deliver the project for Caltrans through the environmental process, Request For Qualification Process, Request For Proposal Process and the Alternative Technical Concept (ATC) Process and finally lead the project in construction through the approval of all Releases For Construction. During the initial construction phase Bryce was able to calculate and negotiate, along with Caltrans staff, \$4 million in efficiency savings in working with Contractor and Caltrans functions (Operations) to allow alternative traffic control methods. The project was then able to use that savings to add to the project 12 miles of 14' toll lane and still achieve a \$700,000 credit for the State. He was able to complete these processes within 15 months and award a contract well under budget. The Support Expenditures to Capital Cost at time of Award was less than 1%. Bryce managed all phases of the Design Build for Caltrans. During the delivery, he has been able to work with Caltrans Operations, Maintenance, Design, Project Management, Right of Way and other functions to determine scope of work, to draft



requirements, to review submittal of qualifications, etc. Specifically during scoping, he provided detailed Maintenance of Traffic strategies, staging for each unique segmented work area and provided scoping language for each segment. During the ATC process, he provided most responses to questions posted by pre-qualified teams. We also provided basic scheduling to develop working day schedule. He met with California Highway Patrol and US Forestry for coordination. He assisted negotiating directly with the Contractor construction changes and working with contractor on overall project strategies. There are currently no claims

Project Manager SR60/SR91/I-215 Interchange Design Sequencing Project | Caltrans | Riverside, CA | \$250 million | 2004-2008 | 75% on the job

Reference: Robert So, Program Manager | 909-659-7483 | robert.so@dot.ca.gov

Project Information

This design-sequencing project included numerous new and widened bridges, retaining structures, additional lane construction, and substantial drainage improvements

Specific Responsibilities

Bryce was assigned to coordinate, facilitate, research advise negotiate potential claims and established the policy and procedures for document control on a Design Sequence Project during the construction phase. Bryce performed these duties on behalf of the State for this joint funded RCTC/Caltrans project. The project was a complex construction project that combined 6 separate projects at various stages of design completion. The project encountered significant issues that resulted in approximately \$45 million in dispute on a bid of \$189 million. The project was the most complex of all Design Sequencing projects in the State. The potential claims were settled and the project avoided arbitration. Bryce used industry norms to calculation efficiency for various stages of work to determine values of impacts for changes during construction. Bryce would use these skill to negotiate large saving of the Cajon Pass Design Build. The negotiation of the project issues with Bryce's involvement allowed this project to be one of the few Design Sequencing projects that was able to avoid arbitration.

Construction Manager I-15 La Mesa/Nisqualli Interchange Project | SANBAG | Victorville, CA | \$35 million | 2011-2012 | 90% on the job

Reference: Mike Barnum, Construction Manager | 951-218-0196 | mbarnum@sanbag.ca.gov

Project Information

The project was comprised of a new interchange with significant local street construction and regional drainage facilities.

Specific Responsibilities

Bryce, as the Construction Manager, reviewed the 95% design within the first week of assignment to the project. He recognized the project was staged to build the bridge as one of the last stages of work and if this work could concurrent with all



other improvements the work duration could be reduced by 6 months. In order to facilitate local traffic circulation, Bryce was able to devise local detours within the active work zone that allowed room for bridge foundations and abutments and allowing for local traffic to not be impeded. Bryce collaborated with the designer, SANBAG, the City of Victorville and Caltrans to approve the new staging, which was a full directional freeway closure for 1 night in each direction to accelerate work.

Resident Engineer I-215 Widening | RCTC | Murrieta, CA | \$16 million | 2011-2012 | 40% on the job

Reference: Marlin Feenstra, Capital Project Program Manager | 951-453-5775 | mfeenstra@rctc.org

Project Information

This project comprised of bridge widening and freeway widening in the median and rehabilitation of existing pavement.

Specific Responsibilities

Bryce provided a constructability review at 95 % design stage that suggested reversing the designers staging to reduce over 12 miles of temporary K-Rail placement and also 4 months of construction time. The original design utilized K-Rail extensively and temporarily eliminated shoulders for the entire length of the project. Bryce’s staging concept was able to provide outside shoulders for the entire duration of the project greatly increasing the safety to the public. He was able to successfully communicate with the designer, RCTC management and Caltrans Design of the merits of the staging changes.

Resident Engineer I-15/ I-210 Interchange | Caltrans | Fontana, CA | \$80 million | 1997-1999 | 100% on the job

Reference: Mark Lancaster, Design Manager | 909-659-7483 | mlancaster@rctc.org

Project Information

This project was comprised of 21 Bridges, greater than 40 lane miles of new freeway and large earthwork volumes, major regional drainage facilities and extensive integration with detours involving local jurisdictions.

Specific Responsibilities

Bryce, as the Senior Resident Engineer for the I-15/I-210 (at the time called I-15/SR-30) Interchange, successfully partnered with the Contractor and local agencies to devise a 2 mile detour during construction that was not allowed by the local jurisdictions during design. The project required build the project in stages while keeping a main arterial road open within the active work zone. The arterial road would be moved multiple times per the original design. His efforts with the contractor and the local jurisdictions allowed for early completion of sewer and water facilities. This early completion allowed the local jurisdictions to complete their local developments and free bonding capacity for the jurisdictions. The detours also provided a much safer work zone as active public traffic was able to be moved from the immediate work locations. The detours also reduced the time and cost of construction. This project completed successfully with no claims.



Appendix B Legal Documents



I-15/I-210 Interchange Project. Skanska has been working with Caltrans District 8 in growing the Inland Empire for over 90 years.

Organization Documents

SKANSKA USA CIVIL WEST CALIFORNIA DISTRICT INC.

HISTORY OF SKANSKA'S ARTICLES OF INCORPORATION

- March 30, 1953 E.L. Yeager Construction Company, Inc. became incorporated under the laws of the State of California by filing its Articles of Incorporation with the State of California.
- October 3, 2002 E.L. Yeager Construction Company, Inc. Amended and Restated the Articles of Incorporation in the State of California, with this the name of the Corporation changed from E.L. Yeager Construction Company, Inc. to Yeager Skanska Inc.
- January 1, 2007 Yeager Skanska Inc. filed in the State of California an Amendment to Article I of the Amended and Restated Articles of Incorporation of the corporation, which were filed with the Secretary of State of the State of California on October 3, 2002, changing the name of the incorporation to Skanska USA Civil West California District Inc.

ACH54369



State of California
Secretary of State

I, BRUCE McPHERSON, Secretary of State of the State of California, hereby certify:

That the attached transcript of 3 page(s) has been compared with the record on file in this office, of which it purports to be a copy, and that it is full, true and correct,



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

DEC 29 2006

BRUCE McPHERSON
Secretary of State

A0654369

ENDORSED - FILED
In the office of the Secretary of State
of the State of California

DEC 29 2006

CERTIFICATE OF OWNERSHIP

EFFECTIVE
DATE

JAN 01 2007

Salvatore Mancini and Joseph N. Nogues certify that:

1. They are the President and the Secretary, respectively, of Yeager Skanska Inc., a California corporation.
2. This corporation owns 100% of the outstanding shares of Roadrunner Leasing Company, Inc.
3. The board of directors duly adopted the following resolutions:

RESOLVED, that this corporation merge Roadrunner Leasing Company, Inc., its wholly owned subsidiary corporation, into itself and assume all of its obligations pursuant to Section 1110, California Corporations Code (the "Merger");

RESOLVED, that in connection with the Merger, Article I of the Amended and Restated Articles of Incorporation of the corporation, which were filed with the Secretary of State of the State of California on October 3, 2002, shall be amended to read as set forth in below:

"ARTICLE I: NAME

The name of this Corporation (hereinafter called the "Corporation") is Skanska USA Civil West California District Inc."

4. The effective date of the Merger contemplated herein is January 1, 2007.

We further declare under penalty of perjury under the laws of the State of California that the matters set forth in this certificate are true and correct of our own knowledge.

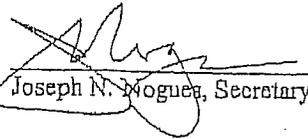
DATE: 12-16-06


Salvatore Mancini, President

Joseph N. Noguez, Secretary

DATE: 12-26-06

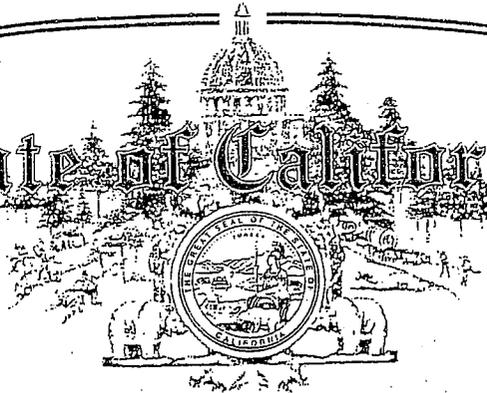
Salvatore Mancini, President



Joseph N. Mogue, Secretary



State of California



SECRETARY OF STATE

I, *BILL JONES*, Secretary of State of the State of California, hereby certify:

That the attached transcript of 3 page(s) has been compared with the record on file in this office, of which it purports to be a copy, and that it is full, true and correct.

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



OCT 11 2002

Secretary of State

ENDORSED - FILED
in the office of the Secretary of State
of the State of California

AMENDED AND RESTATED
ARTICLES OF INCORPORATION
OF

OCT - 3 2002

BILL JONES, Secretary of State

E.L. YEAGER CONSTRUCTION COMPANY, INC.

Carl K. Boyer and Michele McGrath do hereby certify that:

1. Carl K. Boyer is the duly elected and acting President and Chief Executive Officer and Michele K. McGrath is the Chief Financial Officer and Secretary of E.L. Yeager Construction Company, Inc., a California corporation (the "Corporation").

2. The Articles of Incorporation of this Corporation shall be amended and restated to read as follows:

ARTICLE I: NAME

The name of this Corporation (hereinafter called the "Corporation") is "Yeager Skanska Inc."

ARTICLE II: CORPORATE LAW

This Corporation elects to be governed by all the provisions of the General Corporation Law of 1977 not otherwise applicable to under Chapter 23 thereof.

ARTICLE III: CLOSE CORPORATION

All of the shares to be issued by this Corporation shall be held of record by not more than a total of 35 people. This corporation is a close corporation (as defined in the California Corporations Code Section 158).

ARTICLE IV: PURPOSE

The purpose of the Corporation is to engage in any lawful act or activity for which corporations may be organized under the General Corporation Law of the State of California (the "California General Corporation Law") other than the banking business, the trust company business or the practice of a profession permitted to be incorporated by the California Corporations Code.

ARTICLE V: CAPITAL STOCK

The Corporation is authorized to issue one class of stock to be designated Common Stock ("Common Stock"). The total number of shares of Common Stock that the Corporation shall have authority to issue is one million (1,000,000) shares.

ARTICLE VI: DIRECTOR LIABILITY

The liability of the directors of this corporation for monetary damages shall be eliminated to the fullest extent permissible under California law. Any repeal or modification of the foregoing provisions of this Article V by the shareholders of this Corporation shall not adversely affect any right or protection of a director of this Corporation existing at the time of such repeal or modification.

ARTICLE VII: AGENT LIABILITY

This Corporation is authorized to provide indemnification of agents (as defined in Section 317 of the California General Corporation Law) through bylaw provisions, agreements with agents, vote of shareholders or disinterested directors or otherwise, in excess of the indemnification otherwise permitted by Section 317 of the California General Corporation Law, subject only to the applicable limits set forth in Section 204 of the California General Corporation Law with respect to actions for breach of duty to this Corporation and its shareholders. Any repeal or modification of the foregoing provisions of this Article VI by the shareholders of this Corporation shall not adversely affect any right or protection of a director of this Corporation existing at the time of such repeal or modification.

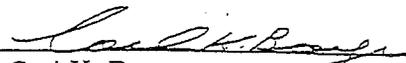
3. The foregoing amendment and restatement of the Articles of Incorporation has been duly approved by the Board of Directors.

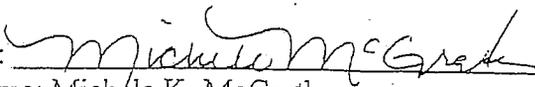
4. The foregoing amendment and restatement of the Articles of Incorporation of the Corporation has been duly approved by the required vote of the shareholders of the Corporation in accordance with Section 903 of the California Corporations Code. The number of shares outstanding and entitled to vote is 111,200 shares of Common Stock. The number of shares of each class voting in favor of the amendment equaled or exceeded the vote required. The percentage vote required was more than 50%.

We further declare under penalty of perjury under the laws of the State of California that the matters set forth in this certificate are true and correct of our own knowledge.

[REMAINDER OF THIS PAGE INTENTIONALLY LEFT BLANK]

Executed at Riverside, California on September 27, 2002.

By: 
Name: Carl K. Boyer
Title: President and Chief Executive Officer

By: 
Name: Michèle K. McGrath
Title: Chief Financial Officer and Secretary



State
of
California

SECRETARY OF STATE

CERTIFICATE OF STATUS
DOMESTIC CORPORATION

I, *BILL JONES*, Secretary of State of the State of California, hereby certify:

That on the 30th day of March, 1953,

E. L. YEAGER CONSTRUCTION COMPANY, INC.

became incorporated under the laws of the State of California by filing its Articles of Incorporation in this office; and

That no record exists in this office of a certificate of dissolution of said corporation nor of a court order declaring dissolution thereof, nor of a merger or consolidation which terminated its existence; and

That said corporation's corporate powers, rights and privileges are not suspended on the records of this office; and

That according to the records of this office, the said corporation is authorized to exercise all its corporate powers, rights and privileges and is in good legal standing in the State of California; and

That no information is available in this office on the financial condition, business activity or practices of this corporation.

*IN WITNESS WHEREOF, I execute this
certificate and affix the Great Seal
of the State of California this
14th day of November, 1995*



Bill Jones
BILL JONES
Secretary of State

ARTICLES OF INCORPORATION
OF

E. L. YEAGER PAVING CO., INC.

**ENDORSED
FILED**
In the Office of the Secretary of State
of the State of California
MAR 30 1953

KNO: ALL MEN BY THESE PRESENTS:

272551

FRANK M. JORDAN / Secretary of State
By STACY H. ASPEY
Deputy

That we, the undersigned, all of whom are citizens and residents of the State of California, have this day voluntarily associated ourselves together for the purpose of forming a corporation under the laws of the State of California, and we do hereby certify:

I.

That the name of this corporation is and shall be

E. L. YEAGER PAVING CO., INC.

II.

That the purposes and objects for which this corporation is formed are:

(a) The primary business in which this corporation intends to initially engage is the manufacture and sale of concrete, asphalt, and bituminous paving and road surfacing materials and component parts thereof.

(b) To manufacture, buy, sell, and deal in rock, gravel, sand, aggregates, cement, asphalt, bitumen, and petroleum products and by-products.

(c) To carry on a general engineering and contracting business including the designing, constructing, enlarging, repairing, and removing of bridges, roads, buildings, and all iron, steel, wood, masonry, and earth construction.

(d) Acquire, hold, lease, encumber, convey or otherwise dispose of real and personal property within or without the State, and take real and personal property by will, gift or bequest.

(e) Assume any obligations, enter into any contracts, or do any acts incidental to the transaction of its business or to the issue or sale of its securities, or expedient for the attainment of its corporate purposes.

(f) Borrow money and issue bonds, debentures, notes and evidences of indebtedness, and secure the payment or performance of its obligations by mortgage or otherwise.

(g) Acquire, subscribe for, hold, own, pledge and otherwise dispose of and represent shares of stock, bonds and securities of any other corporation, domestic or foreign.

(h) Purchase or otherwise acquire its own bonds, debentures or other evidences of its indebtedness or obligations, and, subject to the provisions of this division, purchase or otherwise acquire its own shares.

(i) In general to carry on any business not contrary to the laws of the State of California, and to have and exercise all of the powers conferred by the laws of the State of California upon corporations formed thereunder, and to do any and all of the acts and things herein set forth, to the same extent as natural persons could do, and in any part of the world, as principal, factor, agent, contractor or otherwise, and to conduct its business in all or any of its branches in the State of California, and in any and all other states, territories, possessions, colonies and dependencies of the United States of America and in the District of Columbia, and in any and all foreign countries, and to have one or more offices within and outside the State of California.

(j) The purposes herein specified shall, except as otherwise expressed, be in no way limited or restricted by reference to, or inference from the terms of any other clause or paragraph of these Articles. The purposes, objects and powers specified in each of the clauses or paragraphs of these Articles shall be regarded as independent purposes, objects or powers, and the enumeration of specified purposes, objects or powers shall not be held to exclude, limit or restrict in any manner the powers, rights, or privileges given to this corporation by law, or to limit or restrict the meaning of the general terms or the general powers of this corporation.

III

That the principal office for the transaction of business of this corporation is to be located in the County of Riverside, State of California.

IV

That this corporation is authorized to issue one (1) class of shares of stock; the total number of shares which this corporation shall have authority to issue is five thousand (5,000) shares; the aggregate par value of all shares shall be Five Hundred Thousand Dollars (\$500,000.00), and the par value of each share shall be One Hundred Dollars (\$100.00).

No distinction shall exist between the shares of this corporation or the holders thereof.

V

The number of the directors of this corporation is and shall be five(5).

The names and addresses of the persons who are appointed to act as the first directors of the corporation are:

<u>Name</u>	<u>Address</u>
E. L. YEAGER	4456-8th St., Riverside, California
J. S. YEAGER	2870 Ivy St., Riverside, California
E. E. YEAGER	7211 Magnolia Ave., Riverside, California
J. W. POWERS	5060 Sierra St., Riverside, California
JAMES M. WORTZ	405 Citizens Bank Building, Riverside, California

IN WITNESS WHEREOF, for the purpose of forming this corporation under the laws of the State of California, we the undersigned constituting the incorporators thereof, including the persons named hereinabove as the first directors, have executed these Articles of Incorporation this 26th day of March, 1953.

E. L. Yeager

J. S. Yeager

James M. wortz

E. E. Yeager

J. W. powers

STATE OF CALIFORNIA

SS

COUNTY OF RIVERSIDE

On this 26th day of March, 1953, before me, H. L. Thompson
_____, a Notary Public in and for said County and State,
residing therein, duly commissioned and sworn, personally
appeared E. L. YEAGER, J. S. YEAGER, E. L. YEAGER, J. W. POWERS,
and JAMES M. WORTZ, known to me to be the persons whose names
are subscribed to the foregoing Articles of Incorporation, and
acknowledged to me that they executed the same.

IN WITNESS WHEREOF, I have hereunto set my hand and Official
Seal the day and year in this Certificate first above written.

H. L. Thompson

(SEAL)

Notary Public in and for the
County of Riverside, State of
California

WRITTEN CONSENT OF SHAREHOLDERS TO
AMENDMENT OF ARTICLES OF
INCORPORATION OF
E. L. YEAGER PAVING CO., INC.

WHEREAS, at a special meeting of the Board of Directors of E. L. YEAGER PAVING CO., INC., a California corporation, duly held at the principal office for the transaction of business of said corporation at 1995 Agua Mansa Road, Riverside, California, on the first day of November, 1955, at which meeting a quorum of the members of said corporation was at all times present and acting, an amendment of the Articles of Incorporation of said corporation was adopted and approved, amending Article I of said Articles of Incorporation to read as follows

"I. That the name of this corporation is and shall be:

E. L. YEAGER CONSTRUCTION COMPANY, INC."

NOW, THEREFORE, each of the undersigned shareholders of said corporation does hereby adopt, approve and consent to the foregoing amendment of said Articles of Incorporation, and does hereby consent that Article I of said Articles of Incorporation be amended to read as herein set forth.

IN WITNESS WHEREOF, each of the undersigned has hereunto set his name, and following his name, the date of signing and the number of shares of said corporation held by him of record on said date entitled to vote upon amendments of said Articles of Incorporation of the character of the foregoing amendment.

<u>Name</u>	<u>Date</u>	<u>Number of Shares</u>
<u><i>E. L. Yeager</i></u> E. L. Yeager	11/1/55	331
<u><i>Leah S. Yeager</i></u> Leah S. Yeager		
<u><i>Jacques S. Yeager</i></u> Jacques S. Yeager	11/1/55	370
<u><i>Julian W. Powers</i></u> Julian W. Powers	11/1/55	50
<u><i>Ernest L. Yeager</i></u> Ernest L. Yeager	11/1/55	370
<u><i>Richard A. Yeager</i></u> Richard A. Yeager	11/1/55	210

**Skanska USA Civil West
California District Inc.**

1995 Agua Mansa Road
Riverside, CA 92509-2405
Phone 951 684 5360
Fax 951 788 2449
Web www.skanska.com

**CERTIFIED COPY OF BY-LAWS FOR SKANSKA USA
CIVIL WEST CALIFORNIA DISTRICT INC.**

I, Joseph M. Nogues, Secretary/Treasurer of Skanska USA Civil West California District Inc., a California corporation, do hereby certify that the attached is a true and correct copy of the By-Laws for E. L. Yeager Paving Co., Inc, predecessor in interest to Skanska USA Civil West California District Inc., adopted on June 23, 1953, and which remain in full force and effect as to Skanska USA Civil West California District Inc., to this date.

IN WITNESS WHEREOF, I signed this instrument and caused the corporate seal of said corporation to be affixed this 30th day of November, 2009.

CORPORATE SEAL



Joe Nogues
Senior Vice President, Chief Financial Officer,
Secretary/Treasurer
Skanska USA Civil West California District Inc.

ACKNOWLEDGMENT

State of California

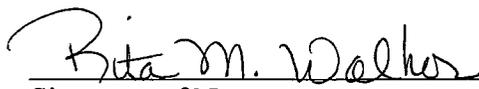
County of Riverside

On November 30, 2009 before me, Rita M. Walker, Notary
(insert name and title of the officer)

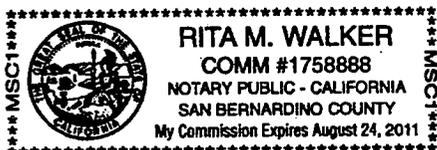
personally appeared Joseph M. Nogues, who proved to me on the basis of satisfactory evidence to be the person(s) whose name(s) is/are subscribed to the within instrument and acknowledged to me that he/~~she~~/they executed the same in his/~~her~~/~~their~~ authorized capacity(ies), and that by his/~~her~~/~~their~~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

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

WITNESS my hand and official seal.



Signature of Notary



BY-LAWS OF
E. L. YEAGER PAVING CO., INC.

ARTICLE I
SHAREHOLDERS: MEETINGS AND VOTING

Section 1. PLACE OF MEETINGS.

All meetings of the shareholders shall be held at the office of the corporation in the State of California, as may be designated for that purpose from time to time by the Board of Directors.

Section 2. ANNUAL MEETINGS.

The annual meeting of the shareholders shall be held on the 15th day of June in each year, if not a legal holiday, and if a legal holiday, then on the next succeeding business day, at the hour of 3 o'clock P.M., at which time the shareholders shall elect by plurality vote a Board of Directors, consider reports of the affairs of the Corporation, and transact such other business as may properly be brought before the meeting.

Section 3. SPECIAL MEETINGS.

Special meetings of the shareholders, for any purpose or purposes whatsoever, may be called at any time by the President, or by the Board of Directors, or by any two or more members thereof, or by one or more shareholders holding not less than one-fifth (1/5th) of the voting power of the corporation.

Section 4. NOTICE OF MEETINGS.

Notices of meetings, annual or special, shall be given in writing to shareholders entitled to vote by the Secretary or the Assistant Secretary, or if there be no such officer, or in case of his neglect or refusal, by any director or shareholder.

Such notices shall be sent to the shareholder's address appearing on the books of the corporation, or supplied by him to the corporation for the purpose of notice, not less than seven days before such meeting.

Notice of any meeting of shareholders shall specify the place, the day and the hour of meeting, and in case of special meeting, as provided by the Corporations Code of California, the general nature of the business to be transacted.

When a meeting is adjourned for thirty days or more, notice of the adjourned meeting shall be given as in case of an original meeting. Save, as aforesaid, it shall not be necessary to give any notice of the adjournment or of the business to be transacted at an adjourned meeting other than by announcement at the meeting at which such adjournment is taken.

Section 5. CONSENT TO SHAREHOLDER'S MEETINGS.

The transactions of any meeting of shareholders, however called and noticed, shall be valid as though had at a meeting duly held after regular call and notice, if a quorum be present either in person or by proxy, and if, either before or after the meeting, each of the shareholders entitled to vote, not present in person or by proxy, sign a written waiver of notice, or a consent to the holding of such

meeting, or an approval of the minutes thereof. All such waivers, consents or approvals shall be filed with the corporate records or made a part of the minutes of the meeting.

Any action which may be taken at a meeting of the shareholders, may be taken without a meeting if authorized by a writing signed by all of the holders of shares who would be entitled to vote at a meeting for such purpose, and filed with the Secretary of the corporation.

Section 6. QUORUM.

The holders of a majority of the shares entitled to vote thereat, present in person, or represented by proxy, shall be requisite and shall constitute a quorum at all meetings of the shareholders for the transaction of business except as otherwise provided by law, by the Articles of Incorporation, or by these By-Laws. If, however, such majority shall not be present or represented at any meeting of the shareholders, the shareholders entitled to vote thereat, present in person, or by proxy, shall have power to adjourn the meeting from time to time, until the requisite amount of voting shares shall be present. At such adjourned meeting at which the requisite amount of voting shares shall be represented, any business may be transacted which might have been transacted at the meeting as originally notified.

Section 7. VOTING RIGHTS; CUMULATIVE VOTING.

Only persons in whose names shares entitled to vote stand on the stock records of the corporation on the day of any meeting of shareholders, unless some other day be fixed by the Board of Directors, for the determination of shareholders of record, then on such other day, shall be entitled to vote at such meeting.

Every shareholder entitled to vote shall be entitled to one vote for each of said shares and shall have the right to accumulate his votes as provided in Section 2235, Corporations Code of California.

Section 8. PROXIES.

Every shareholder entitled to vote, or to execute consents, may do so either in person, or by written proxy duly executed and filed with the Secretary of the corporation.

ARTICLE II DIRECTORS; MANAGEMENT

Section 1. POWERS

Subject to the limitation of the Articles of Incorporation, of the By-Laws and of the Laws of the State of California as to action to be authorized or approved by the shareholders, all corporate powers shall be exercised by or under authority of, and the business and affairs of this corporation shall be controlled by, a Board of Directors.

Section 2. NUMBER AND QUALIFICATION.

The authorized number of directors of the corporation shall be flexible from three (3) to six (6), until changed by amendment to the Articles of these By-Laws, adopted by the vote or written assent of the shareholders entitled to exercise the majority of the voting power of the corporation.

(Amendment dated May 3, 1976)

Section 3. ELECTION AND TENURE OF OFFICE.

The directors shall be elected by ballot at the annual meeting of the shareholders, to serve for one year and until their successors are elected and have qualified. Their term of office shall begin immediately after election.

Section 4. VACANCIES.

(a) A vacancy in the Board of Directors shall exist in case of the death, resignation or removal of any director, or if the shareholders shall increase the authorized number of directors but shall fail at the meeting at which such increase is authorized, or at an adjournment thereof, to elect the additional director so provided for, or in case the shareholders fail at any time to elect the full number of authorized directors.

(b) No reduction of the number of directors shall have the effect of removing any director prior to the expiration of his term of office.

(c) Vacancies in the Board of Directors may be filled by a majority of the remaining directors, though less than a quorum, or by a sole remaining director, and each director so elected shall hold office until his successor is elected at an annual meeting of shareholders or at a special meeting called for that purpose.

(d) The shareholders may at any time elect a director to fill any vacancy not filled by the directors, and may elect the additional directors at the meeting at which an amendment of the By-Laws is voted authorizing an increase in the number of directors.

(e) If the Board of Directors accepts the resignation of a Director tendered to take effect at a future time, the Board, or the shareholders, shall have power to elect a successor to take office when the resignation shall become effective.

Section 5. REMOVAL OF DIRECTORS.

The entire Board of Directors or any individual director may be removed from office by the Shareholders as provided by section 810 of the Corporations Code of California.

Section 6. PLACE OF MEETINGS.

Meetings of the Board of Directors shall be held at the office of the corporation in the State of California, as designated for that purpose, from time to time, by resolution of the Board of Directors or written consent of all the Members of the Board. Any meeting shall be valid, wherever held, if held by the written consent of all Members of the Board of Directors, given either before or after the meeting and filed with the Secretary of the corporation.

Section 7. ORGANIZATION MEETINGS.

The organization meetings of the Board of Directors shall be held immediately following the adjournment of the annual meetings of the shareholders.

Section 8. OTHER REGULAR MEETINGS.

Regular meetings of the Board of Directors shall be held on

If said day shall fall upon a holiday, such meeting shall be held on the next succeeding business day thereafter. No notice need be given of such regular meetings.

Section 9. SPECIAL MEETINGS—NOTICES.

Special meetings of the Board of Directors for any purpose or purposes shall be called at any time by the President or if he is absent or unable or refuses to act, by any Vice-President or by any two directors.

Written notice of the time and place of special meetings shall be delivered personally to the directors or sent to each director by letter or by telegram, charges prepaid, addressed to him at his address as it is shown upon the records of the corporation, or if it is not so shown on such records or is not readily ascertainable, at the place in which the meetings of the directors are regularly held. In case such notice is mailed or telegraphed, it shall be deposited in the United States mail or delivered to the telegraph company in the place in which the principal office of the corporation is located at least forty-eight (48) hours prior to the time of the holding of the meeting. In case such notice is delivered as above provided; it shall be so delivered at least twenty-four (24) hours prior to the time of the holding of the meeting. Such mailing, telegraphing or delivery as above provided shall be due, legal and personal notice to such director.

Section 10. NOTICE OF ADJOURNMENT.

Notice of the time and place of holding an adjourned meeting need not be given to absent directors if the time and place be fixed at the meeting adjourned.

Section 11. WAIVER OF NOTICE.

When all the directors are present at any directors' meeting, however called or noticed, and sign a written consent thereto on the records of such meeting, or, if a majority of the directors are present, and if those not present sign in writing a waiver of notice of such meeting, whether prior to or after the holding of such meeting, which said waiver shall be filed with the Secretary of the corporation, the transactions thereof are as valid as if had at a meeting regularly called and noticed.

Section 12. QUORUM AND VOTE.

(a) A majority of the number of directors as fixed by the articles or By-Laws shall be necessary to constitute a quorum for the transaction of business. A minority of the directors, in the absence of a quorum, may adjourn from time to time, but may not transact any business.

(b) The action of a majority of the directors present at any meeting at which there is a quorum, when duly assembled, is valid as a corporate act.

ARTICLE III
OFFICERS

Section 1. OFFICERS.

The officers shall be a President, one or more Vice-Presidents, a Secretary and a Treasurer, which officers shall be elected by, and hold office at the pleasure of, the Board of Directors.

Section 2. ELECTION.

After their election the directors shall meet and organize by electing a President from their own number, and one or more Vice-Presidents, a Secretary and a Treasurer, who may, but need not be, members of the Board of Directors. Any two or more of such offices except those of President and Secretary, may be held by the same person.

Section 3. COMPENSATION AND TENURE OF OFFICE.

The compensation and tenure of office of all the officers of the corporation shall be fixed by the Board of Directors.

Section 4. REMOVAL AND RESIGNATION.

Any officer may be removed, either with or without cause, by a majority of the directors at the time in office, at any regular or special meeting of the Board, or, except in case of an officer chosen by the Board of Directors, by any officer upon whom such power of removal may be conferred by the Board of Directors.

Any officer may resign at any time by giving written notice to the Board of Directors or to the President, or to the Secretary of the corporation. Any such resignation shall take effect at the date of the receipt of such notice or at any later time specified therein; and, unless otherwise specified therein, the acceptance of such resignation shall not be necessary to make it effective.

Section 5. VACANCIES.

A vacancy in any office because of death, resignation, removal, disqualification or any other cause shall be filled in the manner prescribed in the By-Laws for regular appointments to such office.

Section 6. PRESIDENT.

The President shall be the chief executive officer of the corporation and shall, subject to the control of the Board of Directors, have general supervision, direction and control of the business and affairs of the corporation. He shall preside at all meetings of the shareholders and of the Board of Directors. He shall be ex-officio. In Article III, Section 6, following the sentence "he shall preside at all meetings of the shareholders and of the Board of Directors", the following words shall be added: "in the absence of the Chairman of the Board." (Amendment dated September 15, 1964)

Section 7. VICE-PRESIDENTS.

The Vice-Presidents shall, in the order designated by the Board of Directors, in the absence or disability of the President, perform the duties and exercise the powers of the President, and shall perform such other duties as the Board of Directors shall prescribe.

Section 8. SECRETARY.

The Secretary shall keep, or cause to be kept, a book of minutes at the principal office or such other place as the Board of Directors may order, of all meetings of directors and shareholders, with the time and place of holding, whether regular or special, and if special, how authorized, the notice thereof given, the names of those present at directors' meetings, the number of shares present or represented at shareholders' meetings and the proceedings thereof.

The Secretary shall keep, or cause to be kept, at the principal office or at the office of the corporation's transfer agent, a share register, or a duplicate share register, showing the names of the shareholders and their addresses; the number and classes of shares held by each; the number and date of certificates issued for the same, and the number and date of cancellation of every certificate surrender for cancellation.

The Secretary shall give, or cause to be given, notice of all the meetings of the shareholders and of the Board of Directors require by the By-Laws or by law to be given; he shall keep the seal of the corporation and affix said seal to all documents requiring a seal, and shall have such other powers and perform such other duties as may be prescribed by the Board of Directors or the By-Laws.

Section 9. TREASURER.

The Treasurer shall receive and keep all the funds of the corporation, and pay them out only on the check of the corporation, signed in the manner authorized by the Board of Directors.

Section 10. ASSISTANTS.

Any Assistant Secretary or Assistant Treasurer, respectively, may exercise any of the powers of Secretary or Treasurer, respectively, as provided in these By-Laws or as directed by the Board of Directors, and shall perform such other duties as are imposed upon them by the By-Laws or the Board of Directors.

Section 11. SUBORDINATE OFFICERS.

The Board of Directors may from time to time appoint such subordinate officers or agents as the business of the corporation may require, fix their tenure of office and allow them suitable compensation

Section 12. CHAIRMAN OF THE BOARD.

The Board of Directors shall select from its members a Chairman, who shall preside at all meetings of the Board of Directors and shall be an ex officio member of all standing committees, and subject to the power herein granted to the President, shall have the general powers and duties of management usually vested in the office of a Chairman of the Board.

(Annual Meeting June 15, 1956)

ARTICLE V CORPORATE RECORDS AND REPORTS—INSPECTION

Section 1. RECORDS.

The corporation shall maintain adequate and correct accounts, books and records of its business and properties. All of such books, records and accounts shall be kept at its principal place of business in the State of California, as fixed by the Board of Directors from time to time.

Section 2. INSPECTION OF BOOKS AND RECORDS.

All books and records provided for in Section 3003 of the Corporations Code of California shall be open to inspection of the shareholders from time to time and in the manner provided in said Section

3003, and by the Directors as provided in Section 3004 of the Corporations Code.

Section 3. CERTIFICATION AND INSPECTION OF BY-LAWS.

The original or a copy of these By-Laws, as amended or otherwise altered to date, certified by the Secretary, shall be open to inspection by the shareholders and Directors of the company, as provided by the Corporations Code of California.

Section 4. CHECKS, DRAFTS, ETC.

All checks, drafts or other orders for payment of money, notes or other evidences of indebtedness, issued in the name of or payable to the corporation, shall be signed or endorsed by such person or persons and in such manner as shall be determined from time to time by resolution of the Board of Directors.

Section 5. CONTRACTS, ETC.—HOW EXECUTED.

The Board of Directors, except as in the By-Laws otherwise provided, may authorize any officer or officers, agent or agents, to enter into any contract or execute any instrument in the name of and on behalf of the corporation. Such authority may be general or confined to specific instances. Unless so authorized by the Board of Directors no officer, agent or employee shall have any power or authority to bind the corporation by any contract or engagement, or to pledge its credit, or to render it liable for any purpose or to any amount.

Section 6. ANNUAL REPORT.

Upon the request of shareholders owning one-fifth (1/5th) of the outstanding stock, the directors shall cause to be sent to the shareholders, not later than one hundred twenty (120) days after the close of the fiscal or calendar year, a balance sheet as of the closing date of such year, together with a statement of income and profit and loss for such year. These financial statements shall be certified to by the President, Secretary, Treasurer or a public accountant.

ARTICLE VI
CERTIFICATES AND TRANSFER OF SHARES

Section 1. CERTIFICATES FOR SHARES.

Certificates for shares shall be of such form and device as the Board of Directors may designate and shall state the name of the recorder of the shares represented thereby; its number; date of issuance; the number of shares for which it is issued; the par value, if any, or a statement that such shares are without par value; a statement of the rights, privileges, preferences and restrictions, if any; a statement as to redemption or conversion, if any; a statement of liens or restrictions upon transfer or voting, if any; if the shares be assessable, or, if assessments are collectible by personal action, a plain statement of such facts.

Every certificate for shares must be signed by the President or a Vice-President and the Secretary or an Assistant Secretary or must be authenticated by facsimiles of the signatures of the President and Secretary or by a facsimile of the signature of its President and the written signature of its Secretary or an Assistant Secretary. Before

it becomes effective every certificate for shares authenticated by a facsimile of a signature must be countersigned by a transfer agent or transfer clerk and must be registered by an incorporated bank or trust company, either domestic or foreign, as registrar of transfers.

Section 2. TRANSFER ON THE BOOKS.

Upon surrender to the Secretary or transfer agent of the corporation of a certificate for shares duly endorsed or accompanied by proper evidence of succession, assignment or authority to transfer, it shall be the duty of the corporation to issue a new certificate to the person entitled thereto, cancel the old certificate and record the transaction upon its books.

Section 3. LOST OR DESTROYED CERTIFICATES.

Any person claiming a certificate of stock to be lost or destroyed shall make an affidavit or affirmation of that fact and advertise the same in such manner as the Board of Directors may require, and shall if the directors so require give the corporation a bond of indemnity, in form and with one or more sureties satisfactory to the Board, in at least double the value of the stock represented by said certificate, whereupon a new certificate may be issued of the same tenor and for the same number of shares as the one alleged to be lost or destroyed.

Section 4. TRANSFER AGENTS AND REGISTRARS.

The Board of Directors may appoint one or more transfer agents or transfer clerks, and one or more registrars, which shall be an incorporated bank or trust company—either domestic or foreign, who shall be appointed at such times and places as the requirements of the corporation may necessitate and the Board of Directors may designate.

Section 5. CLOSING STOCK TRANSFER BOOKS.

The Board of Directors may close the transfer books in their discretion for a period not exceeding thirty days preceding any annual or special meeting of the shareholders, or the day appointed for the payment of a dividend.

ARTICLE VII CORPORATE SEAL

The corporate seal shall be circular in form, and shall have inscribed thereon the name of the corporation, the date of its incorporation, and the word California.

ARTICLE VIII AMENDMENTS TO BY-LAWS

Section 1. BY SHAREHOLDERS.

New By-Laws may be adopted or these By-Laws may be repealed or amended at their annual meeting, or at any other meeting of the shareholders called for that purpose, by a vote of shareholders entitled to exercise a majority of the voting power of the corporation, or by written assent of such shareholders.

Section 2. BY BOARD OF DIRECTORS.

Subject to the right of the shareholders to adopt, amend or repeal By-Laws, as provided in Section 1 of this Article VIII, the Board of Directors may adopt, amend or repeal any of these By-Laws other than a By-Law, or amendment thereof, changing the authorized number of directors.

Section 3. RECORD OF AMENDMENTS.

Whenever an amendment or new By-Law is adopted, it shall be copied in the Book of By-Laws with the original By-Laws, in the appropriate place. If any By-Law is repealed, the fact of repeal with the date of the meeting at which the repeal was enacted or written assent was filed shall be stated in said book.

KNOW ALL MEN BY THESE PRESENTS:

That we, the undersigned, being all of the persons appointed in the Articles of Incorporation to act as the first Board of Directors of E. L. YEAGER CO., INC. hereby assent to the foregoing By-Laws, and adopt the same as the By-Laws of said corporation.
IN WITNESS WHEREOF, we have hereunto set our hands this 23rd day of June 19 53.

[Handwritten signatures of four directors on lined paper]

Directors.

THIS IS TO CERTIFY:

That I am the duly elected, qualified and acting Secretary of and that the above and foregoing By-Laws were adopted as the By-Laws of said corporation on the 23rd day of June 1953, by the persons appointed in the Articles of Incorporation to act as the first directors of said corporation.

IN WITNESS WHEREOF, I have hereunto set my hand this 23rd day of June 1953.

Secretary.

THIS IS TO CERTIFY:

That I am the duly elected, qualified and acting Secretary of and that the above and foregoing Code of By-Laws was submitted to the shareholders at their first meeting held on the day of 19 , and was ratified by the vote of shareholders entitled to exercise the majority of the voting power of said corporation.

IN WITNESS WHEREOF, I have hereunto set my hand this day of 19 .

Secretary.

CERTIFIED COPY OF CORPORATE RESOLUTION

I, Joseph M. Nogues, Secretary of Skanska USA Civil West California District Inc., a California Corporation, do hereby certify that the following is a true and correct copy of a resolution that was adopted through action by unanimous written consent of the Board of Directors of Skanska USA Civil West California District Inc., and further certify that said resolution has not been repealed or amended and is still in full force and effect.

“RESOLVED, that Richard Cavallaro, Chairman, President & Chief Executive Officer; Tony Taddeo, Senior Vice President & General Manager; Thomas Sutton, Senior Vice President; Michael Aparicio, Executive Vice President; Tim Wilson, Vice President; Jeff Langevin, Vice President; Mark Leintz, Vice President; Michael F. Smithson, Vice President; and Joseph M. Nogues, Senior Vice President, Chief Financial Officer & Secretary/Treasurer, be and is hereby authorized on behalf of Skanska USA Civil West California District Inc. to execute bids, bid bonds, contracts, performance and payment bonds, and all other documents necessary for the execution and progress of contracts.”

IN WITNESS WHEREOF, I have signed this instrument and caused the corporate seal of said corporation to be affixed this 25th day of August, 2014.



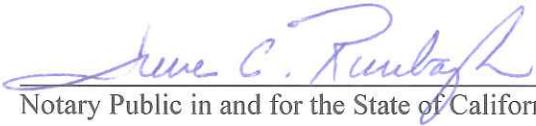
Joseph M. Nogues
Senior VP, Chief Financial Officer
SKANSKA USA CIVIL WEST CALIFORNIA DISTRICT INC.

(SEAL)

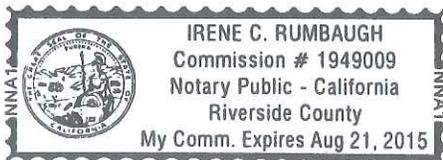
STATE OF CALIFORNIA)

COUNTY OF RIVERSIDE)

Subscribed and sworn to before me this 25th day of August 2014.



Notary Public in and for the State of California



SKANSKA