ELECTRONIC COPY

AMES GRIFFITH
SINCE 1902
JOINT VENTURE

STATE ROUTE 58 KRAMER JUNCTION EXPRESSWAY PROJECT

STATEMENT OF QUALIFICATIONS

DATE OF SUBMITTAL: FEBRUARY 26, 2015

SAFETY
MOBILITY
QUALITY
ENVIRONMENTAL COMPLIANCE
PROJECT DELIVERY
INNOVATION
EFFECTIVENESS

State Route 58 (SR-58) Kramer Junction Expressway Project CMGC
Statement of Qualifications | Contract No. 08-0J07CM

February 26, 2015

AMES GRIFFITH
SINCE 1902
JOINT VENTURE

State of California Department of Transportation
District 8 Office
Division of Project/Program Management
464 West 4th Street
San Bernardino, CA 92401-1400
RE: Request for Qualifications State Route 58 (SR-58) Kramer Junction Expressway Project CMGC

Dear Members of the Evaluation Committee:

Ames Construction, Inc. (Ames) and Griffith Company (Griffith) are pleased to submit our Statement of Qualifications for the State Route 58 (SR-58) Kramer Junction Expressway Project. Our companies have come together to form the Ames Griffith Joint Venture (AGJV) as a fully integrated team that capitalizes on the strengths of both companies. Ames is currently in its 53rd year and is performing work for Caltrans as the general contractor on the I-215 Bi-County HOV Gap Closure project where we demonstrate a commitment to project goals through our culture of safety, risk management and delivering quality on-time work on a daily basis. Griffith brings its 113 years of California construction experience, most of which with Caltrans, to enhance the team's depth.

AGJV will meet and exceed the seven Department goals set forth for this project: Safety; Mobility; Quality; Environmental Compliance; Project Delivery; Innovation and Effectiveness as described in the attached Statement of Qualifications. We believe AGJV is most uniquely qualified for the SR-58 Kramer Junction project in the following ways:

Safety First - AGJV's Experience Modification Rate in for 2014 averages below 0.73. Our stringent safety culture will be reflected on this project throughout the design, construction and life cycle use;

CMGC Experience - With a combined history of 13 CMGC projects totaling over $300 million, we have the knowledge and understanding of the CMGC process to seamlessly transition from preconstruction to construction. Project integration will fully engage Caltrans from notice to proceed to final project closeout;

Experience with Caltrans – AGJV's partners are currently under contract on 14 Caltrans projects including I-215 Bi-County HOV Gap Closure project and I-15 Concrete Replacement Project, both in District 8;

Qualified Project Team - AGJV will staff this project with Caltrans-experienced managers, engineers and superintendents throughout the project delivery process. We have the right personnel for this team; and

Project Delivery - 3 million cubic yards of import borrow material will be provided for the project by Rio Tinto Minerals (RTM), a Boron, CA mine located contiguous to the project right-of-way. RTM and AGJV have an **exclusive written agreement** that will dramatically benefit the project by eliminating on-road construction haul traffic on SR-58, at Kramer Junction, and on US-395. Significant benefits of this exclusive agreement are reduced exposure to the motoring public, eliminating degradation of State/local infrastructure, and reduced environmental impact.

The Ames Griffith Joint Venture is the right team for this project. We look forward to continuing our strong relationship with District 8, all stake holders, businesses and the motoring public.

Sincerely,

Gerard F. Miller
Vice President and Joint Venture Managing Partner
Ames Construction, Inc.

Jaimie Angus
President
Griffith Company

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TRANSMITTAL LETTER & PROPOSER SOQ CERTIFICATIONS

Form A
TRANSMITTAL LETTER

SOQ Date: February 26, 2015

California Department of Transportation

District 8 Office, Division of Project/Program Management

464 West 4th Street

San Bernardino, CA 92401-1400

Attn: Jim Robinson, Project Manager

The undersigned ("Proposer") submits this proposal and statement of qualification submittal (this "SOQ") in response to that certain Request for Qualifications dated as of February 26, 2015 (as amended, the "RFQ"), issued by California Department of Transportation ("Department") to provide preconstruction services and construct the related facilities within the State Route 58 Kramer Junction Expressway, 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:

[See attachment regarding addenda questions and answers.]

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.

SOQ – Ames Griffith Joint Venture
SR-58 Kramer Junction Expressway Project
Form A – Transmittal Letter Attachment

February 26, 2015

Form A- Transmittal Letter Attachment

AGJV received Addendum 1 dated February 11, 2015 and received the following questions and answers from the Bidsync website. The addendum and the questions and answers were incorporated into our Statement of Qualifications.

1. 083477CM - State Route 58 (SR-58) Kramer
What is the DBE Goal for this Procurement? Any specific DBE Goals for CM- Phase 1? Any conflict with the firm if they are part of CM Team from recent District 8 CM contract for this Project? - Jan 16, 2015 7:39:05 AM PST
Answer - Jan 21, 2015 7:25:57 AM PST
This procurement does not have a DBE Goal set for the Preconstruction Services phase. DBE goals will be set for construction contracts that result from the Preconstruction Services phase. More details are required regarding the work performed on the "recent District 8 CM contract" in order for the Department to make a potential conflict determination. We recommend providing the details of potential conflicts of interest to the Department Contact prior to submitting a Statement of Qualifications to obtain a determination.

2. 083477CM - State Route 58 (SR-58) Kramer
Subsection 7, Additional Project Documentation, indicates that Preliminary Plans can be found on BidSync.com. Please confirm that the listed documents may be found in the Final EIR, and are not available in BidSync.com. - Jan 20, 2015 10:40:16 AM PST
Answer - Jan 21, 2015 10:38:51 AM PST
The listed documents may be found at: http://www.dot.ca.gov/hq/oppd/cmgc/kramerRFQdocs/

3. 083477CM - State Route 58 (SR-58) Kramer
Please clarify the substantial completion date. Subsection 1.4.2, Project Goals (RFQ page 7) indicates that the substantial completion date is "by October 2019". Subsection 2.1, Procurement Schedule (RFQ page 13) indicates that the substantial completion date is "5/1/2020". - Jan 20, 2015 10:42:29 AM PST
Answer - Jan 21, 2015 12:29:51 PM PST
Section 1.4.2 (E) should read "Project Delivery: Develop and implement innovative solutions to obtain substantial completion by May 2020."

4. 083477CM - State Route 58 (SR-58) Kramer
Appendix F, Scoring Form, does not align with Subsection 3.7, Project Understanding and Approach. Please confirm the scoring for 3.7, Project Understanding and Approach. - Jan 20, 2015 10:48:38 AM PST
Answer - Jan 21, 2015 10:38:51 AM PST
The scoring criteria for Project Understanding and Approach is provided in Section 3.7.1. Appendix F summarizes the criteria and provides the weighting of each of the criteria contained in Sections 3.5.1, 3.6.1, and 3.7.1.

5. 083477CM - State Route 58 (SR-58) Kramer

Section 3.6.1 indicates the following: "The proposer should provide job descriptions, responsibilities, and authority for each working title. Identify and discuss the qualifications of the following Key Members of the team, describe how they will meet the stated Project goals including building a professional and collaborative Project Team"; however the contents for corresponding SOQ section 5 and appendix A only requires Form D to be provided in section A and required resumes to be provided in Appendix A. Where in the SOQ document should the Proposer include the job descriptions and responsibilities, as well as the discussions of key personnel qualifications? Should this be part of each resume or a separate write up? Please advise - Feb 06, 2015 9:16:59 AM PST

Answer - Feb 06, 2015 9:53:46 AM PST

This information should be provided on the resume for each key personnel.

6. 083477CM - State Route 58 (SR-58) Kramer

Reference SECTION 3.5 Firm Experience and Past Performance, subsection B) In submitting the required information for “B) Firm Experience Using Appendix C, Form B” Is it a requirement that you use the provided Form B as provided in Appendix C or can you reformat this section at the discretion of the Proposer? - Feb 12, 2015 3:29:37 PM PST

Answer - Feb 13, 2015 7:32:07 AM PST

The Form Bs can be modified as long all topics and all requested information is provided.

Proposer's business address:

391 North Main Street			Suite 302
(No.)	(Street)		(Floor or Suite)
Corona	CA	92880	USA
(City)	(State or Province)	(ZIP or Postal Code)	(Country)

State or Country of Incorporation/Formation/Organization: _____

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

[Insert Proposer's name]

2. Sample signature block for partnership or joint venture:

Ames Griffith Joint Venture

By: ***Ames Construction, Inc.***

By: _____

Print Name: Gerard F. Miller

Title: Vice President

By: ***Griffith Company***

By: _____

Print Name: Jaimie R. Angus

Title: President

[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

State of California

County of Riverside

On 2/4/15 before me, (here insert name and title of the officer), personally appeared Gerard F. Miller 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.

JENNIFER D. LEWIS
COMM. #2086459
Notary Public - California
Riverside County
My Comm. Expires Oct. 17, 2018
NRO1

Notary Public Signature

Jennifer D. Lewis

Notary Public Seal

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

CALIFORNIA ALL PURPOSE ACKNOWLEDGMENT

State of California

County of Orange

On February 17th 2015 before me, (here insert name and title of the officer), Megan Aguilar, Nitary Public personally appeared Jaimie R. Angus 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.

MEGAN AGUILAR
Commission # 1962561
Notary Public - California
Orange County
My Comm. Expires Dec 3, 2015

Notary Public Signature

Megan Aguilar

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

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, Gerard F. Miller, being first duly sworn, state that I am the Vice President of Ames Construction, Inc. a Joint Venture Member of Ames Griffith Joint Venture 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 SR 58 Kramer Junction Expressway 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)

Gerard F. Miller
(Name Printed)

ACKNOWLEDGMENT

State of California
County of Riverside

On 2/4/15 before me, Jennifer D. Lewis [here insert name and title of the officer] personally appeared, Gerard F. Miller, Vice President, 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 Jennifer D. Lewis 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).

NRO1 JENNIFER D. LEWIS COMM. #2086459 Notary Public - California Riverside County My Comm. Expires Oct. 17, 2018 NRO1

Form G
PROPOSER SOQ CERTIFICATION

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

DECLARATION

STATE OF California)
)SS:
COUNTY OF Orange)

I, Jaimie R. Angus, being first duly sworn, state that I am the President of Griffith Company, a Joint Venture Member of Ames Griffith Joint Venture 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 SR 58 Kramer Junction Expressway 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)

Jaimie R. Angus
(Name Printed)

ACKNOWLEDGMENT

State of California
County of Orange

On 1/28/15 before me, Megan Aguilar, Notary Public [here insert name and title of the officer] personally appeared, Jaimie R. Angus, 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.

Megan Aguilar
Notary Public Signature

MEGAN AGUILAR
Commission # 1962561
Notary Public - California
Orange County
My Comm. Expires Dec 3, 2015

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

1 | LEGAL STRUCTURE

THE AGJV BENEFIT

Ames Griffith Joint Venture will execute this project under the CMGC process which will best serve Caltrans through our commitment to the pillars of project execution:

SAFETY
Combined 2014 EMR of 0.73

MOBILITY
Self performed Maintenance of Traffic

QUALITY
Exclusive Independent Quality Firm

ENVIRONMENTAL COMPLIANCE
4 SWPPP Grades of 1A

PROJECT DELIVERY
166 Years of Combined Experience

INNOVATION
14 Innovative Ideas

EFFECTIVENESS
1st CMGC for 4 Agencies

AGJV and Caltrans share common goals that are depicted as "pillars" on the cover of the SOQ. Individual pillars denoting each goal are also shown on each Section tab. The integration of goals throughout the SOQ is consistent with the AGJV approach to CMGC and integration of project goals with successful, safe execution of the project.

A. Legal Structure

Ames Griffith Joint Venture (AGJV) is a fully integrated team comprised of two highly qualified, locally-based heavy highway construction specialists. Ames Construction, Inc. (Ames) is the managing partner with 60% equity and Griffith Company (Griffith) with 40% participation in the proposing entity on the SR-58 Project. Safety, quality and similar corporate cultures brought our firms together to help guide the design and construction effort to meet Caltrans' project goals. The team values each relationship with respect, integrity and honesty and looks forward to being Caltrans' partner and team of choice for the SR-58 Project. A copy of the Teaming Agreements are included in Appendix B.

B. Transmittal Letter

As a joint venture, Ames Construction and Griffith Company agree to be fully liable for the performance under the Preconstruction Services Contract, as reflected in the execution of Form A.

C. Major Participants

Ames Construction

Ames Construction, Inc. is ranked 83rd among Engineering News-Record's Top 400 U.S. Contractors (2014). Ames remains a privately held company since its beginning more than 50 years ago. With a strong work ethic that values business relationships built on honesty, performance and mutual trust, Ames delivers successful projects to its clients by performing to the industry's highest standards each day on every project. Ames has completed 33 alternate delivery projects, 12 of which were CMGC delivery projects totaling over $300 million. Ames was the lead civil contractor in the joint venture that constructed the $1.1 billion I-15 Corridor Expansion (I-15 CORE) for the Utah Department of Transportation. On this project, 24 miles of interstate was reconstructed six weeks ahead of schedule and $260 million in savings was realized.

Griffith Company

Griffith Company is an employee-owned company with extensive heavy-civil construction experience, specializing in transportation and infrastructure projects throughout Southern California. A pioneer of general engineering contractors in the west, Griffith brings over 110 years of experience to the AGJV. The firm has a proven record of successfully completing high profile, complex transportation projects with extraordinary time constraints that require collaboration with the owner and various project stakeholders. Griffith brings a highly skilled workforce of over 650 people in Southern California and all the necessary construction equipment to complete the work.

D. Conflicts of Interest

Equity Members of the Ames Griffith Joint Venture are not on any other teams proposing on the SR-58 Project.

E. Form E: Proposers Organization Information

Ames and Griffith have completed and executed Form E found in the following pages.

F. Form F: Proposers Disadvantaged Business Enterprise Declaration Affidavit

Ames and Griffith have completed and executed Form F found in the following pages.

Form E
PROPOSER'S ORGANIZATION INFORMATION

Name of Proposer:

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:	**Ames Griffith Joint Venture**
Address:	391 North Main Street, Suite 302 Corona, CA 92880
Contact Name:	Gerard F. Miller Title: Vice President
Telephone No.:	951-356-1275 Fax No.: 951-225-5513 E-mail: jerrymiller@amesco.com
Local / Regional Contact	
Name:	Jeff Geist
Address:	391 North Main Street, Suite 302 Corona, CA 92880
Telephone No.:	951-356-1275 Fax No.: 951-225-5513 E-mail: jeffgeist@amesco.com

Form F

PROPOSER'S DISADVANTAGED BUSINESS ENTERPRISE DECLARATION AFFIDAVIT

Name of Proposer: Ames Griffith Joint Venture

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

STATE OF: California
COUNTY OF: Orange

Each of the undersigned, being first duly sworn, deposes and says that Gerard F. Miller
(Contact Name)

is the Vice President of Ames Construction, Inc. and Jaimie R. Angus is the President
(Title) (Company) (Contact Name) (Title)

of Griffith Company, which entity(ies) are the Joint Venture
(Company) (Joint Venture/Partnership, Other)

of Ames Griffith Joint Venture, the entity making the foregoing Statement of Qualification.
(Joint Venture Company)

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

(Signature)	(Signature)
Gerard F. Miller	Jaimie R. Angus
(Name Printed)	(Name Printed)
Vice President	President
(Title)	(Title)

State of California
County of Riverside
Subscribed and sworn to (or affirmed) before me on this 4TH day of February, 20 15, by Gerard F. Miller, proved to me on the basis of satisfactory evidence to be the person(s) who appeared before me..

Notary Public Signature Jennifer D. Lewis 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.]

NR01 JENNIFER D. LEWIS
COMM. #2086459
Notary Public - California
Riverside County
My Comm. Expires Oct. 17, 2018 NR01

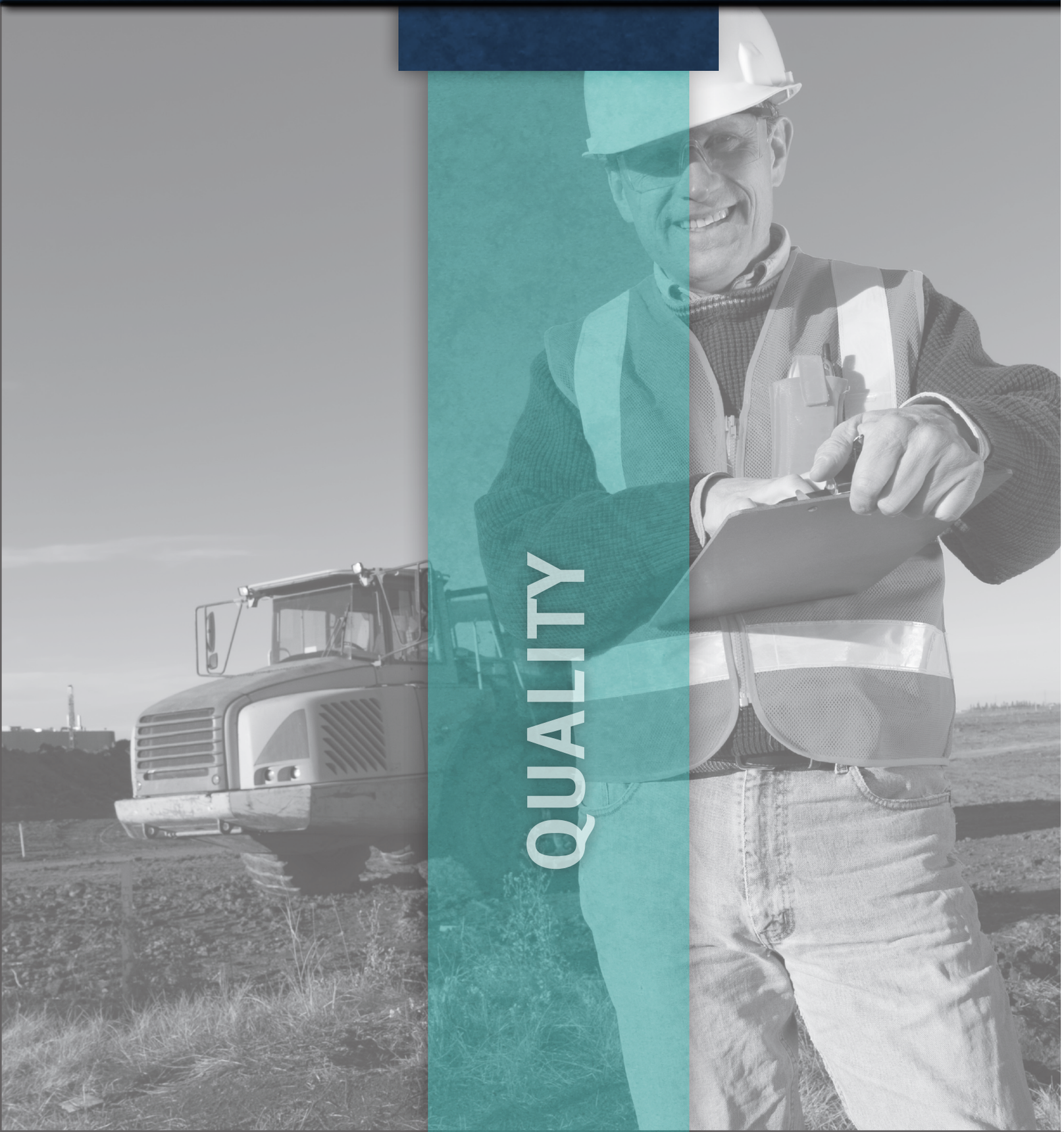
State of California
County of Orange
Subscribed and sworn to (or affirmed) before me on this 28th day of January, 20 15, by Jaimie R. Angus, proved to me on the basis of satisfactory evidence to be the person(s) who appeared before me..

Notary Public Signature Megan Aguilar 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.]

MEGAN AGUILAR
Commission # 1962561
Notary Public - California
Orange County
My Comm. Expires Dec 3, 2015

SECTION 2
FINANCIAL CAPACITY



2 FINANCIAL CAPACITY

Ames Griffith Joint Venture (AGJV) has the financial capacity and resources available to enter into a contract with Caltrans for the SR-58 Project.

A. Performance Bond

Travelers Casualty and Surety Company of America which carries an A.M. Best rating of A++ XV along with, Liberty Mutual Insurance Company, which carries an A.M. Best rating of A XV advise that they act as co-sureties on behalf of Ames Griffith Joint Venture. Both sureties are considered major providers of contract surety bonds and are listed in the Federal Register as acceptable sureties, and are authorized to do business in the State of California.

The included notarized surety letter will serve as evidence to the ability of Ames Griffith Joint Venture to meet the requirements as set forth in RFQ Section 1.15.1 and Section 3.3.1 of 100% Payment and Performance Bonds.

B. Insurance Certifications

Cobb Strecker Dunphy & Zimmermann has provided assurance that AGJV will be able to obtain the required insurance limits outlined in RFQ Section 1.15.2, Section 3.3(B), and the Preconstruction Services Contract in the attached signed letter.

TRAVELERS

One Tower Square
Hartford, CT 06183
(860) 277-0111

February 6, 2015

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

RE: AMES GRIFFITH JOINT VENTURE
State Route 58 (SR-58) Kramer Junction Expressway Project
Project ID 0800000616
Project Estimate: $160,000,000

To Whom It May Concern:

Ames Griffith Joint Venture is submitting its qualifications to you for the above referenced project. The purpose of this letter is to express our support, as Co-Sureties, of the JV on this project.

Ames Griffith Joint Venture's current bonding capacity is sufficient for the Project and referenced payment and performance bonds and their current bonding capacity is in excess of the current estimated contract value. Should the contract value increase, significant additional capacity remains available to the Joint Venture. The current available bonding capacity for this team is in excess of $300 million.

Travelers Casualty and Surety Company of America ("Travelers") and Liberty Mutual Insurance Company ("Liberty") further confirm that the JV is capable of obtaining a Performance Bond and Payment Bond covering the project in the full amount of the contract. Additionally, both Travelers and Liberty are admitted to do business in the state of California and are rated at least A- by AM Best and Class VIII or better.

Please note that the decision to issue performance and payment bonds is a matter between the JV partners and their Sureties, and will be subject to their standard underwriting at the time of a final bond request, which will include, but not be limited to, the acceptability of the contract documents, contract specifications and bond forms. The Sureties assume no liability to third parties, or to you, if for any reason we do not execute said bonds.

Sincerely,

TRAVELERS CASUALTY AND SURETY COMPANY OF AMERICA
LIBERTY MUTUAL INSURANCE COMPANY

Bruce N. Telander, Attorney-in-Fact

ACKNOWLEDGMENT OF CORPORATE SURETY

State of Minnesota)
) ss. On this 6th day of February 2015
County of Hennepin) before me appeared Bruce N. Telander
to me personally known, who, being by me duly sworn, did say that he
is the Attorney-in-Fact of Travelers Casualty and Surety Company
of America/ Liberty Mutual Insurance Company
corporations, that the seals affixed to the foregoing
instrument is the corporate seals of said corporations and that said
instrument was executed in behalf of said corporations by authority of its
Board of Directors; and that said Bruce N. Telander acknowledged
said instrument to be the free act and deed of said corporations.

LIN ULVEN
NOTARY PUBLIC - MINNESOTA
My Commission Expires
January 31, 2020

Notary Public Ramsey County, MN
My commission expires 1/31/2020

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

TRAVELERS

POWER OF ATTORNEY

Farmington Casualty Company
Fidelity and Guaranty Insurance Company
Fidelity and Guaranty Insurance Underwriters, Inc.
St. Paul Fire and Marine Insurance Company
St. Paul Guardian Insurance Company
St. Paul Mercury Insurance Company
Travelers Casualty and Surety Company
Travelers Casualty and Surety Company of America
United States Fidelity and Guaranty Company

Attorney-In Fact No. 228554

Certificate No. 006106722

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

Bruce N. Telander, Donald R. Olson, John E. Tauer, Linda K. French, R. W. Frank, Craig Remick, Rachel Thomas, Nicole Stillings, Joshua R. Loftis, Brian J. Oestreich, Sandra M. Doze, Jerome T. Ouimet, D.R. Dougherty, Jack Cedarleaf II, Kurt C. Lundblad, Pamela T. Curran, and Melinda C. Blodgett

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

IN WITNESS WHEREOF, the Companies have caused this instrument to be signed and their corporate seals to be hereto affixed, this 1st day of October, 2014.

Farmington Casualty Company
Fidelity and Guaranty Insurance Company
Fidelity and Guaranty Insurance Underwriters, Inc.
St. Paul Fire and Marine Insurance Company
St. Paul Guardian Insurance Company
St. Paul Mercury Insurance Company
Travelers Casualty and Surety Company
Travelers Casualty and Surety Company of America
United States Fidelity and Guaranty Company

WARNING THIS POWER OF ATTORNEY IS INVALID WITHOUT THE RED BORDER

State of Connecticut
City of Hartford ss.

By: _____
Robert L. Raney, Senior Vice President

On this the 1st day of October, 2014, before me personally appeared Robert L. Raney, who acknowledged himself to be the Senior Vice President of Farmington Casualty Company, Fidelity and Guaranty Insurance Company, Fidelity and Guaranty Insurance Underwriters, Inc., St. Paul Fire and Marine Insurance Company, St. Paul Guardian Insurance Company, St. Paul Mercury Insurance Company, Travelers Casualty and Surety Company, Travelers Casualty and Surety Company of America, and United States Fidelity and Guaranty Company, and that he, as such, being authorized so to do, executed the foregoing instrument for the purposes therein contained by signing on behalf of the corporations by himself as a duly authorized officer.

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

Marie C. Tetreault, Notary Public

58440-8-12 Printed in U.S.A.

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

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

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

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

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

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

I, Kevin E. Hughes, the undersigned, Assistant Secretary, of Farmington Casualty Company, Fidelity and Guaranty Insurance Company, Fidelity and Guaranty Insurance Underwriters, Inc., St. Paul Fire and Marine Insurance Company, St. Paul Guardian Insurance Company, St. Paul Mercury Insurance Company, Travelers Casualty and Surety Company, Travelers Casualty and Surety Company of America, and United States Fidelity and Guaranty Company do hereby certify that the above and foregoing is a true and correct copy of the Power of Attorney executed by said Companies, which is in full force and effect and has not been revoked.

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

IN TESTIMONY WHEREOF, I have hereunto set my hand and affixed the seals of said Companies this 6th day of February, 20 15.

Kevin E. Hughes, Assistant Secretary

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

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. 6790853

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, Brian J. Oestreich; Bruce N. Telander; Craig Remick; D. R. Dougherty; Donald R. Olson; Jack Cedarleaf II; Jerome T. Ouimet; John E. Tauer; Joshua R. Loftis; Kurt C. Lundblad; Lin Ulven; Linda K. French; Melinda C. Blodgett; Nicole Stillings; Pamela T. Curran; R W. Frank; Rachel Thomas; Sandra M. Doze

all of the city of Minneapolis, state of MN 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 19th day of November, 2014.

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

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

STATE OF PENNSYLVANIA ss
COUNTY OF MONTGOMERY

On this 19th day of November, 2014, before me personally appeared David M. Carey, who acknowledged himself to be the Assistant Secretary of American Fire and Casualty Company, Liberty Mutual Insurance Company, The Ohio Casualty Insurance 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 Plymouth Meeting, Pennsylvania, on the day and year first above written.

COMMONWEALTH OF PENNSYLVANIA
Notarial Seal
Teresa Pastella, Notary Public
Plymouth Twp., Montgomery County
My Commission Expires March 28, 2017
Member, Pennsylvania Association of Notaries

By: Teresa Pastella
Teresa Pastella, 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 David M. Carey, 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, Gregory W. Davenport, 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 6th day of February, 2015.

By: Gregory W. Davenport
Gregory W. Davenport, 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.

February 5, 2015

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

RE: Ames Griffith Joint Venture
Request for Qualifications
State Route 58 (SR-58) Kraemer
Junction Expressway Project
Insurance Requirements

To Whom It May Concern:

This is to confirm that Ames Griffith Joint Venture is capable of obtaining the insurance as outlined in the Preconstruction Services Contract.

Ames Griffith Joint venture shall provide evidence of our capability to maintain insurance of the types and in the amounts as outlined below.

1. Workers Compensation/Employers Liability Insurance
   - Workers compensation insurance within statutory limits and employers' liability insurance with limits of not less than $1,000,000. Each accident, $1,000,000 policy limit for bodily injury by disease, $1,000,000 for each employee for bodily injury by disease.
   - If applicable, USL&H and/or Jones Act.
   - Waiver of Subrogation in favor of the State.

2. Commercial General Liability –
   - Occurrence version commercial general liability insurance or equivalent form with a combined single limit of not less than $1,000,000 per occurrence, $2,000,000 products and completed operations aggregate. It shall also contain a $2,000,000 general aggregate that shall apply separately to the Construction Managers work under this Preconstruction Services Contract.

- Department, State of California, its officers, agents, employees and servants are included as additional insured.

3. Business Automobile Liability Insurance
   - Business automobile liability insurance or equivalent form with a combined single limit of not less than $1,000,000 combined single limit per accident. Such insurance shall include coverage for owned, hired and non-owed vehicles.

4. Umbrella/Excess Liability Insurance
   - Follow form excess liability insurance or equivalent form with a combined single limit of not less than $1,000,000 per occurrence, $1,000,000 in the aggregate. The excess liability shall include premises/operations liability, products/completed operations liability, and auto liability coverage. The excess policy shall contain a clause stating that it takes effect (drops down) in the event the primary limits are impaired or exhausted.

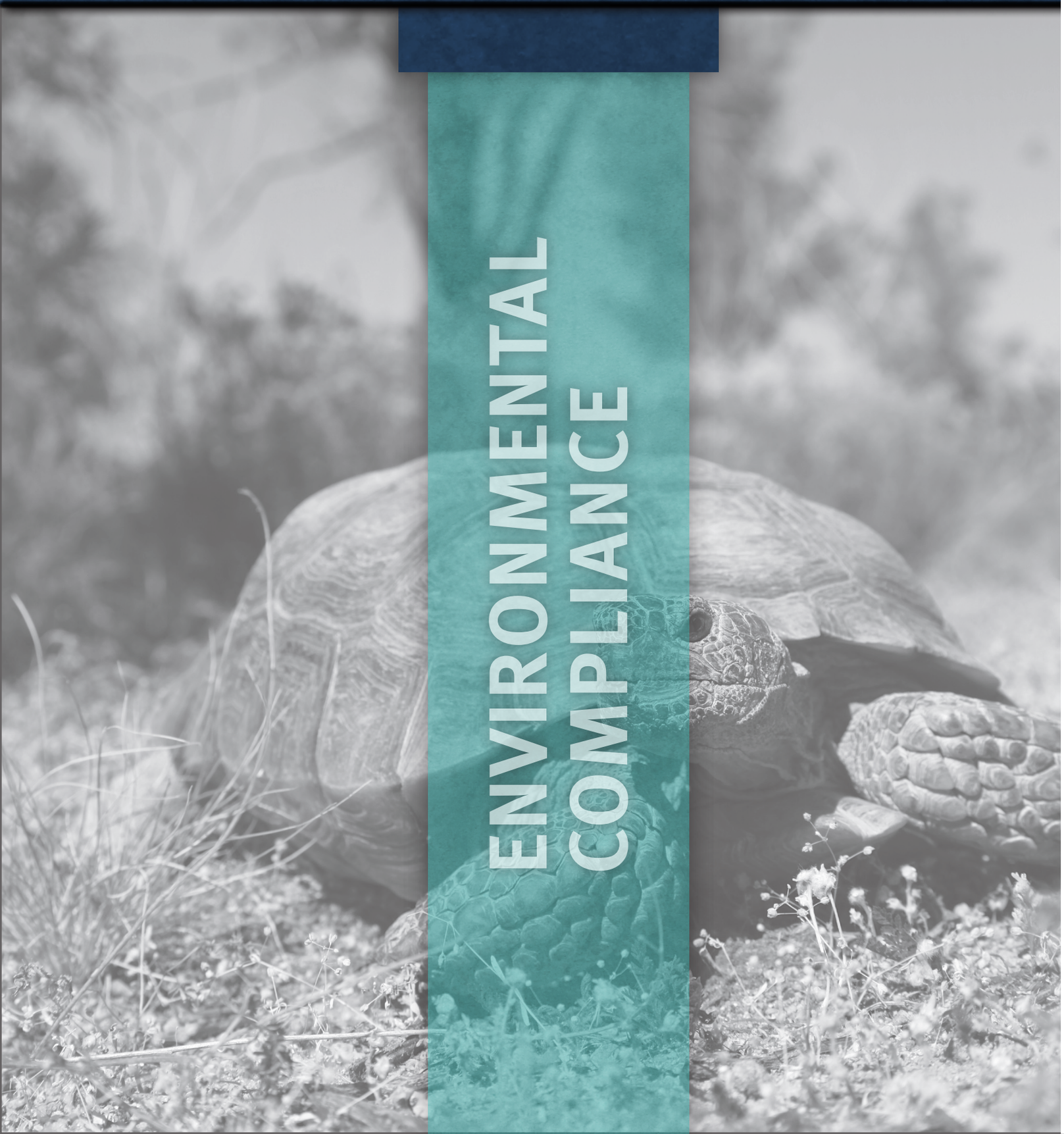
All insurance shall be with an insurance company with an A.M. Best's Financial Strength Rating of A- or better with a Financial Size Category of VI or better. The required insurance shall be provided by carriers authorized or approved to do business in California.

We trust you will find everything in order. Should you have any questions, please feel free to contact our office.

Sincerely,

Bruce N. Telander
Chairman

SECTION 3
SAFETY PROGRAM



ENVIRONMENTAL COMPLIANCE

3 | SAFETY PROGRAM

Safety is a shared responsibility and cultural value of the Ames Griffith Joint Venture (AGJV). The safety plan for the SR-58 Project will meet and/or exceed the California Occupational Safety and Health Administration (Cal-OSHA) and Federal Occupational Safety and Health Administration (FOSHA) requirements.

A. Safety Record

The AGJV team's average experience modification rate for the most recent year is below 0.73. Making safety a priority on the job ensures worker safety and produces an excellent job safety record. This commitment to safety has resulted in a year over year reduction in each partner's EMR.

The AGJV partners are not party to an alternative dispute resolution system as provided for in the Labor Code 3201.5.

Cal-OSHA/FOSHA Citations & Assessed Penalties – Past 5 Years

Ames Construction

Within the last five years, Ames Construction has not received a California Occupational Safety and Health Administration (Cal-OSHA) or FOSHA citation or penalty for any serious, willful or repeat violation.

0.73 combined 2014 EMR rate

In 2014 the Ames project, Eagle P3 Commuter Rail, was accepted into the OSHA Star Voluntary Protection Program (VPP). Less than 1% of workplaces governed by OSHA are accepted into this esteemed program.

Griffith Company

In 2010, Griffith received a single Cal-OSHA citation with a penalty of $4,215. The root cause involved the design and construction of railings and was mitigated by re-training workers on ladder safety and placement. Leading edge work was stopped, the missing handrail was replaced, and fall protection retraining was given.

No FOSHA citations have been assessed in the past five years for Griffith Company.

Worker Safety Program

Both Ames and Griffith have existing safety programs. A site specific safety plan will be developed under the joint venture during the preconstruction phase and will include:

- A corporate commitment to safety.
- Absolute execution of the safety program at the field level
- Safety measures pertinent to the project.
- Compliance with all pertinent sections of the Cal-OSHA, FOSHA and MSHA.
- Enforcement of procedures for non-compliance with company rules by employees.

Figure 3.1 AGJV safety record for the most recent three years.

AMES	2012	2013	2014
Manhours	4,083,858	4,637,040	5,898,927
Experience Modification Rate (EMR)	0.76	0.75	0.71
Total Recordable Injury/Illness Rate	1.32	1.68	1.32
Lost Work Rate	0.15	0.56	0.20

GRIFFITH	2012	2013	2014
Manhours	845,569	933,997	1,028,325
Experience Modification Rate (EMR)	0.95	0.83	0.77
Total Recordable Injury/Illness Rate	2.83	2.57	1.94
Lost Work Rate	0.23	0.21	0.58

Safety Program

In addition, the safety program is based on a variety of sources of safety information, including:

- Current state and federal laws.
- Company records and experience.
- Corporate safety manual.

Orientation & Training

An AGJV project specific safety orientation video will be viewed by all employees on the project. The video is available in English and Spanish to ensure complete understanding of safety policies and procedures. At the end of each section, a quiz will be required to be completed and passed by all employees.

An important way to obtain safety awareness is through training. Because of this, AGJV will provide applicable safety training to:

1. Each newly hired employee before they start work.
2. Each employee before they perform a task or use tools or equipment that is new to them.
3. Each employee on an ongoing basis at weekly safety tailgate meetings.
4. Supervisors for periodic special safety training.
5. Each employee on a daily safety briefing every workday before construction operations commence.

Safety training for new employees includes all hazards, rules of safety, and the AGJV team's commitment to maintain an accident-free job. Site visitors will be escorted by an AGJV team member that has completed the required safety training. AGJV is committed to the management training program and believes that it is highly instrumental in improving a culture of safety.

Major Safety Elements

During preconstruction, AGJV will review the overall project and develop a comprehensive project specific safety plan. Major work items identified include:

Bridge Work

Bridge construction over US-395 and the BNSF Rail Road will have a written site specific safety plan which outlines:

Fall Protection – Fall protection will be implemented to include all bridges and all other work areas of the project with a fall potential greater than six feet that do not have an approved OSHA handrail in place.

Falsework/Shoring – Falsework/shoring will be used to construct the bridge superstructures and design of these systems will ensure protection of the workers. The volume and composition of traffic will dictate the design of the falsework opening to accommodate the current traffic flow.

Material Handling – All material deliveries, concrete placements and reinforcing steel installation will be coordinated with Caltrans to minimize impacts to the motoring public.

Work Zone Safety

AGJV will create a safe work zone for the workers and passing motorists and pedestrians will be achieved through the use of:

Traffic Control Plan – A traffic control plan will be designed to keep motorists, pedestrians and construction work separated. Additionally, the plan will be submitted to Caltrans and surrounding counties for approval prior to construction.

Traffic Control Devices – A full time traffic control supervisor will be assigned to this project to inspect and maintain all traffic control devices. These traffic control devices include signs, portable changeable message signs, pavement markings and channelizing devices (barrels, k-rails). The traffic control supervisor will perform daily inspections and verify that traffic control devices are set up in accordance with the traffic control plan.

Proper PPE – All PPE will meet OSHA and ANSI requirements and will be worn at all times while on the project.

BENEFIT

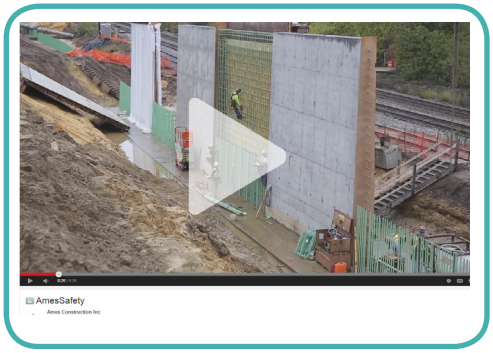
Ames and Griffith have multiple projects with zero incident rates. That's because Safety Planning ensures everyone works as a team and looks out for one another. This team atmosphere leads to high morale, high productivity, and a safe work environment for crews and the public.

Railwork Safety

AGJV will create a safe work zone for the workers and trains through:

BNSF Coordination – With over 100 completed projects, 222 miles of rail experience and dozens of bridges constructed for BNSF, a strong working relationship has been established that will provide effective coordination. AGJV will ensure all rail safety requirements and concerns are met in a proactive manner.

Flagging Personnel and Watchmen – Each day there will be a job safety briefing and flaggers and watchmen will be posted at pre-established work zones. AGJV will also have all construction areas planned ahead of time so that all necessary train orders may be received and flagging personnel assigned for duty. Flagging staff will maintain open communication with dispatchers and train crews. Flaggers will also have a handheld phone/radio so that AGJV personnel can maintain communication with each flagging location at all times. The team will make every effort to minimize impacts to ongoing train operation and customer service. AGJV's proven success working on active rail lines demonstrates our ability to develop safety plans relevant to BNSF and the SR-58 Project.



Click/Scan the QR code above to watch Roger McBride, Ames Executive Vice President, discuss safety and risk management.

THE RIO TINTO ADVANTAGE

AGJV's **exclusive agreement** with RTM results in an off-road import borrow material haul plan that will segregate the motoring public and pedestrians from the haul vehicles at all times. This innovation will eliminate over 600,000 on-road truck trips.

Heavy Earthwork Safety

AGJV will create a safe work zone for the workers through the use of:

Material Haul Plan – The Environmental Manager and Cultural Resource subconsultant will ensure all necessary protections of wildlife and cultural artifacts are in place. The plan will be submitted to Caltrans and approved prior to construction.

MSHA Standards – Due to the large volume and pace of earthwork activities and use of heavy mining trucks, AGJV will also follow mine safety standards for these activities. These standards provide strict guidelines for the use of large earth moving equipment. The team is well versed in the safety measures and training needs of this work. John Cox, a MSHA-certified regional safety trainer, will be assigned to the project.

Pre-Shift Safety Briefings – There will be a briefing specific to the earthwork and mining tasks at the beginning of each to shift to cover the day's exact haul routes, excavation and placement sites, production methods and rates.

Flaggers – Trained flaggers will be stationed in pre-established work zones to maintain a safe haul route for all construction traffic.

Public Safety

AGJV will create and maintain an awareness of ongoing construction activities. AGJV will employ the following methods to inform the public of work affecting the throughways and areas for extra caution.

Public Outreach – Public outreach will be conducted by means of meetings, flyers and social media.

Business District – Safe access to businesses by pedestrians and the motoring public will be maintained. All changes in construction phasing will be communicated by means of meetings with the local businesses, eblasts, mailers and announcements via social media.

Safety Certifications

Once an employee is hired, they are required to attend safety related courses that include OSHA 10/30 Hour MHSA Training, First Aid, and CPR Training. In addition, the employees have the opportunity to receive training in their area of work such as confined space, trenching, rigging, and fall protection. Continuous employee safety and task training is ingrained in AGJV's culture.

AGJV Safety Recognition Programs

The safety recognition program is established to reward all personnel who supervise their crews and work without incident. The program motivates employees to achieve the AGJV safety goals by promoting a culture of concern for everyone on the job.

Minimizing Lost or Restricted Work Days

AGJV will provide employees with a safe and healthy workplace. A safe work environment ensures continued productivity by minimizing lost work days and work restrictions due to injuries. This is accomplished by proactively creating a safe work environment and reducing risk through several avenues, including hazard identification, training, education, awareness programs and standard operating procedures. AGJV will use a jobsite pre-task plan that is completed each day before the start of the shift and/or before the start of a new operation.

Managing Subcontractors

AGJV's three-step approach clearly communicates expectations to subcontractors and is critical to providing a safe workplace for all:

1. An initial preparatory meeting takes place with each subcontractor before they mobilize on the jobsite. AGJV's expectations for a safe worksite and adherence to safety, quality, schedule, material procurement, work plans, labor and equipment are detailed at this time.

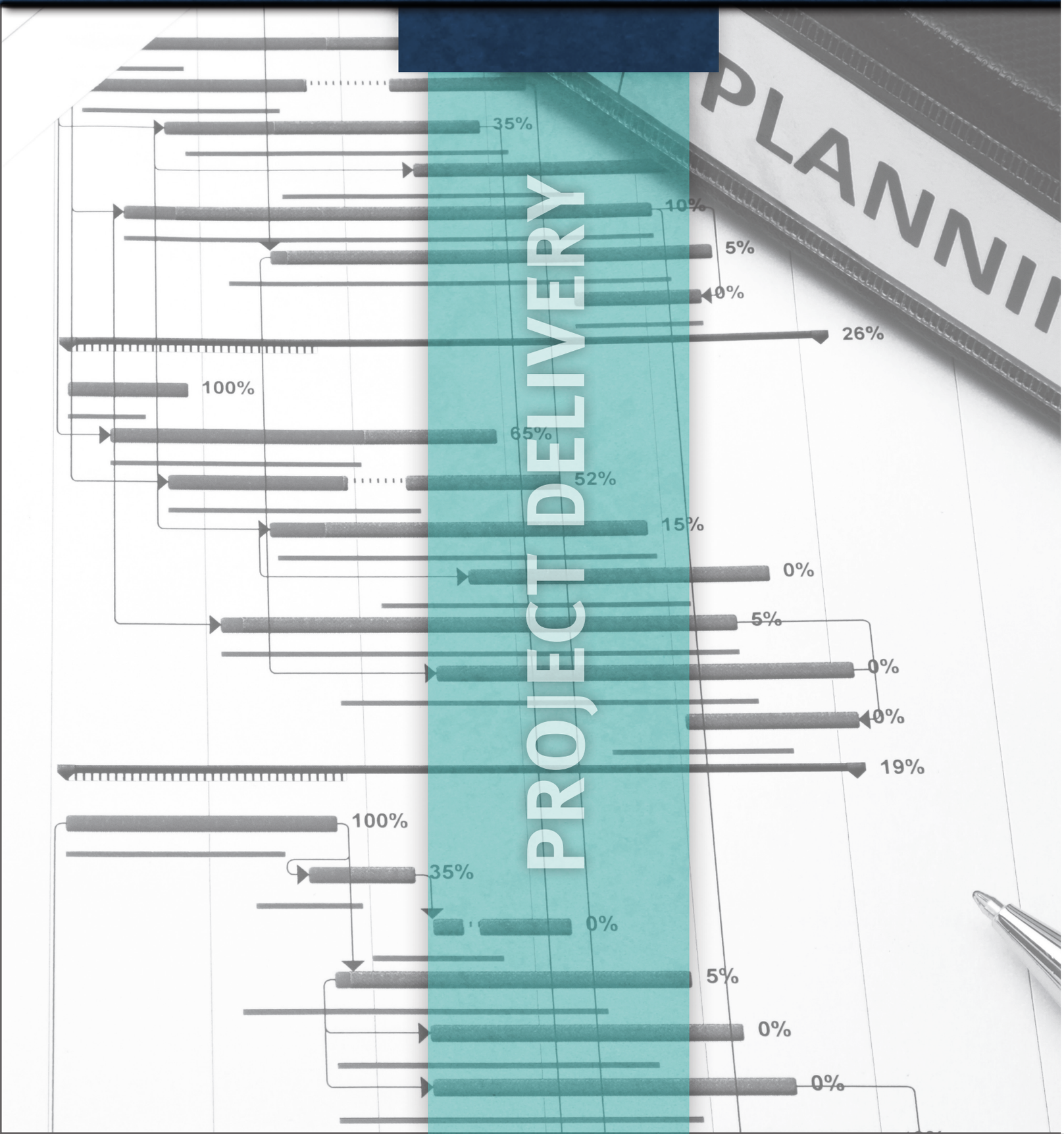
2. The first day a subcontractor is on-site, another meeting will be held to reiterate expectations and ensure that all is in place with the field crews prior to the start of work.

3. During the project, daily subcontractor meetings discuss overall project safety, upcoming activities, project support needs such as equipment and material, and preparing specific work/activity hazard analysis plans for each activity to reinforce our safety culture.

Table 3.1 AGJV Partner's Safety Awards

Year	Award	Sponsor
2014	Contractor Safety Award, Category 4, Gold Level Sponsor	National Railroad Construction & Maintenance Association
2014	Construction Safety Excellence Award	California Chapter Associated General Contractors of America
2013	Port of Long Beach Safety Audit; First in Port history to receive 100%	Port of Long Beach
2013	Construction Safety Excellence Award - 2nd Place	California Chapter Associated General Contractors of America
2013	Roadway Work Zone Safety Awareness Award, Training: Local/ Municipal Category for the I-15 CORE Project	American Road & Transportation Builders Association
2012	Contractor Safety Award, Category 4, Gold Level – Based on criteria established by the NRC Safety Committee for distinguished safety performance	National Railroad Construction and Maintenance Association
2011	Safety Professional of the Year – Tom Howard, Southwest Regional Safety Manager	Arizona Chapter Associated General Contractors of America
2010	Colorado Contractors Association Heavy Division, Zero Incidence Rate including years 2004, 2005, 2006, 2007	Colorado Contractors Association
2010	Zero Incident Rate Safety Award, Heavy Highway – 100,001 to 200,000 man-hours worked with a zero incident rate	Wyoming Contractors Association
2009	Colorado Contractors Association Traveling Safety Award, Best Overall Safety Performance including years 2001, 2005, 2006, 2007, 2008	Colorado Contractors Association
2009	Safety Award Winner for over 1 million man-hours worked	Arizona Chapter Associated General Contractors of America
2008	Construction Safety Excellence Award	Associated General Contractors of America
2006	Lowest Lost Time Incident Rate in Large Contractor Category	Road Builder's Association (VA,FL)

SECTION 4
FIRM EXPERIENCE & PAST PERFORMANCE



PROJECT DELIVERY

4 | FIRM EXPERIENCE & PAST PERFORMANCE

A. Ames Griffith Joint Venture

Ames Griffith Joint Venture (AGJV) is comprised of two local California contractors experienced in Caltrans work. Ames with its CMGC experience and Griffith's Caltrans highway experience provides Caltrans with the best team for the SR-58 Kramer Junction Expressway Project.

Ames Construction

Firm Overview

Ames Construction, Inc. (Ames) constructs some of America's largest and most complex highway projects. Their experience working along live interstate traffic is extremely valuable to this project. Experience, dedication and attention to detail set them apart from competition.

Capability

Ames has been responsible for over $2.5 billion in transit and heavy highway design-build projects. Ames has three Caltrans projects currently under construction in Districts 7, 8, and 11. Collectively, Ames has completed 12 CMGC projects in Minnesota, Utah and Arizona and was awarded Minnesota DOT's first CMGC project. Ames brings experience in partnering, preconstruction, right-of-way acquisition, third party coordination, utility relocation and environmental compliance. An example of this was the Ames JV I-15 CORE project for the Utah Department of Transportation. This design-build project required stringent schedule management in order to maintain traffic while constructing mainline and intersection improvements and a new ROW acquisition for widening of the interstate. Third party coordination was required with utility providers for relocations and with multiple municipalities for each of the 15 major intersections improved. The project was completed six weeks ahead of schedule despite strict environmental compliance and seasonal constraints from winter weather.

BENEFIT

Three of the Ames CMGC projects were for agencies using the CMGC delivery method for the first time. Ames helped the owners navigate through the preconstruction phase into construction with innovation, expertise, and collaboration resulting in successful projects that maximized available funding sources.

Capacity

Ames has over 2,500 employees nationally, a fleet of nearly 3,500 pieces of equipment, and in excess of $1 billion in bonding capacity. The Corona, California office has a team of 115 supervisory employees and is led by Area Manager Jeff Geist and Southwest Division Vice President Jerry Miller.

The California office is currently performing over $500 million in contract work in Southern California including highway work for Caltrans, commuter rail work for RCTC, freight rail work for UPRR, and civil coastal water work for Port of Long Beach.

Strength to the SR-58 Kramer Junction Expressway Project

CMGC Expertise

Ames brings 53 years of heavy-civil construction experience to the SR-58 Project. Ames annually performs over $1 billion of which approximately 25% is alternative delivery projects throughout the United States. This history of performing projects and developing relationships will benefit the SR-58 Project through the addition of Rio Tinto Minerals (RTM) as an exclusive supplier of import borrow and aggregate materials. RTM's letter of exclusivity allows AGJV to offer this project a solution unmatched by others... a safe, off-road delivery of borrow material. An innovation is proposed to depress SR-58 beneath US-395, this approach will not impact the motoring public and will not degrade the roadway surface by

keeping approximately 600,000 truck trips off the highway. See pages 6-18 - 6-19 for more on this exclusive innovation.

Recent CMGC Projects

Project/Location	Amount
SR-193 Extension, Davis County, UT	$63M
Happy Valley Road - 67th Ave to Lake Pleasant Parkway, Peoria, AZ	$43.4M
Winona Bridge, Winona, MN	$135M
64th Street: Pima Freeway to Mayo Blvd, Phoenix, AZ	$4.2M
Pulliam Runway 3-21 Extension, Flagstaff, AZ	$15.4M
Taxiway A & C, Phoenix, AZ	$14.6M
Taxiway A & B8, Phoenix, AZ	$5.7M
Glendale Oasis Water Treatment Plant, Glendale, AZ	$14.8M
Greenfield Water Reclamation Plant - Phase 2 Expansion, Queen Creek, AZ	$12.5M
Deer Valley Watar Treatment Plant, Phoenix, AZ	$12M
91st Avenue Project Water Treatment Plant Expansion, Phoenix, AZ	$6.8M
North Transfer Station Phase 2, Phoenix, AZ	$1.9M

Local Experience

Ames was the general contractor on the $133 million I-215 Bi-County HOV Gap Closure Project for Caltrans District 8. Basem Muallem, P.E., Director of Caltrans District refers to the project as a "Great collaborative effort."

Additionally, Ames is currently upgrading the $132 million Perris Valley Commuter Rail Line for the Riverside County Transportation Commission (RCTC). The project upgrades an existing BNSF line and adds 24 miles of rail to the Metrolink system to connect downtown Riverside to downtown Perris and four stations along the route.

SCAN TO WATCH

Rail

Ames rail clients include UPRR, BNSF, Port of Long Beach, Metrolink, Global Rail Group, RTD-Denver, UTA, RCTC and Metro Transit in Minneapolis. The team brings a significant amount of experience interacting, coordinating and working with Class I railroads. This depth of experience will minimize the risks and challenges associated with working around live rail on the SR-58 Project. The company's demonstrated ability to safely execute rail construction projects under aggressive schedules has given Ames an excellent reputation with the major railroad companies as witnessed on the current I-215 Bi-County HOV Gap Closure project.

Highway

In its 50-plus year history, Ames has constructed over 500 highway roadwork projects ranging from tens of thousands of dollars to over $1.2 billion and over 2,000 interstate and freeway lane miles. Ames self-performs major work items including bridges, concrete and steel structures, underground piping, grading, pile driving, blasting and crushing. Ames experienced crews have the knowledge and skillset required for these disciplines of work similar to the requirements for the SR-58 Project.

Recent Local Projects

Project/Location	Amount
I-215 HOV Gap Closure, Riverside & San Bernadino Counties, CA	$133M
West Covina I-10 Widening, Los Angeles, CA	$91M
I-215 Newport Road Interchange	$32M
SR-56 Fallbrook Improvements	$25M
Clay Street Grade Separation, Riverside County, CA	$16M
BNSF Cajon Pass Third Main Track, San Bernardino, CA	$47M
UPRR Sunset Route - Wister to Iris, Imperial County, CA	$26M
Track Realignment at Ocean Blvd & Pier F Support Tracks, Port of Long Beach, CA	$37M
Perris Valley Commuter Line, Riverside County, CA	$132M
Azusa Rock Quarry, Azusa CA	$73M
Citrus Reservior, Mentone, CA	$18M
Reliance Landfill, Irwindale, CA	$26M

Griffith Company

Firm Overview

Griffith Company is one of California's oldest general contractors with a history of excellence that extends well over a century. Their diverse project list encompasses a variety of construction work in the areas of transportation, infrastructure and site development.

Over the past 100 years, Griffith Company has developed a solid reputation for delivering safe projects on time and on budget — without compromising quality.

Capability

Griffith brings together a dynamic, cohesive team to each project. Agencies and owners benefit from the combined resources of its multiple specialty divisions, with focused strengths in grading, paving, concrete structures and flatwork, underground utilities, landscaping, masonry and material recycling. To meet the increasing challenges of today's complex projects, proven project management and partnering processes have been implemented with award-winning results.

Griffith Company is currently assisting Inland Valley Development Agency with their first CMGC project.

In the last 20 years, Griffith Company crews have constructed over 90 projects for Caltrans and hundreds more for local agencies in Southern California totaling over $2 billion. A vast majority of these projects are highway or road widenings where project management teams consider the local residents and business community in its planning process. Each team is sensitive to the need for public safety, listens to the concerns of the community and meets its commitments.

Like Ames, Griffith has a long history of working with both BNSF and UPRR as well as constructing projects with rail work for Metrolink, Alameda Corridor East, Port of Long Beach, Port of Los Angeles and other agencies. Many of the projects included the construction of rail bridges or street overpass bridges. This experience will ensure that rail coordination for the SR-58 Project will be managed successfully.

Recent Caltrans Projects

Project Name/Location	Amount
I-5 Concrete Replacement, Castaic, CA	$87M
I-15 Concrete Replacement San Bernardino County, CA	$77M
SR 134, Pass Ave/Olive Ave, Burbank, CA	$31M
Rte 101 in Calabasas, Agoura Hills and Westlake Village, CA	$14M
Vincent Thomas Bridge Emergency Repair, San Pedro, CA	$10M
I-5 Buena Vista Canal Rd, Bakersfield, CA	$32M
Rte 46 and Rte 33 Intersection, Lost Hills, CA	$24M

Capacity

Griffith brings expertise in alternative project delivery methods as well. The $20 million Universal Pedestrian Bridge project for Los Angeles Metro is currently being delivered successfully and is on schedule for a timely completion. This design-build project located adjacent to Universal Studios in North Hollywood has major work period constraints and requires collaboration with various stakeholders including the City of Los Angeles and Universal/NBC.

In San Bernardino, the $8 million Mountain View Avenue Widening project is being delivered as a CMAR project for the Inland Valley Development Agency. Like SR-58, this road widening incorporates the installation of a new bridge and rail crossing at Mission Creek. Griffith is currently providing preconstruction services and will begin construction in the next few months.

Griffith has a 20 year history of formal partnering with many California agencies including Caltrans. Griffith's commitment to the partnering process has garnered multiple partnering awards for Caltrans including several Gold Level Caltrans Excellence in Partnering Awards.

Recent BNSF & UPRR Rail Projects

Project Name/Location	Amount
South Milliken Ave. Grade Separation, Ontario, CA	$45M
Nogales Road Grade Separation, Alameda Corridor East, CA	$45M
Streeter Ave. Grade Separation, Riverside, CA	$29M
Brea Canyon Road Grade Separation, Alameda Corridor East	$44M
Port of Long Beach, Pier T Marine Terminal	$71M
BSNF 26th Street Overpass at Hobart Yard	$8M

Subconsultants

AGJV has included vendors and sub-consultants that compliment and supplement our team of mobility, design and quality-centered construction management professionals. The companies included on our team with a bio/scope of services are contained in this section with members of the entire AGJV project team presented in Section 5, Proposer Organization and Key Personnel:

RBF Consulting – Michael Baker International – Exclusive Consultant - Railroad, MOT and roadway design expertise combined with extensive experience with District 8.

G3 Quality – Exclusive Consultant - Expert in roadway materials and pavement design optimization with quality focus.

The Swaney Corp – Exclusive Consultant - Primavera P6 experts providing scheduling support.

Overland, Pacific & Cutler, Inc. – Top provider of right-of-way services combined with extensive District 8 experience.

Rio Tinto Minerals – Exclusive Material Supplier agreement for providing ALL import borrow and aggregate material on off-highway haul roads utilizing high-capacity mining trucks.

RBF Consulting- Michael Baker International - Exclusive Consultant

RBF/Baker has continually been involved in planning and designing Caltrans freeway facilities since the advent of consultant-prepared planning and design projects in the 1980s. RBF/Baker's extensive experience in geometric design has been demonstrated through our development of final plans, specifications, and estimates (PS&E) for over 100 projects totaling well over $1 billion in improvements on state highways comprising over 12,000 plan sheets in accordance with Caltrans standards. RBF/Baker has also completed over 200 task orders on a wide variety of Caltrans on-call contracts in Districts 7, 8 and 12 and with the Caltrans Division of Environmental Analysis (water quality) and Engineering Services Center (structures).

RBF/Baker has succesfully delivered 5 District 8 interchange projects in the last 5 years, which include: I-10/Jefferson Street, I-10/Monterey Avenue, I-15/California Oaks Road, I-15/Indian Truck Trail, I-15/SR-79 South & I-215/Ramona Avenue.

Their specialized expertise encompasses every aspect of preliminary and final engineering drawings and has resulted in a thorough understanding of the current Caltrans Project Development Procedures (CPDP) for development of a wide range of transportation improvement projects.

RBF/Baker adds value and effectiveness to the project by providing innovative solutions and alternative designs within the CPDP. They have been included on the AGJV team to help provide expert consultations to the team and Caltrans in the following disciplines:

- Environmental Documents/Regulatory Permitting
- Traffic Analysis
- Stage Construction / Traffic Handling
- Freeway / Roadway Design
- Interchange / Intersection Design
- Bridge Structures
- Rail Road Bridge Structures
- Retaining Walls / Sound Walls

G3 Quality - Exclusive Consultant

G3 Quality, Inc. (G3) is an exclusive member of the AGJV team for the successful delivery of the SR-58 Project.

Expertise

G3's expertise specific to this project assures that the AGJV team has a qualified partner to provide value engineering and constructability reviews related to pavements, materials, structures and drainage systems. Principal staff experience includes:

- Over 35 years of pavement design, constructability and value engineering services on large infrastructure projects within California.
- Intimate knowledge with local materials and Caltrans specification requirements.
- Geotechnical design experience of over 40 years specifically related to pavements and structures.
- Specification development including materials specifications.

G3 is a California based Engineering Quality Control / Quality Assurance Company, established to provide technical solutions to clients within the transportation construction market. G3 is an AMRL Accredited, Caltrans certified testing and inspection, Engineering firm as well as a California Certified Small Business Enterprise. G3 Quality's principals have over 35 years of infrastructure quality program management experience for agencies such as Caltrans, FAA, multiple cities and local agencies.

Capabilities

G3 specializes in providing rigid and flexible pavement design using appropriate design procedures such as the Mechanistic Empirical Design Guide, CalMe, Army Corps of Engineers and standard Caltrans pavement design methodology. G3's core services include:

- Pavement Design
- Geotechnical Design
- Life Cycle Cost Analysis
- Specification Development
- Quality Program Management
- Materials Testing and Inspection

G3 has provided many of its clients with value engineering to maximize the benefit, quality and expected life cycle costs for projects varying from local agency roadway projects to major design build programs. G3 is highly qualified not only through its experienced staff, but actual experience in participating in the construction of many projects. G3 understands the construction challenges, project staging and their impacts on the successful delivery of a major infrastructure project. G3 focus is primarily in pavements and associated improvements including grade separations, interchanges, bridge structures and retaining wall systems. G3 is committed to collaborating with all stakeholders to efficiently contribute to the construction management and general contractor services phase of the SR-58 Project.

The Swaney Corporation - Exclusive Consultant

The Swaney Corporation was founded in 1985. They have created a partnership to provide their expertise and professional service in Construction Management, specializing in CPM Scheduling, Construction Claim Avoidance, Completion Contracting to the Construction and Surety Industry and Building Envelope Defect Investigation.

THE SWANEY CORPORATION
Professional Construction Management

The Swaney Corporation's role on the SR-58 Project is to provide project scheduling the using Primavera P6 scheduling program. In addition, they will provide professional guidance and assistance in all phases of the construction process including developing a baseline CPM schedule, cost and resource loaded schedules and Time Impact Analyses.

The partnership takes pride in providing detailed and scrupulous service of the highest quality to insure effective and economical solutions to the client. With a diverse background, The Swaney Corporation's Professionals and Technicians have provided services to hundreds of satisfied clients in California as well as throughout the United States.

Overland, Pacific & Cutler

OPC provides all disciplines associated with the acquisition of land and right of way, as well as expert relocation assistance and related services. OPC is proud of its integrated start-to-finish service, which includes project cost studies and estimates, project planning and management, appraisal and appraisal review, site selection and acquisition, right of way acquisitions and negotiations, title and escrow, relocation plan preparation, relocation assistance, utility coordination, property management, goodwill analysis, fixture and equipment appraisal, eminent domain support, and expert witness testimony. This breadth of experience enables OPC to have a true understanding of each specific real estate function necessary for the delivery of infrastructure, transportation, and community development projects.

OVERLAND PACIFIC & CUTLER, INC.

In addition, OPC specializes in providing utility coordination services for linear transportation projects using Federal funds. Among its utility professionals are former Caltrans chiefs and coordinators with decades of experience who developed policies, procedures, practices, and agreements still in use today by the State of California. Whether on or off the State Highway System, OPC utility relocation protocols comply with the FHWA's regulations and requirements under Code of the Federal Regulations (CFR), and help ensure utility risk is managed and often eliminated.

OPC's services do not compete with the services offered by the project's design engineer, instead, they offer a complete utility relocation coordination solution – to work in concert with the design team, including:

- Verifying existing utilities
- Assisting with identifying potential conflicts
- Ensuring compliance with DOT's high & low risk policies
- Securing conflict resolution plan
- Determining cost liabilities
- Preparing agreements, notices, & reports of investigation
- Preparing easement deeds
- Preparing joint use agreements and consent to common use agreements
- Resolving disagreements
- Managing physical relocation of utilities
- Verifying claims

Their unique abilities and long-standing relationships with the utility companies will be a benefit to the success of the SR-58 Project by assisting AGJV and Caltrans in minimizing the risk associated with utility conflicts and relocations.

Rio Tinto Minerals - Exclusive Material Supplier

Rio Tinto Minerals (RTM) is a global leader in industrial mineral supply and science. RTM provides nearly half the world's supply of refined borates, remarkable minerals that are essential to life and to modern living. RTM, a premiere international mining and resources company, serves more than 1,000 customers in 100 countries who rely on borates to create an extraordinarily diverse range of products.

RTM distinguishes itself through cutting-edge research and development; world-class safety, environmental and community practices; and a commitment to constant innovation and improvement.

RTM traces its roots to California's Death Valley, where borate deposits were discovered in 1872. The twenty mule teams used to haul ore out of the remote desert live on as a symbol of the company's commitment to innovation. The current open pit in the Mojave Desert adjacent to the SR-58 Kramer Junction Expressway Project began as an underground mine in 1927, and was converted to a surface mine in the late 1950s. In 1980, the company built its boric acid plant, securing the company's position as the world's leading boric acid supplier.

Today, RTM is acknowledged as the world leader in borate technology, research and development. Technical support for customers, product quality, and supply reliability are the pillars of our commercial commitment. RTM is also committed to ensuring that practices and products are socially, environmentally and economically sustainable.

AGJV performed sampling of Arkose material for analytical testing in January 2015.

What RTM Offers its Neighbors and the SR-58 Project:

- Commitment to protect the safety and health of employees, contractors, neighboring communities and the public;
- Commitment to partnering with communities for long-term, mutual benefit;
- Commitment to making efficient use of natural resources while minimizing environmental impacts;
- Commitment to make a positive economic contribution to people who live near or work at facilities and to Rio Tinto shareholders;
- Commitment to expand how products contribute to sustainable development;
- Strives to minimize environmental footprint and maximize the contribution products make to the environment;
- Audits by government agencies, external consultants and internal resources verify that operations meet or exceeds environmental regulations. External certifications are maintained for environmental management systems through ISO 14001 registration at each of RTM's locations; and
- Together, employees form RTM's most powerful asset – a rich and culturally diverse team of talented, enthusiastic individuals. Nothing is more important to RTM than their safety and wellbeing.

Rio Tinto

Rio Tinto Minerals
Boron Operations
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USA
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F +1 760 762 7335

Private and confidential

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

Attention: Denetia Floyd-Smith

13 Friday 2015

Subject: ***Request for Qualifications State Route 58 (SR-58) Kramer Junction Expressway Project CMGC U.S. Borax/Rio Tinto Minerals and Ames Griffith Joint Venture***

Dear Members of the Evaluation Committee:

U.S. Borax/Rio Tinto Minerals ("RTM") is pleased to provide this letter confirming our exclusive understanding with Ames Griffith Joint Venture (AGJV) to provide all borrow material (approximately 3,000,000 cubic yards) for the Kramer Junction Highway 58 construction project (" Project") from RTM's Boron Operations which is located within close proximity to the Project site. In addition, RTM could potentially provide off-road access for transport of this high-quality material to the site by AGJV or, optimally, deliver the material utilizing multiple RTM 240-t capacity haul trucks. These various approaches are still being evaluated and are the result of extensive planning by Ames Construction and RTM. The rigor of the evaluation for this project leverages Ames Construction and Rio Tinto's business relationship which has extended continuously for the past 24 years.

This mutual respect and business understanding, combined with a commitment to safety, both on the mine property under Mine Safety and Health Administration (MSHA) and on the project site under Cal-OSHA, has enabled RTM to reach this understanding with Ames Griffith JV on this pursuit. The approaches established by AGJV are explained in detail in the Statement of Qualifications. RTM recognizes direct haul of borrow material to the construction site could potentially eliminate the need for approximately 600,000 over-the-road truck trips on highway 58 thereby dramatically reducing the construction traffic impact at Kramer Junction.

Furthermore, as a very civic-minded member of the Cherry Hill and Boron communities, RTM is acutely aware of the risk to and negative reaction of the community toward placing over-the-road trucks on the local roads. Transportation of the borrow material off-road would minimize the risk and impact to the community and be consistent with our commitment to safety as well as environmental stewardship.

We trust the evaluation committee will see this approach as optimal and mutually beneficial. RTM looks forward to contributing to this project.

Yours sincerely,

Dean Gehring
CEO and President – Rio Tinto Minerals

Table 4.1 illustrates representative past projects of AGJV similar to the requirements of the Kramer Junction Expressway project. The recent projects chosen are claim free examples of DOT work including complex interchanges involving preconstruction services, multiple stakeholders, complex MOT, DBE goals and innovative construction solutions.

Table 4.1 AGJV Projects Demonstrating Similarities to SR-58 Project.

PROJECT NAME	SCORING CRITERIA													
	Same Size & Complexity	On Time & Within Budget	Minimized Delays & Claims	Technical & Management Experience	Quality & Integration	Innovative Solutions	Complex MOT/Traffic Control	Multiple Stakeholders	Plan Reviews	Constructability	Take-Offs	Risk Identification & Mitigation	Staging	Met DBE/UDBE Goals
SR193 Extension, State St to 2000 West CMGC	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Happy Valley Parkway CMGC	●	●	●	●	●	●		●	●	●	●	●	●	●
Sky Harbor Boulevard/SR 143 TI	●	●	●	●	●	●	●	●	●	●	●	●	●	●
I-15 Corridor Expansion D-B (I-CORE)	●	●	●	●	●	●	●	●	●	●	●	●	●	●
I-215 Bi-County HOV Gap Closure (Caltrans)	●	●	●	●	●	●	●	●	●	●	●	●	●	●
I-5 North of Castaic (Caltrans)	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Route 134 - Olive and Pass (Caltrans)	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Van Buren Street and Bridge Widening	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Clinton Keith Road at I-15 Interchange Improvements	●	●	●	●	●		●	●	●	●	●	●	●	●
Brea Canyon Grade Separation	●	●	●	●	●	●	●	●	●	●	●	●	●	●

Form B
Project Description

SR193 Extension, State St. to 2000 West
Davis County, Utah

Name of Proposer: Ames Griffith Joint Venture
Name of Firm: Ames Construction, Inc.

Project Role: Joint Venture Partner - CMGC

Principal Participant: Ames Joint Venture **Designer:** Jacobs Engineering **Other:** None

Years of Experience: **Roads/Streets:** 4 **Bridges/Structures:** 4 **Utility Relocations:** 4

Nature of Work: Ames was contracted by the Utah Department of Transportation (UDOT) for this CMGC project that consisted of roadway reconstruction and widening including earthwork, finish grading, underground utilities, a steel girder bridge, retaining and noise walls, and box culverts. Ames was involved during preconstruction as part of the CMGC process, working with UDOT and its designer to develop the plans to 100%, provide separate cost models to ultimately agree upon a GMP, and reduce owners risk and schedule impacts.

SIMILARITIES TO SR-58 PROJECT:

- ☑ CMGC Delivery Method
- ☑ Complicated Staging & Traffic Handling
- ☑ Accelerated Construction of Major Elements
- ☑ Innovative Structure & Retaining Wall Design
- ☑ Compliance with Environmental Regulation
- ☑ Coordinating Work with Adjacent Contracts

Project Description & Site Conditions:

As part of a joint venture, UDOT awarded Ames Construction a CMGC project to construct 3 miles of new highway and widen the existing roadway on SR193 from State Street to 2000 West in Syracuse City, Utah.

Ames provided UDOT with construction consulting services, with the goal of producing design and construction innovations that reduced project cost, risk and schedule. The team tracked contingencies, developed trend and risk analysis logs, and prepared multiple cost models throughout the design process. As part of the project, Ames worked with the Department's designer to advance the design to provide a GMP and final RFC design.

The project included over 235,000 CY of earthwork, 260,000 CY of aggregate base course, 16,000 LF of underground piping, and 310 LF of box culverts. Structures included a 175 FT single-span bridge with 10 steel girders, precast deck panels and light weight structural concrete. Retaining walls totaled over 118,000 SF with another 85,000 SF of noise walls on the project. Major subcontracted work included 157,000 SY of concrete paving and 11,300 tons of asphalt. Ames crews worked throughout the year including limited work during the winter months to meet schedule milestones.

Similar Size, Scope & Complexity:

The SR193 project is similar to the SR-58 Kramer Junction Expressway project because both are CMGC projects for state DOTs with active rail lines crossing through the project, and both require complex MOT and stakeholder coordination. AGJV will utilize the same proven process used on SR193 to collaborate with Caltrans, BNSF, and other major stakeholders to maximize the design phase and reduce cost, risk, and schedule for Caltrans.

Experience of Team Members Working Together as an Integrated Team:

This CMGC project was an integrated joint venture with Ames and another construction partner. Our teamwork alongside the owner and designer during preconstruction developed cost and schedule saving design and construction ideas. This team partnership continued throughout construction. The team also conducted public open houses to obtain community feedback.

Construction/Reconstruction Using Innovative Designs, Methods & Materials:

The team implemented two pedestrian tunnels to maintain public mobility during construction. This allowed for faster construction and cost savings versus typical pedestrian bridges that would go over the facility. Innovative use of precast walls allowed expedited construction and cost savings.

Implementation of Complicated Staging & Traffic Handling:

This project features construction of a new 5-lane highway along existing streets and over an active freight rail. MOT and rail coordination were critical to the success of this project.

Accelerated Construction of Major Common Elements:

Bridge construction over the existing railroad had to be accelerated in order to keep trains moving. This was accomplished by exchanging concrete elements with steel wherever possible to eliminate cure time from the schedule.

Staged Bridge Construction Over Existing Highway & Railroad:

The railroad bridge was built over live train traffic and required round the clock communication with the railroad. The following bridges were constructed:

- SPUI Bridge - 215 ft x 181 ft Single Span Concrete Spliced Girders
- Railroad Bridge - 115 ft x 90 ft Single Span Precast Concrete Girders
- Jordan River Bridge - 407 ft x 104 ft Three Span Steel Girder Bridge
- Jordan River Pedestrian Bridge - 200 ft x 17 ft Prefabricated Truss Bridge.

Innovative Structure & Wall Design:

This project included 118,000 SF of retaining wall, 85,000 SF of sound/noise wall and two separate pedestrian underpasses underneath the new roadway. Sound walls and pedestrian underpasses were completed early on in the project to maintain access and to limit noise impacts during construction.

Coordination of Work & Traffic Control with Adjacent Contracts:

Work was conducted around existing city streets to build this highway extension. Preconstruction services included maintenance of traffic planning, traffic control plan development, reviews and approvals.

Coordination of Complex Public Utility Relocation & Construction of Municipal Utilities:

A major sewer line had to remain active throughout construction and over 16,000 LF of storm drain - including new construction, relocations and extensions.

Large & Deep Cast-in-Place & Precast Structural Concrete Elements:

The SR193 project included a 175 FT bridge with 1000 CY of structural concrete, 10 steel girders, precast deck panels and light weight structural concrete.

Compliance with Environmental Regulations & Restrictive Permit Requirements:

UPRR required special permitting and any hazardous material had to remain on site. Permitting with the UTA and UPRR railroads required extensive coordination which began during design and preconstruction.

Controversial/Highly Sensitive Public Projects & Coordination with Local/Regional Agencies:

This project involved a high level of public controversy. To address these concerns, the team held several public open houses, mailed monthly newsletters, and utilized social media (website, Twitter, and Facebook) to communicate project information, traffic control changes, and construction updates. The project involved coordination with UDOT, Davis County, the City of Clearfield, UPRR and UTA railroads.

Awards, Citations, Commendations Received:

2014 Partner Project of the Year - Diamond Level, International Partnering Institute
2013 AGC Award of Excellence - Highway/Municipal Utilities Project of the Year

Name of Client:

Utah Department of Transportation - Region 1

Address: 166 West Southwell Street, Ogden, UT 84404	
Contact Name: Randy Jeffries, P.E.	**Telephone:** (801) 620-1600
Owner's Project/Contract No.: S-0193(5)0 PIN 7055	**Fax No.:** (801) 620-1665
Contract Value: $63,358,518	**Final Value:** $63,358,518
Value Variance Explanation: Met owner's budget through the CMGC process.	
Percent of Total Work Performed by Company: 50%	**Commencement Date:** December 2012
Planned Completion Date: May 2014	**Actual Completion Date:** December 2013
Schedule Variance Explanation: Through preconstruction, Ames optimized the design to save time.	
Amount of Claims: None	**Any Litigation:** No

Form B
Project Description

Happy Valley Parkway
Peoria, Arizona

Name of Proposer: Ames Griffith Joint Venture
Name of Firm: Ames Construction, Inc.

Project Role: Construction Manager at Risk (CMAR)

Principal Participant: Ames Construction, Inc. **Designer:** Jacobs Engineering; Parsons **Other:** None

Years of Experience: **Roads/Streets:** 2 **Bridges/Structures:** 2 **Utility Relocations:** 2

Nature of Work: This project included widening four miles of arterial roadway adjacent to a church, school, businesses and residences. Major work items were excavating, drill/blasting, grading, new and relocated utilities, paving, striping, new lighting and pedestrian features. The two new bridges over New River were 3-span AASHTO Girder Bridges with 80-foot spans.

SIMILARITIES TO SR-58 PROJECT:

- ☑ Complicated Staging & Traffic Handling
- ☑ Accelerated Construction of Major Elements
- ☑ Innovative Structure & Retaining Wall Design
- ☑ Coordination of Complex Public Utility Relocation & Construction of Municipal Utilities
- ☑ Compliance with Environmental Regulations

Project Description & Site Conditions:

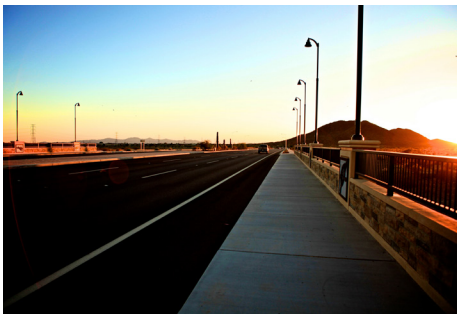
This project provided a necessary east-west transportation link to ease congestion. Work included four miles of new six-lane arterial roadway with two three-span precast concrete girder bridges over New River, two concrete box culverts, 11,500 FT of 12” and 16” water line and 5,000 FT of 8” sewer line. Through close communication with developers, utility companies, and the design and construction teams, the project team maintained excellent public relations. Multiple GMPs allowed the team to construct major portions of the project while design and pricing of remaining items progressed.

Similar Size, Scope & Complexity:

Similarities to the SR-58 Project include CMGC/CMAR, contract values, bridge construction and a high level of stakeholder involvement and utility relocations, public, businesses, residents, access, and the importance of traffic control. The Happy Valley Road Project encompassed numerous businesses, residences, schools and a large church. The AGJV team will build on the methods and culture used on this project to ensure impacts to the nearby stakeholders are minimized and well-communicated.

Experience of Team Members Working Together as an Integrated Team:

The team used the project CPM schedule on a daily basis to track on-going design efforts, budget, GMPs, stakeholder coordination, administrative tasks, city council actions, right-of-way procurement, City funding availability and all construction activities.



Construction/Reconstruction Using Innovative Designs, Methods & Materials:

The Public Works Department was concerned about future maintenance cost of the facility and aesthetic features on the bridge presented such concerns. The team adopted bridge specialty street lights identical to those used on other bridges within the City of Peoria and eliminated maintenance concerns. An irrigation pump was installed and drought resistant vegetation was used to minimize the cost of the landscape and irrigation system maintenance for the Parks Department, resulting in a great life-cycle cost savings for the City.

Implementation of Complicated Staging & Traffic Handling:

Traffic plans provided for safe passage of buses, students and church goers on Sundays. The team further minimized impacts to the traveling public and worked with the police department to provide traffic control and to enforce speed limit restrictions on the project. Major traffic changes were communicated in advance via the project website, eblasts and a robust public relations campaign.

Accelerated Construction of Major Common Elements:

The south half of the bridge over New River was one aspect that required an accelerated design. The project team moved quickly and the bridge was designed and constructed within a 9-month period keeping productivity high and maintaining the project's aggressive construction schedule.

Staged Bridge Construction Over Existing Highway & Railroad:

While this project did not include staging bridge construction over an existing highway, the project did include a single bridge over a protected wash that required 404 permitting.

Innovative Structure & Wall Design:

The bridge included innovative aesthetic enhancements and was constructed in phases. In order to stay on schedule, the substructure work was completed while design of the superstructure was still ongoing.

Coordination of Work & Traffic Control with Adjacent Contracts:

Working directly with another stakeholder Arizona Public Service (APS), the City of Peoria coordinated directly with APS to acquire mature boxed trees that resulted from a nearby APS construction project.

Coordination of Complex Public Utility Relocation & Construction of Municipal Utilities:

A 69kV Arizona Public Service power line and local communication lines were in direct conflict with the new bridges and a mile long portion of the new roadway. The team worked closely with APS, Cox Communications and Qwest to relocate the lines underground. Ames crews installed all duct banks and conduit while each utility installed wire/fiber optics to complete the relocation. This close coordination utilized a detailed, flexible schedule that allowed work to progress in areas where utilities had already been relocated.

Large & Deep Cast-in-Place & Precast Structural Concrete Elements:

The project included two three-span precast concrete girder bridges over New River approximately 80 FT in length. These structures included 1,952 LF of drilled shaft foundations ranging from 48” to 72” in diameter.

Compliance with Environmental Regulations & Restrictive Permit Requirements:

The SWPPP measures protected existing washes in the area from becoming a source of sediment runoff during storm events. Ames continually met on-site with Maricopa Air Quality Inspectors to address any concerns they had. They provided interim dust control polymer to prevent dust from blowing into nearby residences. Arizona Department of Environmental Quality complimented Ames, stating that the project site was one of the cleanest in the state and was chosen by FHWA as a Test Pilot Project for Sustainable Highways for a high level of quality regarding sustainability.

Controversial/Highly Sensitive Public Projects & Coordination with Local/Regional Agencies:

Ames implemented neighborhood communications for horse properties near rock blasting sites. The schedule was adjusted to accommodate stakeholders, landowners, utilities, developers, residents, schools, and churches. The team met repeatedly with residents and coordinated closely with developers to plan utility crossings.

Awards, Citations, Commendations Received:

2010 Arizona Transportation Partnering Excellence Award
2010 ARTBA Globe Award
2010 Marvin M. Black Excellence in Partnering
2009 AGC Build Arizona Award
2009 APWA Arizona Chapter Project of the Year

Name of Client:

City of Peoria

Address: 8401 W Monroe St. Peoria, AZ	
Contact Name: Adina Lund, P.E.	**Telephone:** (623) 773-7249
Owner’s Project/Contract No.: P-0111	**Fax No.:** (623) 486-0822
Contract Value: $54,000,000	**Final Value:** $43,500,000
Value Variance Explanation: Constant cost analysis taking advantage of the economic conditions.	
Percent of Total Work Performed by Company: 100%	**Commencement Date:** January 2008
Planned Completion Date: May 2014	**Actual Completion Date:** December 2013
Planned Completion Date: November 2009	**Actual Completion Date:** November 2009
Schedule Variance Explanation: Construction was completed on time.	
Amount of Claims: None	**Any Litigation?** No

Form B
Project Description

Sky Harbor Boulevard / SR143 TI
Phoenix, Arizona

Name of Proposer: Ames Griffith Joint Venture
Name of Firm: Ames Construction, Inc.

Project Role: General Contractor

Principal Participant: Ames Construction, Inc. **Designer:** Kimley-Horn **Other:** None

Years of Experience: **Roads/Streets:** 2 **Bridges/Structures:** 2 **Utility Relocations:** 2

Nature of Work: Existing traffic interchange re-construction at Sky Harbor Boulevard and SR143. Work included a new fly-over bridge, existing bridge widening over the Salt River, SROG utility access structure, PCCP paving, lighting, signing, FMS facilities and striping.

SIMILARITIES TO SR-58 PROJECT:

- ☑ Innovative Structure and Retaining Wall Design
- ☑ Complicated Staging & Traffic Handling
- ☑ Accelerated Construction of Major Elements
- ☑ Staged Bridge Construction over Existing Freeway
- ☑ Compliance with Environmental Regulation
- ☑ Coordinating Work with Adjacent Contracts

Project Description & Site Conditions:

This project consisted of reconstructing the existing traffic interchange. Structures included a new fly-over bridge from westbound Sky Harbor Boulevard to southbound SR143 and widening of the 1,200' southbound bridge over the Salt River. Construction phasing and traffic control were coordinated with multiple agencies including the FAA, Sky Harbor Aviation, Arizona Department of Transportation (ADOT), City of Phoenix, and several utility companies

Similar Size, Scope & Complexity:

This project rebuilt the interchange for a heavily traveled freeway located at the main entrance to Sky Harbor International Airport. Construction phasing and traffic control were coordinated with multiple agencies including the FAA, Sky Harbor Aviation, Arizona Department of Transportation (ADOT), City of Phoenix, and several utility companies. All work was accomplished in and over live traffic that had to remain open at all times. Work was completed with zero safety incidents for crews or the traveling public. AGJV will build on this experience to safely phase and construct the Kramer Junction TI for Caltrans.

Experience of Team Members Working Together as an Integrated Team:

The project required consistent, detailed coordination with all stakeholders. Coordination occurred with ADOT's Project Management, design firms, FMS, environmental, aesthetics/landscape, inspections, and the outside design consultant, Kimley-Horn.

Construction/Reconstruction Using Innovative Designs, Methods & Materials:

Innovative methods, designs, and materials included:

- Use of horizontal sawcuts to remove outside concrete barrier on the west side of the existing bridge over the Salt River. This allowed for removal of the barrier without full demolition, making the barrier reuseable for temporary barrier and reduced the amount of bridge deck demo required. This also reduced the amount of new deck to be poured back.
- Slip forming of concrete barrier and utilization of epoxy adhesive to attach decorative elements, rather than using form liner with hand placements, greatly reduced the concrete placement schedule.
- Use of shotcrete and soil nails to limit the excavation footprint for a multi-agency sewer line protective Con-Arch installation.
- Backfilling of the multi-agency sewer line Con-Arch with lean concrete rather than native soil to expedite the schedule.
- Use of a “cut and cover” sacrificial casing to construct a deep foundation concrete drilled shaft next to an existing fiber optic duct bank proved essential to not disturbing the main fiber optic feed to the busy Sky Harbor International Airport

Implementation of Complicated Staging & Traffic Handling:

A portion of the 200,000 CY of earthwork on this project was owner furnished select borrow material that was stockpiled inside the loop ramp. This required careful coordination to move borrow material across live traffic. Space limitations required off site staging and traffic control coordination with airport operations.

Accelerated Construction of Major Common Elements:

Accelerated construction methods were employed to construct the fly over bridge as well as the earthwork hauls. This meant 24-hourwork when closures were allowed to maximize the amount of work performed during the traffic restrictions.

Staged Bridge Construction Over Existing Highway & Railroad:

This project required construction of a new fly over bridge under live traffic. A limited number of traffic closures were allowed for traffic shifts, false work installation/removal and installation of precast concrete girders. Two center piers were installed in medians under live traffic on both SR143 and Sky Harbor Boulevard

Innovative Structure & Wall Design:

Retaining walls were constructed along the western side of southbound SR143 adjacent to the Sky Harbor Airport East Economy Overflow Parking Lot to facilitate abutment construction for the fly over ramp. With17,500 SF of retaining walls, innovative shotcrete and soil nail systems were used to limit the excavation footprint adjacent to an existing sewer line Con-Arch access structure.

Coordination of Complex Public Utility Relocation & Construction of Municipal Utilities:

A fiber duct bank was protected in place with casing and protection of an existing large 72" diameter sewer line using a Con-Arch. There were extensive planned relocations of fiber optic conduits, small diameter water lines and 5000 LF of storm drain pipes (36" to 84" diameter).

Large & Deep Cast-in-Place & Precast Structural Concrete Elements:

The 7400 CY bridge included 13 drilled shafts with rectangular cast in place (CIP) columns topped with CIP pier caps. Three to four rows of precast girders sit atop bents to form a 14-span 5,458 LF bridge which supports a CIP concrete deck and CIP concrete barrier rails. Exposed concrete elements had a unique rustication pattern to mimic water waves of the river and two-tone paint to match desert colors.

Compliance with Environmental Regulations & Restrictive Permit Requirements:

The team coordinated closely with Salt River Project, ADOT and the Arizona Department of Environmental Quality (ADEQ) to maintain US EPA and ADEQ permit compliance for demolition and construction activities associated with the widening of the bridge over the Salt River (an impaired waterway).

Controversial/Highly Sensitive Public Projects & Coordination with Local/Regional Agencies:

The project site is located just east of Sky Harbor International Airport. Drilling for foundations and use of cranes required close coordination with Airport Management and the FAA. The project is located in the City of Phoenix and is very near : the City of Tempe, adjacent to the airport, Valley Metro Rail Yard, the PHX Sky Train, and the Salt River.

Awards, Citations, Commendations Received:

2013 AGC Build Arizona Award

Name of Client:

Arizona Department of Transportation (ADOT)

Address: 1801 W. Jefferson, Suite 120, Phoenix, AZ 85007	
Contact Name: Michael Zimnick, P.E.	**Telephone:** (602) 712-8965
Owner's Project/Contract No.: ARRA-STP-EB-143-A(200)A	**Fax No.:** N/A
Contract Value: $17,800,000	**Final Value:** $17,800,000
Value Variance Explanation: This project was completed on budget.	
Percent of Total Work Performed by Company: 31%	**Commencement Date:** December 2010
Planned Completion Date: June 2012	**Actual Completion Date:** August 2012
Schedule Variance Explanation: Added additional landscaping quantities.	
Amount of Claims: None	**Any Litigation?** No

Form B
Project Description

I-215 HOV Gap Closure
Riverside & San Bernardino, California

Name of Proposer: Ames Griffith Joint Venture
Name of Firm: Ames Construction, Inc.

Project Role: General Contractor

Principal Participant: Ames Construction, Inc. **Designer:** Caltrans **Other:** None

Years of Experience: **Roads/Streets:** 3 **Bridges/Structures:** 3 **Utility Relocations:** 3

Nature of Work: The I-215 HOV Gap Closure is a 7.5-mile project that adds carpool lanes in both directions by rebuilding the outside and inside freeway shoulders. The project included the widening of 5 existing bridges, 1 new underpass bridge and 5 new railroad bridges

SIMILARITIES TO SR-58 KRAMER PROJECT:

- ☑ Complicated Staging & Traffic Handling
- ☑ Accelerated Construction of Major Elements
- ☑ Innovative Structure & Retaining Wall Design
- ☑ Compliance with Environmental Regulations
- ☑ Heavy Coordination of Work with BNSF & UPRR
- ☑ Same proposed Project Manager

Project Description & Site Conditions:

The I-215 HOV Gap Closure is a 7.5-mile project extending from the Orange Show Road interchange in San Bernardino to the 60/91/215 interchange in Riverside and crosses the cities of Colton and Grand Terrace. This $132M project provides carpool lane additions by rebuilding the outside and inside freeway shoulders and restriping the lanes to allow for three general purpose lanes and a new carpool lane in both directions. Railroad bridges were rebuilt, and bridges crossing the Union Pacific railroad tracks, Interstate 10 and the Santa Ana River were widened.

Similar Size, Scope & Complexity:

The I-215 HOV Gap Closure project is similar to the SR-58 Kramer Junction Expressway project because both are Caltrans limited access freeway projects with active rail lines crossing through the project, and both are similar in order of magnitude cost. AGJV will capitalize on the successful collaboration generated with Caltrans District 8 and BNSF on the I-215 HOV Gap project throughout preconstruction and construction phases to optimize delivery of t the SR-58 project with minimal impacts to both rail and the motoring public.

Experience of Team Members Working Together as an Integrated Team:

The proposed Project Manager, Joe Carlo, is also the Project Manager for the I-215 HOV Gap Closure project. Also involved were Area Manager, Jeff Geist and Lead Estimator, Craig Roth. Together, these three individuals were key to coordinating with BNSF and UPRR on the railroad bridge construction and providing Caltrans and the railroads with the necessary data and scheduling to ensure innovative methods would be successful. Joe and the proposed Environmental Manager, Theresa Jakeway, worked together on this project with Caltrans and California Fish and Wildlife to ensure the nearby protected species and the Santa Ana River were not impacted by construction.

SCAN TO WATCH I-215 ABC VIDEO

Construction/Reconstruction Using Innovative Designs, Methods & Materials:

The Team met with BNSF and Caltrans together multiple times to present using Accelerated Bridge Construction (ABC) of the railroad bridges. Crews would construct the bridges off-site and then transport them to the site and into place using Self-Propelled Modular Transporters (SPMTs). After Ames provided extensive data, case studies, and 30-day schedules broken down into hours, BNSF agreed. Using ABC provided cost savings, extensive schedule savings, impact to the public, and easement needs.

Implementation of Complicated Staging & Traffic Handling:

This project required over 30 full freeway closures and numerous partial, ramp, and arterial street closures to accommodate widening and constructing the bridges. The crews worked 24/7 to maintain the 8 miles of traffic control devices on the project. There was also a designated team to respond to Caltrans during a major traffic incident if necessary to remove disabled vehicles or repair and reset traffic control patterns.

Accelerated Construction of Major Common Elements:

The ABC method for installing the 5 new BNSF bridges over 8-lanes of I-215 greatly reduced construction impacts. Originally, the bridges were to be constructed from launch pads near the site requiring up to 24 months to install. By constructing the bridges off-site and moving them into place with SPMTs, installation occurred over a few nights. The schedule, easements needed for construction, costs, track outages, and impacts to the travelling public from full and partial closures were greatly reduced.

Staged Bridge Construction Over Existing Highway & Railroad:

The project constructed a new underpass and several widenings including the I-10/I-215 bridge with traffic both above and below it. This bridge required a new pier in the median; one lane was closed in each direction to provide a safe working area for crews but the freeway remained open during pier construction.

Innovative Structure & Wall Design:

The ABC installation of the railroad bridges saved the project schedule, costs, track outages and traffic impacts. See the video of ABC on this project at http://buff.ly/1BlMjAN or scan the QR code above.

Coordination of Work & Traffic Control with Adjacent Contracts:

There was an adjacent freeway widening project and tight communication with both Caltrans Resident Engineers and the other contractor were required to coordinate and streamline traffic control, freeway, ramp and arterial street closures.

Coordination of Complex Public Utility Relocation & Construction of Municipal Utilities:

There were multiple utility relocations along the entire 7-mile alignment including power, fiber optic, conduit, and RCP drainage pipe. The project also relocated 100 light poles.

Large & Deep Cast-in-Place & Precast Structural Concrete Elements:

The project widened two 12-span bridges and one 2-span bridge with concrete cast-in-place box girders and one 2-span bridge with concrete precast girders.

Compliance with Environmental Regulations & Restrictive Permit Requirements:

There were protected species of bat on the Santa Ana bridge – the area was delineated 200 feet from the bridge and no one was allowed in the area without special permission after it was deemed clear by the superintendent each day. There was no lighting or work allowed in the area at night.

Controversial/Highly Sensitive Public Projects & Coordination with Local/Regional Agencies:

There is daily communication with both railroads. The team also works closely with the local business owners to work around their properties or modify them for easements. Lineage Trucking was very appreciated of the Team's effort. The project took some of their parking lot, but crews expanded it in other areas, recontoured the edges and fortified it near the railroad tracks.

Awards, Citations, Commendations Received:

2013, 2014 Caltrans Gold Award for Partnering Success in Motion

The SWPPP/Compliance – Report Rating 1A – (Ames received 3 in a Row and 3 of 3 attempts)

Name of Client:

Caltrans – District 8

Address: 850 S Via Lata, Suite 100A, Colton, CA 92324	
Contact Name: Manny Yogarajah	**Telephone:** (951) 830-6764
Owner's Project/Contract No.: PPNO 0041G	**Fax No.:** (909) 825-1634
Contract Value: $132,655,886	**Final Value:** In progress
Value Variance Explanation: N/A	
Percent of Total Work Performed by Company: 38%	**Commencement Date:** March 2013
Planned Completion Date: March 2015	**Actual Completion Date:** N/A
Schedule Variance Explanation: N/A	
Amount of Claims: None	**Any Litigation?** No

Form B
Project Description

I-15 Corridor Expansion D-B (I-CORE)
Utah County, Utah

Name of Proposer: Ames Griffith Joint Venture
Name of Firm: Ames Construction, Inc.

Project Role: Joint Venture Partner

Principal Participant: Ames Construction, Inc. **Designer:** HDR **Other:** None

Years of Experience: **Roads/Streets:** 10 **Bridges/Structures:** 63 **Utility Relocations:** 200

Nature of Work: I-CORE project rebuilt 24 miles of I-15 from Lehi to Spanish Fork to add two lanes in each direction. Work included reconfiguring and rebuilding 10 interchanges and replacing or reconstructing 63 bridges. It also used 40-year life concrete pavement along the entire corridor.

SIMILARITIES TO SR-58 PROJECT:

- ☑ Complicated Staging & Traffic Handling
- ☑ Accelerated Construction of Major Elements
- ☑ Innovative Structure & Retaining Wall Design
- ☑ Compliance with Environmental Regulation
- ☑ Coordinating Work with Adjacent Contracts

Project Description & Site Conditions:

The I-15 Corridor Expansion (I-CORE) project was the largest freeway construction project in the State of Utah with the fastest construction schedule for a billion-dollar public highway project in United States history. I-CORE was constructed for the Utah Department of Transportation (UDOT) by a consortium of local contractors with Ames as the majority construction partner. Altogether, the I-CORE project widened and reconstructed 24 miles of freeway, reconstructed more than four miles of cross streets, rebuilt and reconfigured ten freeway interchanges, and replaced 63 aging bridges. This $1.1 billion project was completed on schedule and under budget.

Similar Size, Scope & Complexity:

The I-CORE project is similar to the SR-58 Kramer Junction Expressway project because both are major DOT limited access freeway projects with active rail lines crossing through the project, and reconfigured traffic interchanges. AGJV will explore many of the same TI innovations used on the I-CORE project to maximize traffic flow capacity and reduce schedule impacts.

Experience of Team Members Working Together as an Integrated Team:

This project required extensive coordination between Ames and the owner to develop efficient traffic interchanges and implement the 40-year life span paving innovation.

Construction/Reconstruction Using Innovative Designs, Methods & Materials:

This major Design-Build project was Utah's first use of the fixed-price, best design method of project delivery. Our proposal significantly exceeded UDOT's scope expectations, extending the project an additional 10 miles. In addition to the extra lane miles, our proposal resulted in the reconstruction of two additional interchanges. To increase capacity and improve traffic flow the team designed and constructed three innovative interchanges – continuous flow, diverging diamond, and single-point urban interchanges. At project completion, we had utilized only 100 days of the allotted 900-closure days to implement lane restrictions.

Implementation of Complicated Staging & Traffic Handling:

To keep the traveling public moving, Ames utilized multiple innovative alternatives to maintain traffic during construction. The team invested $30 million into temporary roadways and bridges, Accelerated Bridge Construction (ABC) methods, innovative traffic configurations such as lane splits, three-phase construction, and night construction activities in order to facilitate mobility during construction. The team maintained the existing number of lanes prior to construction and minimized inconvenience to the public.

Accelerated Construction of Major Common Elements:

The team used Accelerated Bridge Construction and built five bridges off site and moved each of them into place using self-propelled modular transporters (SPMTs). Building the bridges off site reduced months of freeway impacts. The team built and moved the longest two-span bridge in the Western hemisphere at 328-feet long and 80-feet wide in record time—a single night. The team also accelerated the project design on two segments that could be completed in the first year and paved during the first season.

Staged Bridge Construction Over Existing Highway & Railroad:

To minimize traffic impacts and meet UDOT's goal of maintaining all existing lanes of traffic open during construction, the project team carefully phased the construction of each bridge. As a testament to the Team's success, only 100 of the allotted 900-closure days were used.

Innovative Structure & Wall Design:

The ABC installation of six of the bridges and the accelerated design phasing saved the project schedule, costs, and traffic impacts.

Coordination of Work & Traffic Control with Adjacent Contracts:

The massive scope of the project meant it was constantly adjacent to other public and private contracts along the corridor. The Team and each segment manager worked closely with all parties to keep access open for delivery of materials and work for other projects.

Coordination of Complex Public Utility Relocation & Construction of Municipal Utilities:

The ten reconstructed interchanges required over 200 utility relocations and traffic signaling for arterial streets. Segment managers worked closely with the utility coordinator and utility owners.

Large & Deep Cast-in-Place & Precast Structural Concrete Elements:

The project installed new, replaced or widened 63 bridges and constructed 12 temporary bridges. Most utilized precast deck panels with a cast-in-place topping.

Compliance with Environmental Regulations & Restrictive Permit Requirements:

The project constructed new wetland areas to replace lost areas from the expansion. SWPPP measures were extensive to protect an endangered sucker fish nearby. Despite the large scale of the project, no fines were levied for dust or stormwater.

Controversial/Highly Sensitive Public Projects & Coordination with Local/Regional Agencies:

The team used innovative maintenance-of-traffic solutions included deploying automatic transportation management system devices, arterial vehicle detection, and traffic responsive signal timing control systems during construction. Ames also used mobile hot spot trailers to allow monitoring of real-time construction activities through UDOT's current traffic management system.

Awards, Citations, Commendations Received:

2013 Outreach Campaign/Local Level – First Place
2013 Training Programs/ Local Level- Second Place
2013 John L. Martin Partnered Project of the Year, Diamond Award
2014 Design Build Institute of America Project of the Year

Name of Client:

Utah Department of Transportation

Address: 4501 South 2700 West, PO Box 148220, Salt Lake City, Utah 84114-8220	
Contact Name: Robert Stewart, P.E.	**Telephone:** (801) 400-5746
Owner's Project/Contract No.: MP-I15-6(178)-245	**Fax No.:** (801) 965-4403
Contract Value: $1,098,426,245	**Final Value:** $1,084,733,598
Value Variance Explanation: Rephasing and design brought the project under budget	
Percent of Total Work Performed by Company: 65% (JV)	**Commencement Date:** January 2010
Planned Completion Date: December 2012	**Actual Completion Date:** December 2012
Schedule Variance Explanation: N/A	
Amount of Claims: None	**Any Litigation?** No

Form B
Project Description

I-5 North of Castaic to Kern County
Kern County, California

Name of Proposer: Ames Griffith Joint Venture
Name of Firm: Griffith Company

Project Role: Joint Venture Partner

Principal Participant: Griffith Company Joint Venture **Designer:** Caltrans **Other:** None

Years of Experience: **Roads/Streets:** 2 **Bridges/Structures:** 1 **Utility Relocations:** N/A

Nature of Work: As the lead joint venture partner on this resurfacing and restoration project, the joint venture was responsible for the removal and replacement of 30 miles of concrete pavement in lanes 3 and 4. This also included the replacement of approach slabs on 12 bridges and 10,700 CY of rapid set panel replacement in lanes 1 and 2.

SIMILARITIES TO SR-58 PROJECT:

- ☑ 12 Months Ahead of Schedule
- ☑ Complicated Staging & Traffic Handling
- ☑ Accelerated Construction of Major Elements
- ☑ Compliance with Environmental Regulation
- ☑ Coordinating Work with Adjacent Contracts

Project Description & Site Conditions:

The project consists of pavement rehabilitation for 16 miles in the northbound and southbound directions, beginning south of Vista Del Lago Road and ending at the Kern County Line near the Town of Lebec, CA. The scope includes: replacing the existing PCCP in the two outside lanes, rehabilitating of the inside lanes by grinding and random panel replacement, reconstructing the inside and outside shoulders, milling and overlaying the existing AC ramps, constructing PCC ramp termini, and polyester concrete overlaying of the bridge approaches. High truck-traffic volumes and heavy vehicular-traffic coming in and out of the Los Angeles Basin make this project challenging from a Maintenance of Traffic perspective. In addition, although lane reduction was permitted during construction, no lane reductions could be set in place in the southbound direction during the Memorial Day and Labor Day holiday weekends in each construction season.

Similar Size, Scope & Complexity:

This project is similar to the SR-58 Project in that the project scope includes the reconstruction of the inside and outside AC shoulders, and outer PCC lanes for approximately 16 miles along a heavily traveled section of I-5 known as The Grapevine. Approximately 25% of truck-traffic made working throughout the corridor in a lane-reduced configuration particularly challenging to support public convenience and material delivery to the work zone(s). The project was logistically challenging as it was bid with construction occurring in 8 segments and 36 stages with a 5-mile separation of the work zones.

Experience of Team Members Working Together as an Integrated Team:

Victor Valenzuela, AGJV's MOT Traffic Supervisor, was the Project Superintendent for the I-5 project and was responsible for building cohesion in the field with the joint venture and the Caltrans field team. He brings the same collaborative approach to SR-58 Kramer Junction Expressway Project.

Construction/Reconstruction Using Innovative Designs, Methods & Materials:

The joint venture and Caltrans worked together to implement a Cost Reduction Incentive Proposal/ VE proposal to provide innovative solutions to MOT to improve the flow of traffic through the project without disrupting construction operations. Together, the following results were achieved:

- Reduced the schedule by combing stages in the last two seasons of the project. This reduced the number of stages by approximately 50%.
- Improved mobility by constructing the project with one-lane crossovers which allowed the following:
  - Stages were combined, reducing construction time; and
  - Lane closure charts were modified to lessen morning traffic delays, improving mobility for nearby residents and motorists.

Implementation of Complicated Staging & Traffic Handling:

The project conditions include significant traffic handling and MOT requirements in order to accommodate 8 segments and included 36 stages of work. This required simultaneous construction in multiple segments and varying stages to support the project scheduling goals. The MOT value engineering was designed by the joint venture and accepted by Caltrans which allowed combining stages of planned construction for optimum efficiency. This value engineering change order allowed the project to be completed a year ahead of schedule and minimized the impact to the traveling public.

Accelerated Construction of Major Common Elements:

The MOT value engineering allowed the joint venture to construct larger portions of the project more effectively. This allowed for bringing additional equipment and manpower, which shortened the contract duration by one year.

Staged Bridge Construction Over Existing Highway & Railroad:

This project did not require bridge work.

Innovative Structure & Wall Design:

Bridge structure approach slabs were constructed in phases to allow for the high volume of traffic. Quality was successfully achieved safely.

Coordination of Work & Traffic Control with Adjacent Contracts:

Immediately north of the project was another Caltrans project in Kern County. The project team initiated contact with the other contractor and put in place a vehicle to communicate and coordinate for traffic closures and construction activities to ensure there was traffic continuity and minimized impact to the public. Additionally, the project team coordinated with both District 7 and District 6 construction teams to ensure all parties were notified and all concerns were met.

Coordination of Complex Public Utility Relocation & Construction of Municipal Utilities:

This project did not include coordination of complex public utility relocations or municipal utilities.

Large & Deep Cast-in-Place & Precast Structural Concrete Elements:

The project did not include large or deep cast-in-place or precast structural concrete elements.

Compliance with Environmental Regulations & Restrictive Permit Requirements:

The work along the Grapevine was in the watershed of Pyramid Lake, the aqueduct that supplies drinking water to Los Angeles. BMPs were carefully enacted and monitored to ensure strict compliance to the NPDES Permit. In addition, the team generated and executed a lead compliance plan to handle aerially deposited lead material found within the project limits. There were no citations or notices of non-compliance.

Controversial/Highly Sensitive Public Projects & Coordination with Local/Regional Agencies:

The Grapevine is the key artery for northbound/southbound travel in California with a high volume of trucks and passenger vehicles passing through. The project team worked closely with the Caltrans construction team and the public affairs office to ensure the public was aware of lane closures, changes in MOT and construction activities that would have an impact on traffic.

Awards, Citations, Commendations Received:

2013-14 Caltrans Gold Success in Motion Partnering Award

Name of Client:

Caltrans District 7

Address: 25061 West Avenue Stanford, Suite 70, Valencia, CA 91355	
Contact Name: Jamal El-Jamal	**Telephone:** (661) 257-0273
Owner's Project/Contract No.: 07-252804	**Fax No.:** (661) 257-1957
Contract Value: $86,592,000	**Final Value:** $93,399,088
Value Variance Explanation: MOT for public safety and additional PCC removal and replacement.	
Percent of Total Work Performed by Company: 70%	**Commencement Date:** April 2012
Planned Completion Date: October 2015	**Actual Completion Date:** September 2014
Schedule Variance Explanation: Innovation in MOT increased work area and work hours while saving time.	
Amount of Claims: None	**Any Litigation?** No

Form B
Project Description

Route 134 - Olive & Pass
Burbank, California

Name of Proposer: Ames Griffith Joint Venture
Name of Firm: Griffith Company

Project Role: General Contractor

Principal Participant: Griffith Company **Designer:** Caltrans **Other:** None

Years of Experience: **Roads/Streets:** 3 **Bridges/Structures:** 3 **Utility Relocations:** 1

Nature of Work: Griffith Company was the Prime Contractor on this project which entailed the staged reconstruction of three separate over-crossings on SR-134. In addition, extensive ramp work was constructed along with realignment of city streets at each of the locations. This required the installation including installation of various utilities.

SIMILARITIES TO SR-58 PROJECT:

- ☑ Complicated Staging & Traffic Handling
- ☑ Accelerated Construction of Major Elements
- ☑ Staged Bridge Construction over Existing Freeway
- ☑ Innovative Structure and Retaining Wall Design
- ☑ Coordinating Work with Adjacent Contracts
- ☑ Compliance with Environmental Regulations

Project Description & Site Conditions:

Located in the bustling Media District of Burbank, the SR-134 project was a crucial improvement for local access to the freeway system. Griffith Company constructed a half mile of new retaining walls to widen and realign on-ramps for Hollywood Way, Pass Avenue and Alameda Avenue. To accommodate the new ramps structure, crews lengthened three separate bridges - a first for the state. The bridge lengthening process required shoring the bridges, removing the abutments, constructing new abutments and bents and pouring a new deck. At Hollywood Way, the abutments and bents were constructed, the deck built on grade and the dirt excavated from under the bridge adjacent to live freeway traffic. Griffith Company used its field expertise to combine traffic phases and make up for time lost to utility delays which helped to meet scheduling goals.

Similar Size, Scope & Complexity:

Although not of similar size, this project included all of the elements and complexities of the SR-58 Project including staged bridgework over a congested freeway, ramp reconstruction, extensive retaining walls, utility relocations, staged construction of local arterials, complicated staging and traffic handling and working in coordination in with local and regional agencies.

One of the AGJV innovations under consideration is depressing SR-58 under a constructed soffit bridge on US-395 which would be built on grade with borrow material later removed after bridge deck completion.

Experience of Team Members Working Together as an Integrated Team:

The project team, working closely with Resident Engineer Simon Wang, developed a collaborative team that was able to include the City of Burbank and the business community. Their efforts have garnered a Caltrans Excellence in Partnering Award- Gold Level.

Construction/Reconstruction Using Innovative Designs, Methods & Materials:

The SR-134 project included three bridge extensions, a first for Caltrans. The bridge lengthening process required shoring the bridges, removing the abutments, constructing new abutments and bents and pouring a new deck. At Hollywood Way, the abutments and bents were constructed, the deck built on grade and the dirt excavated from under the bridge. All of the work was adjacent to ongoing freeway traffic.

Implementation of Complicated Staging & Traffic Handling:

The media center adjacent to SR-134 in Burbank was home to the television and motion picture production studios and other large office complexes. Traffic on each of the ramps and freeway was highly congested and the original staging plan only allowed for work one ramp at a time. Griffith coordinated with Caltrans and the City of Burbank to combine traffic stages by redesigning and re-sequencing retaining walls to provide a greater work area. Through partnering and collaboration, the change in staging was put in place and saved five months.

Accelerated Construction of Major Common Elements:

The project team successfully re-staged the project to allow for a larger workspace on Pass Ave. This allowed for utilizing additional equipment and manpower to save five months of contract time.

Staged Bridge Construction Over Existing Highway & Railroad:

SR-134 is part of the highly congested Ventura Freeway which links the Hollywood Freeway and I-5 just north of Los Angeles. Griffith extended three over-crossings and constructed ramp work at each of the bridges adjacent to the freeway.

Innovative Structure & Wall Design:

By redesigning the wing wall for the abutment at Pass Ave and changing the alignment of the attached tie-back wall, Griffith was able to create additional access and eliminate an entire stage of construction creating a time savings of five months.

Coordination of Work & Traffic Control with Adjacent Contracts:

During construction there were two adjacent contracts on SR-134 that required coordination. The team met weekly with Caltrans and the contractor to discuss schedules, potential lane closures and/or permanent traffic changes.

Coordination of Complex Public Utility Relocation & Construction of Municipal Utilities:

Crews constructed an assortment of storm drain work including installing pipeline, catch basins and installing a new waterline in the street and through the bridge. In addition, crews installed ducts through the bridge to accommodate phone, electric, cable, and communication. This required the coordination of multiple utility agencies including Burbank Water and Power, Edison, Southwest Bell, AT&T, Charter and Comcast.

Large & Deep Cast-in-Place & Precast Structural Concrete Elements:

Griffith constructed over 3,000 LF of retaining walls on spread footings, on CIDH Pile or as tie back walls with decorative fascia. Masonry crews installed 1,800 LF of sound wall on top of the new retaining walls at different locations on both sides of the freeway and the ramps. All the wall and masonry work was done in tight quarters adjacent to traffic on the freeway. In addition, three bridges were extended requiring new abutments, bents and decks.

Compliance with Environmental Regulations & Restrictive Permit Requirements:

Griffith complied with the NPDES Permit and implemented and maintained BMPs successfully. Additionally, the team generated and executed a lead compliance plan to handle aerially deposited lead material found within the project limits. Due to the sensitive nature of the motion picture and sound studios adjacent to the project, the team monitored daily for excessive sound and vibration. Certain operations were scheduled on off-hours to avoid impact to the studios. There were no citations or notices of non-compliance.

Controversial/Highly Sensitive Public Projects & Coordination with Local/Regional Agencies:

This Caltrans contract required sensitive coordination with the City of Burbank and other local stakeholders. The project was directly adjacent to the City's media center where NBC, ABC, Disney and Warner Brothers all have active production studios. The studios are sensitive to sound, vibration, dust and traffic so the Griffith team worked closely with the City business liaison to ensure that the businesses were not impacted in any way. The project team was proactive in community/local business outreach, communication and precise scheduling to guarantee project success.

Awards, Citations, Commendations Received:

2010 Caltrans Excellence in Partnering Award - Gold Level

Name of Client:

Caltrans District 7

Address: 1615 S Wall Street, Los Angeles, CA 90015	
Contact Name: Simon Wang	**Telephone:** (626) 572-6701
Owner's Project/Contract No.: 07-188504	**Fax No.:** N/A
Contract Value: $29,493,683	**Final Value:** $31,605,058
Value Variance Explanation: Added utility work, third party delays and added scope.	
Percent of Total Work Performed by Company: 64%	**Commencement Date:** April 2007
Planned Completion Date: December 2009	**Actual Completion Date:** September 2010
Schedule Variance Explanation: Utility adds, redesigns and third party delays. Mitigated 5 months of delay with innovation.	
Amount of Claims: None	**Any Litigation?** No

Form B
Project Description

Clinton Keith Road at I-15 Interchange Improvements
Wildomar, California

Name of Proposer: Ames Griffith Joint Venture
Name of Firm: Griffith Company

Project Role: General Contractor

Principal Participant: Griffith Company **Designer:** URS **Other:** None

Years of Experience: **Roads/Streets:** 1.5 **Bridges/Structures:** 1.5 **Utility Relocations:** 1.5

Nature of Work: Griffith Company was the Prime Contractor on this interchange improvement project which entailed widening the existing over-crossing on both sides over I-15. In addition to widening the existing ramps, it was necessary to construct extensive cast-in-place concrete retaining walls and reconstruct storm drain systems. Ramps and freeway were constructed of both asphalt concrete and portland cement concrete.

SIMILARITIES TO SR-58 KRAMER PROJECT:

- ☑ Construction/Reconstruction using Innovative Designs, Methods & Materials
- ☑ Complicated Staging & Traffic Handling
- ☑ Accelerated Construction of Major Elements
- ☑ Staged Bridge Construction over Existing Freeway
- ☑ Compliance with Environmental Regulations
- ☑ Coordinating Work with Adjacent Contracts

Project Description & Site Conditions:

Griffith Company constructed this interchange reconstruction project in Southern Riverside County in the City of Wildomar, adjacent to the City of Murrieta. The improved interchange over I-15 was constructed to reduce congestion in the region. Clinton Keith Road is the lifeblood to Wildomar's business district and local hospital, so continuous access was crucial to the project's success. The project team implemented complex staging and MOT with dozens of freeway, ramp and lane closures without incident. The team also provided innovation by building the ramp and roadway tie-ins in single 55 hour closures. This improved safety and mobility while saving time.

Similar Size, Scope & Complexity:

This contract was built for the County of Riverside using State Standards with Caltrans oversight. Griffith performed the widening of Clinton Keith Road over-crossing from two to six lanes spanning the I-15 freeway with the construction of new ramps and auxiliary lanes. Other work included the installation of drainage systems, street lighting, signal lighting, ramp metering and way finding signage to support the newly constructed bridge and ramps.

Although this project is an order of magnitude smaller than the SR-58 Project, the components of the project and importance of safe traveling by the motoring public and work crews makes this project an example of the benefits brought by AGJV to Caltrans.

Experience of Team Members Working Together as an Integrated Team:

The project team integrated each members' knowledge and experience and performed public relations outreach. Weekly project meetings were held with outside stakeholders to ensure all concerns of the public were addressed. Although formal partnering was not used on the project, the team worked within the partnering concepts and developed a resolution ladder. When issues arose, the team responded with both parties' (contractor and agency) goals in mind. All issues were successfully resolved on the project.

Construction/Reconstruction Using Innovative Designs, Methods & Materials:

Griffith Company substituted conventional concrete at the ramp intersections with rapid set concrete and performed the work under two 55 hour ramp closures. This innovation saved time in the reconstruction of the ramps and improved public safety and mobility.

Implementation of Complicated Staging & Traffic Handling:

While erecting and removing the falsework for the bridge and during the structural paving operations, Griffith performed 14 full freeway closures and numerous lane closures. The team was diligent with proper planning and worked closely with the County of Riverside, City of Wildomar, Caltrans and CHP (COZEEP) to plan detours and closures. Public notification was accomplished through the use of traditional means and social media.

Accelerated Construction of Major Common Elements:

Griffith Company proposed to eliminate one entire stage and four full ramp closures by completing the ramp intersection work with rapid set concrete in two 55 hour ramp closures. The revised staging plan saved the project three weeks time and eliminated four weeks of additional ramp closures.

Staged Bridge Construction Over Existing Highway & Railroad:

Bridge construction over the I-15 Freeway was constructed in two stages with traffic over the bridge at all times. Ramps were widened and the final roadway connections on Clinton Keith were made in the third stage with high-early concrete in a larger area to reduce the amount of ramp closures.

Innovative Structure & Wall Design:

Griffith installed abutment walls for the widened bridge and retaining walls along the ramp. Additionally, the team successfully used an innovation to substitute conventional concrete pavement at the ramp intersections with rapid set concrete in one 55 hour closure. This innovation provided increased safety, mobility and quality.

Coordination of Work & Traffic Control with Adjacent Contracts:

Griffith coordinated with two adjacent Caltrans projects during construction. Coordination meetings were held weeks prior to changes in MOT in order to fully understand the implications of the construction activities and proposed lane, ramp or freeway closures. The project team ensured that all stakeholders, including Caltrans, the County and City, were informed through public notification.

Coordination of Complex Public Utility Relocation & Construction of Municipal Utilities:

Griffith worked closely with the SCGC to coordinate the installation of a gas line across Clinton Keith and the bridge. Before construction, the project team worked with the Gas Company designers to ensure the casing installed in the bridge would meet the needs of the new line.

Large & Deep Cast-in-Place & Precast Structural Concrete Elements:

Crews constructed 1,270 LF of cast-in-place retaining walls up to 18 FT high along the ramps. To construct the bridge widening in the foundations of the bents and abutments, crews drilled a total of 122 CIDH piles up to 45 FT deep.

Compliance with Environmental Regulations & Restrictive Permit Requirements:

Griffith complied with the NPDES Permit and implemented and maintained BMPs successfully. There were two environmentally sensitive areas within the project boundaries that required monitoring and protection of various species including owls, hawks and kangaroo rats. The project team worked closely with a biologist to ensure compliance.

Controversial/Highly Sensitive Public Projects & Coordination with Local/Regional Agencies:

Griffith coordinated with the County, Caltrans and the City to ensure public safety and constant access to the businesses adjacent to the project. With City Hall next door, the project team invited the Mayor and Council members to attend weekly construction progress meetings and each week one of them would attend. One of the concerns the team mitigated was keeping 24/7 access through the project to the City's hospital nearby. The project manager and superintendent had constant contact with the City representative to ensure work never interfered with emergency access.

Awards, Citations, Commendations Received:

None

Name of Client:

Riverside County Transportation Department

Address: 2950 Washington Street, Riverside, CA 92504	
Contact Name: Ward Maxwell, P.E.	**Telephone:** (951) 346-6335
Owner's Project/Contract No.: A2-0264	**Fax No.:** (951) 955-6899
Contract Value: $13,518,000	**Final Value:** $14,659,000
Value Variance Explanation: Owner added scope.	
Percent of Total Work Performed by Company: 80%	**Commencement Date:** April 2012
Planned Completion Date: July 2013	**Actual Completion Date:** September 2013
Schedule Variance Explanation: Weather delays and added scope due to Caltrans safety review.	
Amount of Claims: None	**Any Litigation?** No

Form B
Project Description

Brea Canyon Grande Separation
Walnut, California

Name of Proposer: Ames Griffith Joint Venture
Name of Firm: Griffith Company

Project Role: General Contractor

Principal Participant: Griffith Co. **Designer:** Patterson & Associates **Other:** LAN Engineering (AECOM)

Years of Experience: **Roads/Streets:** 2 **Bridges/Structures:** 2 **Utility Relocations:** 2

Nature of Work: Griffith Company was the Prime Contractor on this grade separation project. The scope included a precast girder rail bridge utilized by Union Pacific Rail Road and Metrolink, new concrete roadway, extensive concrete retaining walls and beautification with new landscaping.

SIMILARITIES TO SR-58 PROJECT:

- ☑ Complicated Staging & Traffic Handling
- ☑ Accelerated Construction of Major Elements
- ☑ Coordinating Work with Adjacent Contracts
- ☑ Coordination of Public Utility Relocation & Municipal Utilities
- ☑ Compliance with Environmental Regulations

Project Description & Site Conditions:

This state-of-the-art grade separation for the Alameda Corridor East Construction Authority encompassed the managing of third party utility relocations, construction of seven concrete retaining walls over thirty-feet high, several drainage systems totaling 1.5 miles, 26 precast, pre-stressed, concrete girders for a new Union Pacific Rail Road bridge, 5,500 tons of asphalt and 4,500 CY of concrete roadways and 55,000 SF of new parking lot improvements. Through partnering, Griffith Company and the Alameda Corridor East Construction Authority worked diligently to deal with a myriad of third party utility issues and resolve their concerns. Griffith's team provided an accelerated schedule to reduce the negative float status by 150 days. When the project opened in October 2008, vehicular and rail traffic independently flowed in an efficient manner, bringing an aesthetically pleasing addition to the community.

Similar Size, Scope & Complexity:

This project highlights Griffith's ability to construct a multi-staged bridge and retaining wall project within a tight footprint adjacent to businesses and the Metrolink Industry Station Park and Ride Facility while coordinating with Union Pacific Rail and multiple third-party stakeholders. Brea Canyon Blvd is a major regional arterial that connects State Route 60 with the City of Industry, Diamond Bar and other Los Angeles County communities. The project team was sensitive to the needs of each community and stakeholder ensuring the success of the project.

Experience of Team Members Working Together as an Integrated Team:

Victor Valenzuela, AGJV's MOT Supervisor, was the Project Superintendent for the Brea Canyon Grade Separation project and was responsible for building cohesion in the field with the ACE field team and other project stakeholders. He brings the same collaborative approach to the SR-58 Project.

Construction/Reconstruction Using Innovative Designs, Methods & Materials:

Griffith Company devised a change in the Traffic Control Plan with the construction of a new detour unforeseen by the owner and design team. This innovation provided better local access, a larger and more productive work area and helped mitigate time lost to third-party delays.

Implementation of Complicated Staging & Traffic Handling:

Griffith Company constructed highway detours and a rail shoofly to enable continuous vehicular and rail access. In addition, reconstruction of the Metrolink station and Park and Ride Lot were staged to keep 24/7 access for the public. To accomplish this, Griffith Company constructed a temporary rail platform station in a single 48-hour closure and provided a shuttle service for continuous public access.

Accelerated Construction of Major Common Elements:

Griffith Company executed an accelerated recovery schedule to mitigate third party utility delays. Elements of work included retaining walls, grading, concrete paving, landscaping and electrical work. A total of 150 days were saved.

Staged Bridge Construction Over Existing Highway & Railroad:

This precast-girder rail bridge, built on driven steel pile, was constructed over an arterial road that was closed to traffic but adjacent to a live rail line.

Innovative Structure & Wall Design:

Over 5,000 LF of cast-in-place retaining walls were constructed up to height of 30 FT. Griffith engineers designed shoring to protect businesses that were immediately adjacent to the walls from settling. The team installed the shoring and all construction elements successfully without any settlement.

Coordination of Work & Traffic Control with Adjacent Contracts:

During construction the project team coordinated with County of Los Angeles staff to ensure an adjacent street reconstruction contract did not affect public safety or delay the project construction activities. The team met weekly with the county and contractor to discuss schedules, potential lane closures or permanent traffic changes.

Coordination of Complex Public Utility Relocation & Construction of Municipal Utilities:

Over two and half miles of underground utilities were installed, much of it below the existing water table and all while railroad operations continued. Griffith crews installed a 37” Metropolitan Water District water line, 48” Sewer line and constructed a 55 FT deep storm drain pump station. The project team coordinated with SCE, PacBell, SoCal Gas and the local cable television provider as well as others.

Large & Deep Cast-in-Place & Precast Structural Concrete Elements:

Over 5,000 LF of cast-in-place retaining walls were constructed up to a height of 30 FT. The walls were constructed on top of driven steel pile, many of which were on a 3:1 batter. Crews also constructed a 20'x30'x40' storm drain pump station over 55 FT deep and a two-span precast girder rail bridge.

Compliance with Environmental Regulations & Restrictive Permit Requirements:

Griffith complied with the NPDES Permit for stormwater runoff and for the handling of millions of gallons of water from the around the clock dewatering that was performed to construct the walls, pump station, utilities and bridge footings. The work was completed without citation or notification of violations. Additionally, after conducting noise measurements along the rail shoofly, the team determined the need for noise abatement for the businesses and residents adjacent to the detoured track. Temporary sound walls were installed.

Controversial/Highly Sensitive Public Projects & Coordination with Local/Regional Agencies:

Griffith coordinated with the owner, surrounding cities, rail authorities utilities and other third party stakeholders. Each of these stakeholders had important facilities within the project requiring relocation or reconstruction. The Griffith team worked closely with the Construction Manager to mitigate impacts and ensure all concerns were addressed.

Awards, Citations, Commendations Received:

2009 AGC California Excellence in Partnering Award Finalist

Name of Client:

Alameda Corridor East Construction Authority

Address: 4900 Rivergrade Road #A120, Irwindale, CA 90802	
Contact Name: Mark Christoffels, CEO	**Telephone:** (626) 962-9292
Owner's Project/Contract No.: 05-02	**Fax No.:** (626) 962-3552
Contract Value: $39,958,828	**Final Value:** $43,863,512
Value Variance Explanation: Unforeseen conditions, hazardous material remediation, scope changes and acceleration costs.	
Percent of Total Work Performed by Company: 64%	**Commencement Date:** July 2006
Planned Completion Date: August 2008	**Actual Completion Date:** February 2009
Schedule Variance Explanation: Weather delays, added scope and third party delays. Griffith was able to mitigate five additional months of delay with innovation.	
Amount of Claims: None	**Any Litigation?** No

Form B
Project Description

Van Buren Street and Bridge Widening over the Santa Ana River
Jurupa Valley, California

Name of Proposer: Ames Griffith Joint Venture
Name of Firm: Griffith Company

Project Role: General Contractor

Principal Participant: Griffith Company **Designer:** Dokken Engineering **Other:** None

Years of Experience: **Roads/Streets:** 2 **Bridges/Structures:** 3 **Utility Relocations:** 1

Nature of Work: Griffith Company was the General Contractor on this street and bridge widening project. Griffith was responsible for the construction of two new bridges over the Santa Ana River as well as realigning the roadway to fit the new elevated footprint.

SIMILARITIES TO SR-58 PROJECT:

- ☑ Complicated Staging & Traffic Handling
- ☑ Accelerated Construction of Major Elements
- ☑ Staged Bridge Construction
- ☑ Innovative Structure and Retaining Wall Design
- ☑ Coordinating Work with Adjacent Contracts
- ☑ Compliance with Environmental Regulations

Project Description & Site Conditions:

The project consisted of the demolition of two existing 952 LF reinforced concrete bridges and construction of two new 6-span, 1,003 LF cast-in-place, pre-stressed, concrete box girder bridges found on a combination of spread footings, driven piles, and large diameter cast-in-drilled-hole piles. The old and new bridges stretched over the Santa Ana River and connected the City of Jurupa Valley to the City of Riverside from Jurupa Ave to Clay Street. Approximately 75% of the project location was considered an Environmentally Sensitive Area (ESA). The project also included major utility relocations, the addition of new utilities, asphalt paving, street widening, sidewalk, the installation of curbs and gutters, concrete retaining wall, barrier, signal and street lighting, hand railing, fencing, irrigation, and landscaping.

Similar Size, Scope & Complexity:

This $27 million bridge reconstruction encompassed many of the elements of the SR-58 Kramer Junction Expressway Project. The two existing bridges across the Santa Ana River were reconstructed in stages while maintaining access for over 55,000 vehicles each day. Elevations on the new bridges were almost ten feet higher than the existing bridges, making construction and providing continual access challenging. In addition, the construction of the first bridge was between the two existing bridges. This created a tight working space to construct the footings, piers and superstructure.

Experience of Team Members Working Together as an Integrated Team:

Don Peterson, AGJV Construction Manager, provided oversight on the project and helped the team build a collaborative environment with the County of Riverside, City of Riverside, City of Jurupa Valley and the other stakeholders to ensure the project momentum was maintained. Difficult issues were resolved at the project level.

Construction/Reconstruction Using Innovative Designs, Methods & Materials:

Constructing the first bridge between two existing ones at a higher elevation required building the approach embankments within 8 feet of the existing road. Griffith utilized a mechanically stabilized embankment wall using wire mesh and fabric to contain the fill. Alignment 1A of the SR-58 Project will require retaining walls at the interchange. MSE walls will be cost effective.

Implementation of Complicated Staging & Traffic Handling:

This project was designed for eight separate phases to allow construction without impeding traffic flow. The project team combined the last two stages to construct the surface roadway improvements more productively. This eliminated 45 days of construction time.

Accelerated Construction of Major Common Elements:

Combining the late construction stages allowed for a larger work area and additional resources to save 45 days contract time.

Staged Bridge Construction Over Existing Highway & Railroad:

The bridges were constructed in three major stages. The first stage required the construction of the new southbound bridge between the two existing bridges with very little area to work. The new bridge was almost ten foot higher than the existing bridge, so crews constructed approach embankments with temporary mechanically stabilized embankment fills. Once traffic was placed on the new bridge, the second stage included demolishing the existing northbound bridge so the new northbound bridge could be constructed. The third stage was to demolish the existing southbound bridge. During the bridge staging, the 2,600 LF of roadway improvements were constructed in additional stages to make embankment fills while keeping continual use of the roadways.

Innovative Structure & Wall Design:

When a large boulder was encountered while excavating for the abutment footing in the first bridge, the project team redesigned the footing and pile spacing to allow for the boulder to remain in place. This saved both cost and time. During construction of the second bridge, the team encountered rubble from a pre-existing bridge damaged in the floods of 1950. The team redesigned the falsework to allow for the man-made buried objects to stay in place. This saved cost and as much as six months time.

Coordination of Work & Traffic Control with Adjacent Contracts:

Griffith coordinated with road construction projects on each end of the project as well as the construction of a new animal hospital immediately adjacent to the site. The project team ensured success in coordination by having stakeholders from each project attend the weekly progress meetings. All changes in MOT and construction activities were discussed for public safety and mobility concerns.

Coordination of Complex Public Utility Relocation & Construction of Municipal Utilities:

Extensive storm drain improvements, a sleeve for a new sewer line and a new waterline for the length of the project were constructed. In addition, the project team coordinated with numerous agencies including SCE, Charter Communications and Jurupa Water District.

Large & Deep Cast-in-Place & Precast Structural Concrete Elements:

The project consisted of the demolition of two existing 952 FT long reinforced concrete bridges and construction of two new 6-span, 1,003 FT long cast-in-place, pre-stressed, concrete box girder bridges found on a combination of spread footings, driven piles, and large diameter cast-in-drilled-hole piles.

Compliance with Environmental Regulations & Restrictive Permit Requirements:

Working within the Santa Ana River required coordination with the US Fish and Wildlife Service, California Department of Fish and Wildlife and the Santa Ana Regional Water Quality Board. The river from bank to bank is considered an Environmentally Sensitive Area (ESA). Two species in the river required constant monitoring: the Least Bell's Vireo and the Santa Ana Sucker. The Griffith team worked closely with the monitoring biologists and environmental agencies to ensure that every construction activity would be safe for the wildlife in the river. There were no negative occurrences on the project and all three agencies were completely satisfied with the team's efforts.

Controversial/Highly Sensitive Public Projects & Coordination with Local/Regional Agencies:

Over 55,000 vehicles a day went through the project. The Van Buren Bridges are one of the few access roads over the river, the next detour was seven miles away. The County of Riverside, City of Riverside and the new City of Jurupa Valley each had a stake in the success of the project. The project was built utilizing Caltrans design criteria and the Standard Plans and Specifications. The Griffith team worked closely with all the stakeholders, sharing in scheduling, methods of construction and mitigating impacts to the local communities.

Awards, Citations, Commendations Received:	Name of Client:
None	Riverside County Transportation Department

Address: 3525 14th Street, Riverside, CA 92501	
Contact Name: Gabriel Munoz, P.E.	**Telephone:** (951) 955-6780
Owner's Project/Contract No.: B0-0801	**Fax No.:** (951) 955-3164
Contract Value: $22,875,574	**Final Value:** $27,355,046
Value Variance Explanation: Unknown subsurface conditions led to the redesign of piles and falsework. Additionally, factors included scope change and third party delays.	
Percent of Total Work Performed by Company: 62%	**Commencement Date:** September 2009
Schedule Variance Explanation: Additional time related to redesign of the bridge substructure, other unknown subsurface conditions and weather including flood damage.	
Planned Completion Date: March 2013	**Actual Completion Date:** February 2014
Amount of Claims: None	**Any Litigation?** No

SECTION 5
PROPOSER ORGANIZATION & KEY PERSONNEL

Form D
PROPOSED KEY PERSONNEL INFORMATION

Name of Proposer Ames Griffith Joint Venture

Instructions for Form completion: Responses shall be addressed within the table below. Should additional space be needed to adequately respond, Proposer is advised to increase the number of lines within the table as appropriate. Form D has no SOQ page limitation.

Position	Name	Years of Experience	Education and Registrations	Parent Firm Name
Project Manager	Joe Carlo	18	Bachelor of Science, Civil Engineering, Worcester Polytechnic Institute, 1997	Ames Construction
Project Construction Manager	Don Peterson	36	Bachelor of Science, Sociology, University of Nevada, Reno, 1976	Griffith Company
Lead Estimator	Craig Roth	23	Attended Cal Poly, Pomona, CA	Ames Construction
Scheduler	Tom Logue	18	Associates, Architecture/CAD, NEC Phoenix Arizona 1986	The Swaney Corp.
CMGC Specialist	Ted Chamberlain	18	Bachelor of Science, Construction, Arizona State University, 1998	Ames Construction
Materials & Quality Specialist	Chris Geber	17	Ventura College, Construction Technology, 1998	G3 Quality

5 | PROPOSER ORGANIZATION & KEY PERSONNEL

Organizational Structure

Ames Construction, Inc. and Griffith Company formed a Joint Venture (AGJV) to create a team that brings expertise in Construction Manager/ General Contractor (CMGC) services for freeway traffic interchange management and construction for the State Route 58 (SR-58) Kramer Junction Expressway Project.

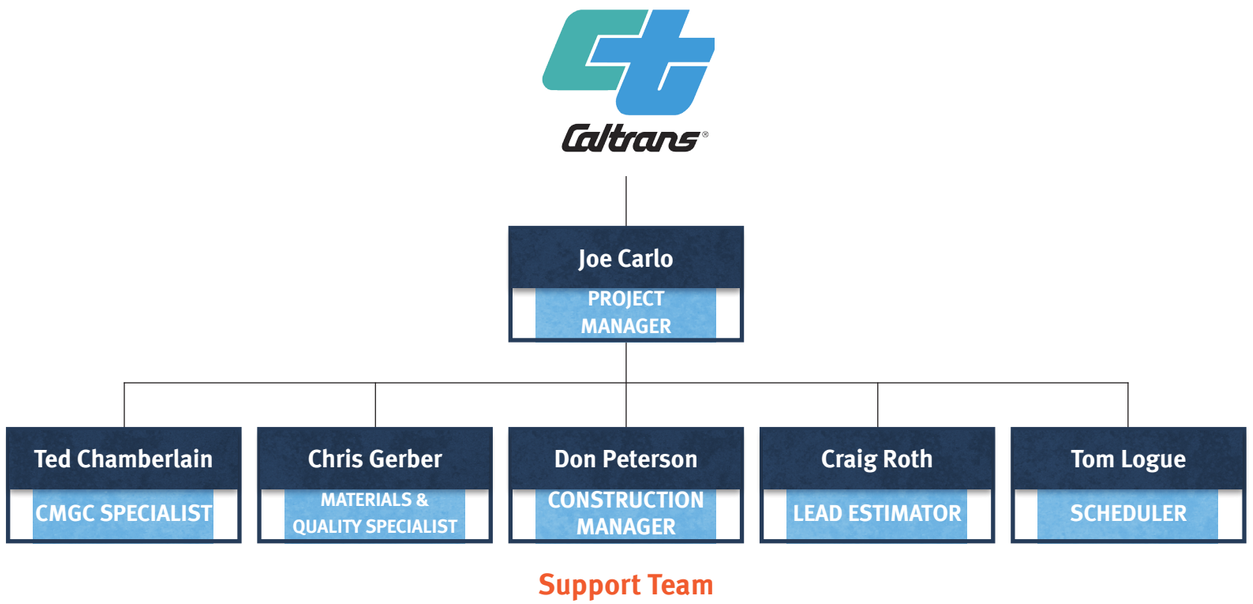
The key personnel and roles developed to complete the SR-58 Project are shown on page 5-2. This organization streamlines communication and spreads authority horizontally. Subdividing responsibilities into their most manageable elements assures issues are resolved at the lowest levels.

AGJV has included key positions to supplement the required key personnel specified in the Request for Qualifications. Chris Gerber, Material Design and Quality Specialist, along with CMGC Specialist, Ted Chamberlain, bring CMGC experience critical to the success of the SR-58 Project. Chris will validate material options from a constructability, cost and design standpoint. Ted will be responsible for developing trend logs, risk mitigation, cost models and ultimately agreeing on a GMP.

AGJV also brings an exclusive agreement with Rio Tinto Minerals (RTM) to supply import borrow and aggregate material to the project via off-road delivery.

BENEFIT

AGJV team members' relationships with Caltrans District 8, RTM, and BNSF will deliver the safest, most cost effective project possible.



3.6.1 1 & 2 - Percent Time Committed

Joe is 100% committed to SR-58 Project for both preconstruction and construction. He will not be assigned to other projects. Joe is presently completing the Caltrans I-215 HOV Gap project and is available to begin work on SR-58 upon notice of award.

Don is 100% committed to SR-58 Project for both preconstruction and construction. He will not be assigned to other projects. Don is available to begin work on SR-58 upon notice of award.

Craig is 100% committed to the SR-58 Project for the preconstruction phase. As the project transitions to Construction, Craig will remain available for consultation.

Tom is 100% committed to SR-58 Project for both preconstruction and construction. He will not be assigned to other projects. Tom is available to begin work on SR-58 upon notice of award.

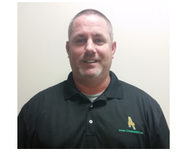
Chris is 100% committed to the SR-58 Project for the preconstruction phase. As the project transitions to Construction, Chris will remain available for consultation. He is not assigned to other projects.

Ted is 100% committed to the SR-58 Project for the preconstruction phase. As the project transitions to Construction, Ted will remain available for consultation. He is not assigned to other projects.

All Key Personnel Will be 100% Dedicated to This Project

A. Key Personnel

AGJV Key Personnel have been selected based upon their qualifications required for the SR-58 Project.



Joe Carlo, Project Manager

100% preconstruction/100% construction

Joe brings 18 years of experience building transportation projects utilizing alternative delivery methods. He will be involved in the CMGC services, maintaining continuity in the construction phases and ensuring adequate personnel and resources are available.

Don Peterson, Project Construction Mgr.

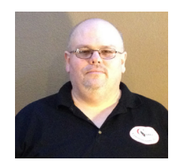
100% preconstruction/100% construction

Don will ensure that the project is constructed in accordance with the design and project requirements. In addition, Don will bring his 36 years of construction experience building complex heavy highway/civil projects to focus on validating the design, identifying and mitigating risks, providing constructability analysis and innovations, and developing and managing the schedule.

Craig Roth, Lead Estimator

100% preconstruction/50% construction

As the Lead Estimator with 26 years of experience assessing price and risk, Craig will be responsible for estimating each milestone Opinion of Probable Construction Cost (OPCC), the open cost model, and providing multiple GMPs. His “Hard-Bid” approach and can-do professionalism makes him a valuable member of the team.



Tom Logue, Project Scheduler

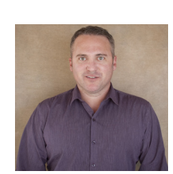
100% preconstruction/100% construction

Tom brings construction engineering and scheduling experience working on several public works projects. Tom will be responsible for creating and updating the preconstruction and construction schedules including each phase and key milestones, deliverables, and dependencies, along with durations for design, preconstruction, procurement, construction management, and construction work.

Chris Gerber, Materials & Quality Specialist

100% preconstruction/100% construction

Chris has numerous capacities including MOT, asphalt paving, earthwork and grading, concrete paving and construction, minor structures, bridge construction and widening, barrier systems, and sewer and drainage systems. He will be responsible for working with the design team and support staff to develop workable staging and MOT plans, ensuring traffic control safety and quality, and reviewing the design for post construction safety.



Ted Chamberlain, CMGC Specialist

100% preconstruction/50% construction

Ted brings extensive knowledge of alternative delivery methods coordinating a seamless transition from preconstruction to the construction phase. After preconstruction, Craig and Ted will be spending 50% of their time on future project pursuits.

Project Support Team

In addition to the Proposed Key Personnel indicated on Form D, AGJV has identified a group of supporting personnel that bring value to the SR-58 Project. The following specialists will be available to the Department as additional support in either an active or consultative role. Many have been involved with the preparation of the SOQ and have a clear understanding of the project challenges. This coupled with strong existing relationships with many of the project stakeholders will certainly help shorten the preconstruction schedule.

Timothy T. Haile, P.E., Design Innovation Specialist

Tim has 17 years of experience on public works and transportation projects, of which six years were with Caltrans. He is an expert in Caltrans design policies, procedures, and standards for transportation projects. He has developed geometrics and managed civil engineering support, such as drainage, structures, and water quality for over 40 miles of freeway improvements and interchange improvements for the PSR and PA / ED phases. He is recognized for his leadership and ability to coordinate and develop solutions collaboratively with multiple stakeholders for complex project challenges. Tim has been an active participant in developing innovations in the SOQ process and will be available to participate in innovation meetings and design reviews on an as needed basis.

Michael Baker INTERNATIONAL

Mike Parker, Utility Coordinator

Mike is a dedicated Utility Coordinator and right of way professional with Design-Build experience. He has significant knowledge in effectively communicating technical information with skills in improving processes, calculating risk management, and delivering projects on-time while creating solid strategic business relationships. With over 12 years of Caltrans right of way and utility coordination experience, he has developed strong business relationships with many of the larger utility companies (SCE, SCG, Kinder Morgan, Verizon, Sprint, Level 3, and AT&T), many of which currently have license agreements/easements within railroad right of way. Mike will be available to bring his skills and relationships to bear on the constraints of utility conflicts and relocations. He will help manage the outside stakeholders to lower cost and schedule risk.

OVERLAND PACIFIC & CUTLER, INC.

Teresa Jakeway, CPSWQ, CPESC, QSD, Environmental Manager

Teresa has more than 28 years of experience in heavy civil construction, regulatory environmental compliance. Her experience includes the development, implementation and management of National Pollutant Discharge Elimination System (NPDES) Storm Water Programs with 18 years of experience in the development and service components of NPDES Storm Water compliance and regulatory requirements for the State of California. In addition, she has experience overseeing the development and implementation of Worker Environmental Awareness Plans and biological monitoring for endangered and threatened species, as well as surface mine annual requirements and grading operations review and management. Her diverse experience will benefit the SR-58 Project by ensuring environmental compliance in the permitting stage and in construction. As an Ames employee she has a deep understanding of the construction practices of AGJV.

Madelia Rivera, ROW Specialist

Madelia acts a Sr. Project Manager for both acquisition and relocation services. For acquisition assignments, she reviews transaction documents such as appraisals, offers, agreements, title, deeds, escrow documents, and other documents associated with the purchase of property. She is experienced in reviewing settlements and providing the acquiring agency with the property justification for a settlement above the appraised value. She is experienced in both design-build projects and design-bid-build projects. Her acquisition experience also includes full and part takes and grade separations. Madelia is familiar with the documentation and procedures required for varying funding sources for acquisitions.

John Cox, Safety Manager

John Cox is experienced with all aspects of the SR-58 project. He is a certified instructor for OSHA, MSHA, and multiple railroad owners and has served as the MOT Manager on several freeway projects. Beginning his career as a laborer and working through most of the heavy-civil disciplines including pipe, earthwork, and mechanical activities has provided him with the ground level knowledge and training to ensure every crew performs safely. During his 10-year career as a Safety Professional he has also served as the MOT Manager on several freeway and interstate projects. John's unique array of experience with each feature of the SR-58 project will be a tremendous benefit to Caltrans by providing the expertise and training each activity requires to be performed to the highest level of safety.

His attention to detail and foresight into the safety hazards of construction in environments such as the SR-58 Project will ensure AGJV maintains the safest environment possible for both crews and the public.

Brandon Griffiths, Senior Geologist

Brandon is the point of contact for Rio Tinto Minerals and will coordinate the movement of materials for support of the SR-58 Project. The mining task as well as the movement of overburden materials from that operation is Brandon's full-time job. He will be integral to pre-planning required to make-ready the mining trucks and operators to support the start of operations on SR-58 Project.

Paul B. Michiels, P.E., Railroad Specialist

Paul is the Freight Rail Lead for Baker's Rail & Transit Practice. He is responsible for overseeing and directing railway engineering and construction services performed by Michael Baker International staff. He is well versed in the design criteria for BNSF and he has long-time relationships with key positions there. He will be available to participate in design and development of construction documents, design review, consultation, and quality control and quality assurance for the railway bridges. His experience and relationships will be valuable to validate the design and get timely approval.

Michael Baker INTERNATIONAL

Victor Valenzuela, MOT Supervisor

Over the past 25 years Victor has refined his skills in numerous capacities including MOT, asphalt paving, earthwork and grading, concrete paving, minor structures, bridge construction, and underground utilities. His complete understanding of all the construction elements of this project, coupled with his expertise in interfacing with outside stakeholders, will add value to the Caltrans SR-58 Project as a resource in the design stage and as MOT superintendent in the construction stage. Victor will ensure MOT is implemented and maintained effectively for safety and optimal mobility.

SINCE 1902 GRIFFITH COMPANY

B. Resumes

Resumes of Key Personnel can be found in Appendix A.

SECTION 6
PROJECT UNDERSTANDING AND APPROACH

6 PROJECT UNDERSTANDING AND APPROACH

A. Understanding of Project Scope

Ames Griffith Joint Venture (AGJV) understands all elements of the SR-58 Kramer Junction Expressway Project. The project will improve SR-58 by widening it from a two-lane configuration to a four lane divided highway. Widening will occur from the western boundary at the Kern/San Bernardino County Line to 7.5 miles east of United States Route 395 (US-395). At completion SR-58 will be a continuous four lane divided highway from west of the US-14 intersection in Kern County to Interstate 15. The ultimate build out will reduce congestion, increase capacity and improve safety for the motoring public.

As the selected contractor, AGJV will be responsible for:

- Stakeholders
- Import Borrow
- Maintenance of Traffic
- Utilities
- Drainage
- Railroad
- Environmental

Stakeholders

One of the most important aspects of any construction project is the impact it has on the surrounding community. AGJV understands stakeholder coordination and the unique challenges of managing the competing interests of multiple stakeholders. The need to maintain traffic, mobility and access through the corridor is paramount. Truck traffic via SR-58 and US-395, rail traffic along the BNSF/UPRR shared lines, motorist and pedestrian access to businesses along Kramer Junction, Rio Tinto Minerals (RTM), Edwards Air Force Base and nearby FPL Energy all require careful planning and consideration to realize the project goal of uninterrupted service during construction.

Impact on Schedule: Management of stakeholders will not impact schedule.

Import Borrow

The project requires 3 million CY of import borrow to construct the roadway. This amount of material has a huge cost implication for the project. *AGJV has an exclusive agreement with RTM* to obtain high quality import borrow material for use as fill. From tests performed by AGJV, this material has been classified as Arkose with an average R-Value above 50, which exceeds Caltrans specifications. Arkose is a detrital sedimentary sandstone rock, containing at least 25% feldspar, with quartz, mica, calcite and a small amount of iron oxide. AGJV proposes to haul this material from RTM off-road in mine haul trucks. *This will eliminate SR-58 and US-395 traffic from ever encountering haul trucks.*

Impact on Schedule: Reduces by 6 months.

Maintenance of Traffic

As part of the project goals for reduced traffic, improved mobility and uninterrupted service, AGJV knows how critical the maintenance of traffic (MOT) is to the success of this project. Hassle free MOT directly correlates to the public's perception of the project and the economic impact to the community. Victor Valenzuela, MOT Supervisor, will ensure MOT is implemented and maintained effectively for safety and optimal mobility. AGJV has also determined several innovations to enhance mobility during construction. These are highlighted in the innovation section 6E on page 6-16. AGJV understands the importance of maintaining traffic through the corridor while also providing unabated access to the businesses at Kramer Junction. One idea is installing the proposed lighting enhancements at the intersection of US-395 and SR-58 as early as possible during the construction phase.

Impact on Schedule: Traffic will be managed to avoid delays and maintain mobility through the corridor.

Utilities

The major utility providers within the project limits are:

- Southern California Edison-Distribution/Transmission
- AT&T
- El Paso Mojave Pipeline Operating Company
- PG&E Gas Transmission Hinkley
- San Bernardino County Transmission
- Southern California Gas Company-Transmission and Distribution
- Florida Power and Light
- PG&E Transmission & Distribution Ridgecrest
- Southwest Gas
- Verizon

During preconstruction, AGJV will field locate and pothole utilities to collect data for 3D modeling. RBF/Baker will use BIM to design around existing utilities and to determine which utilities may require relocation. From there AGJV will proactively pursue each utility provider and manage the design, permitting, and relocation process. Utilities not requiring relocation but in close proximity to construction lines and grades will be protected in place.

Impact on Schedule: By managing the schedule and with close coordination with utility providers, AGJV will limit impacts and schedule delays caused by relocation.

Drainage

The project design calls to construct 46 new and extend 3 existing drainage structures to handle storm water runoff. Drainages will be constructed in phases to avoid impacts to traffic. Facilities will be constructed to maintain storm water during construction.

Impact on Schedule: The proper phasing of drainage system construction will minimize the impact and potential delays of storm events.

Railroad

AGJV understands the level of effort required for coordination with the railroad. At the beginning of 2015, BNSF and UPRR began sharing the rail line that traverses this project which significantly increased the amount of rail traffic in the area. Current rail use in this area is estimated to be 80 trains per day. BNSF and UPRR are existing AGJV partner clients so there is a clear understanding of the safety, communication, and collaboration requirements of working on rail projects. This includes: flaggers, radio and signal men, work windows and insurance requirements. AGJV has the properly trained personnel and railroad work plans in place to manage construction of this traffic interchange around live trains.

Impact to Schedule: AGJV will not impact train schedules or railroad operations in any way.

Environmental

The environmental aspects of the project are of critical importance. Two wildlife crossings are proposed along with desert tortoise protection and monitoring. There are potential Native American cultural sites that will require monitoring and protection. AGJV is familiar with cultural monitoring and sensitive environmental requirements. Teresa Jakeway, will be the

environmental compliance manager responsible for project monitoring and regulatory compliance. AGJV's approach to environmental excellence is evident in attention to the key project elements discussed above. From the earthwork borrow approach utilizing previously mined material, hauling off road reducing carbon emissions, to the early construction of drainages to limit temporary work and implement BMPs during construction, AGJV will proactively manage the environmental, cultural and biological aspects of this project.

Impact to Schedule: AGJV will work around environmental schedule restrictions such as breeding and migration periods. Additionally, our dedicated environmental manager will be on-site for all required inspections and monitoring to keep the project on schedule following rain events.

Structures

In addition to drainage structures discussed above, the project includes the construction of a grade separation at the intersection of SR-58 and US-395 as well as a grade separation bridge over the BNSF railroad. AGJV is experienced in design and construction of grade separations involving Caltrans, BNSF and UPRR and will provide cost estimates and constructability reviews. *Seven of our recent projects listed in tables found in Section 4 are grade separations.*

Impact to Schedule: AGJV's proposed innovation to construct a soffit bridge for US-395 can occur in as few as 8 weeks allowing for a 3 month schedule reduction.

Phasing & Staging

Major phases of the project can be summarized as follows:

- Design 2015-2016
- Right of Way 2016-2017
- Utility Relocations 2017-2018
- Construction 2018-2019

AGJV will work with the Department to develop a comprehensive staging plan to construct

as much of the improvements as possible offline and without impact to traffic. This will include exploring the use of Accelerated Bridge Construction (ABC). In areas where the proposed improvements overlap the existing roadway, AGJV will utilize median crossovers, shooflys, and temporary detours to maintain traffic through Kramer Junction at all times.

B. Construction Manager's Approach to CMGC

It is understood that the SR-58 Project was chosen in Caltrans' CMGC pilot program to obtain:

- Savings in innovation and constructability
- Accelerated project delivery
- Risk reduction
- Possibility of staged, early construction to offset the risk of ROW constraints and known long-lead utility relocations
- Improved design and staging of construction activities
- Early construction on east and west roadway sections

The AGJV team assembled for the SR-58 Project will provide a collaborative process that will assure early identification and mitigation of project constraints and risks while providing innovation in design, environmental compliance, and assistance with outside stakeholders with a focus on safety, quality and early completion.

Integrating the Team - Past experience shows that project success increases with strong team collaboration; therefore, AGJV takes a top-down/bottom-up approach to integrating the project team. The AGJV team, from executives to craft labor, are fully committed to the partnering process and are judged internally on their abilities to enhance the project environment. Project Manager, Joe Carlo, is expert at building high performing teams and will lead the partnering efforts at the onset of the Project Team Kickoff Meeting. His efforts will follow a proven team integration model that has been successfully implemented on past projects, see Figure 6.1. To help with integration, AGJV recommends co-location with the Caltrans team and their designer, especially during the kickoff stage.

In addition to integrating with Caltrans, AGJV understands that local and regional stakeholders need to be included in the integration efforts. Local businesses - Pilot Travel Center, Roadhouse Restaurant, Four Corners Chevron, and Arco Gas Stations, Burger King, Kramer Antiques, Express Tire, Relax Inn and Astro Burger all have concerns and will have input into the process of design and construction. Additionally, SANBAG, County of San Bernardino, Edison Power & Light, FPL Energy, Edwards Air Force Base, BLM, Caltrans Maintenance and RioTinto Minerals will require coordination efforts. The AGJV team has begun outreach with many of these stakeholders and has begun the partnering process with the Darr and Caillier families, the two major land owners in Kramer Junction. These relationships will be strengthened during the design stage with periodic meetings so that expectations will be well managed during construction.

AGJV CMGC Preconstruction Approach

- Identify and reduce project risks
- Work during the preconstruction/design phase to reduce RFIs during construction
- Provide a low cost, best value GMP
- Offer innovative solutions
- Address stakeholder concerns
- Coordinate utility relocations
- Work in concert with design team

Figure 6.1 AGJV Team Integration Process

HOW AGJV INTEGRATES THE TEAM

CALTRANS DIRECTOR MUALLEM PRAISED AMES ON PROJECT SUCCESS

CLICK TO WATCH

SCAN TO WATCH

2010, 2011, 2012. 2013, AND 2014 CALTRANS PARTNERING AWARDS

1 GETTING TO KNOW THE TEAM
Ames Griffith Joint Venture (AGJV) will hold a partnering workshop for the team to discuss goals and develop project team alignment.

2 CREATE A TEAM CHARTER
Specify the purpose, deliverables and criteria on which we will measure success.

OVER $300M CMGC/CMAR WORK PLACED

3 CONFIRM PROJECT UNDERSTANDING
Collectively validate project assumptions, available information and contraints.

4 ROLE DEFINITION
AGJV PM Joe Carlo will be the single point of contact for Caltrans and is empowered to make decisions for AGJV. He will ensure all Managers and Superintendents are aware of their roles and responsibilities to the project.

WINNER OF 3 AGC OF AMERICA MARVIN M. BLACK PARTNERING AWARDS

5 COMMIT TO ONE CULTURE
The organizational structure and decision-making principles will be consistent with the desired culture. Joe Carlo and Jim Robinson will take every opportunity to role-model the desired behaviors.

6 COORDINATE DECISIONS
Design and construction require a number of highly interdependent decisions in a short time frame. Timing of decisions needs to be closely coordinated and communicated so everyone understands the impact their actions have on others.

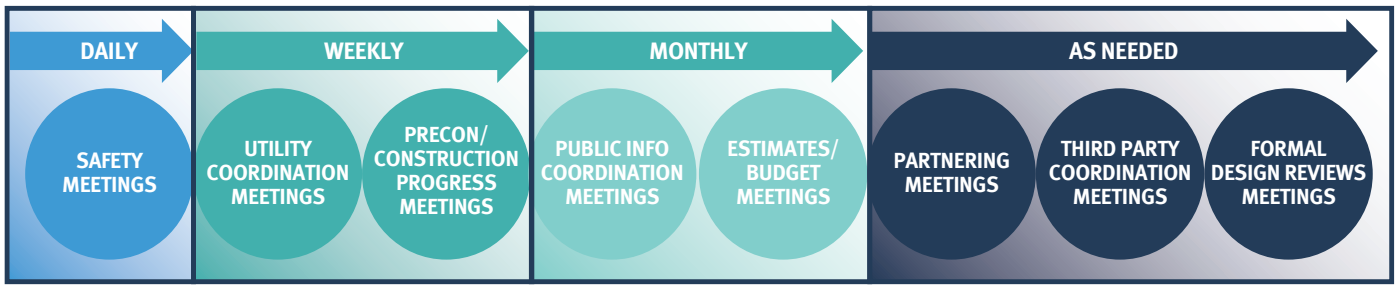
OVER 35 ADPM PROJECT TEAMS DEVELOPED SUCCESSFULLY

7 ANALYZE PROGRESS
We will assess teamwork and Charter effectiveness monthly. Joe Carlo and Jim Robinson will make changes if corrective action is required.

8 BECOME ONE TEAM
Everyone works within a framework developed from core values of integrity, responsibility, professionalism and quality.

Recent successes on the I-215 HOV Gap closure project are a testament to partnering throughout the entire project. Keeping all parties informed is done through organized constant communication. Figure 6.2 shows meeting types and frequency as AGJV describes in detail how they will handle Caltrans' defined Construction Manager Responsibilities: Design and Constructability Reviews, Value Engineering, Cost Estimating, Schedule Integration and Construction.

Figure 6.2 AGJV Communication Plan



Design and Constructability Reviews

LEAD BY: Ted Chamberlain

KEY MEMBERS:
Jim Robinson - Caltrans PM; Caltrans Design Team; Joe Carlo - PM; Don Peterson - CM; Tim Haile - Design Innovation Specialist; Chris Gerber - Quality; Madelia Rivera - ROW Specialist; Mike Parker - Utility Coordinator

With completion of 35 alternate delivery projects to date, AGJV is adept at analyzing and cost estimating conceptual designs. The experience and knowledge of AGJV CMGC Specialist, Ted Chamberlain, will ensure that the design and construction groups are fully assimilated to optimize the design early in the process. AGJV Project Manager, Joe Carlo, and Construction Manager, Don Peterson, who together have 54 years of combined experience in highway construction, as well as two years of working together on the I-405 Culver City Project, will lead a team of internal specialty superintendents to validate the design and provide construction expertise for each element of the SR-58 Project . Reviews will be performed throughout the preconstruction stage to eliminate design conflicts, minimize risk and maintain safe transportation for the motoring public during the construction stage.

Design Innovation Specialist, Tim Haile and Material Design & Quality Specialist, Chris Gerber were both involved in the team's innovations that are highlighted in Section 6E and will provide expertise in mobility and pavement design. ROW Specialist, Madelia Rivera, and Utility Coordinator, Mike Parker, will be available to help with the project constraints of obtaining ROW and relocating the major utilities in the interchange footprint.

The team will review construction staging, import borrow materials, layouts, structure types, pavement sections and all other elements of the project and provide workable, cost effective solutions that will keep the project on schedule. Ted Chamberlain will facilitate stakeholder meetings with utilities, the community, local businesses and BNSF. These meetings will build relationships and provide feedback to the project team for staging, ROW takes and scheduling and additional site investigations as needed. With Caltrans, AGJV will provide a seamless team of specialists to help the SR-58 design team to meet all project goals, objectives and design milestones.

Value Engineering

PRECON/ CONSTRUCTION PROGRESS MEETINGS

COST ESTIMATES/ BUDGET MEETINGS

FORMAL DESIGN REVIEWS MEETINGS

LEAD BY: Ted Chamberlain

KEY MEMBERS:
Jim Robinson - Caltrans PM; Caltrans Design Team; Caltrans ICE; Joe Carlo - PM; Don Peterson - CM; Tim Haile - Design Innovation Specialist; Craig Roth - Lead Estimator

AGJV has a long history of providing innovative solutions to construction problems that have resulted in over $260 million in savings to alternative delivery projects. This is accomplished by including the entire Caltrans – AGJV project team in innovation discussions and providing a collaborative environment with various disciplines to get the best ideas on the table. Value engineering will occur as the team performs design and constructability reviews. Ted Chamberlain will be responsible for the upkeep of the innovation register and lead innovation workshops that will include Joe Carlo, Don Peterson, Tim Haile and AGJV's group of specialty superintendents who bring real-world construction innovations from their specialized expertise. In addition, Lead Estimator, Craig Roth, will bring his 26 years of pricing highway construction work to the workshops to quickly price innovation scenarios. AGJV has already put its innovation teamwork process to task on the SR-58 Project and developed seven innovations that would result in over $34 million in cost savings and over 14 months of schedule acceleration. The following table shows examples of successful value engineering innovations.

Table 6.1 Past Value Engineering Innovation Successes

Project	Value Engineering Innovations	Savings
City of Phoenix - 64th Street: SR101L to Mayo Blvd CMGC	Utilized multiple borrow sources and layered placement based on material specifcation with higher quality material in the top 3 feet beneath roadway	$400K
City of Peoria - Lake Pleasant Parkway Design Build	Lowered the roadway profile and eliminated storm drain trunk line by constructing ditches on both sides of the ROW. Increased available borrow and reduced import required.	$2M
I-15 CORE Project	Rephasing, Design, and ABC Construction	$260M
City of Rialto - Pepper Avenue Ext.	Changed retaining wall design from a Crib wall to a Verdura wall	$800K
Caltrans- I-5 North of Castaic	Redesigned MOT to eliminate work, improve productivity and save time.	$900K

Cost Estimate

COST ESTIMATES/ BUDGET MEETINGS

FORMAL DESIGN REVIEWS MEETINGS

LEAD BY: Craig Roth

KEY MEMBERS:
Jim Robinson - Caltrans PM; Caltrans ICE; Joe Carlo - PM; Ted Chamberlain - CMGC Specialist

Lead Estimator, Craig Roth, will lead the effort to develop the cost model for the SR-58 Project . His team will work closely with Caltrans and the Independent Cost Estimator (ICE) to establish baseline production rate assumptions which will be the basis for pricing on the project. AGJV will have an open, transparent approach to the cost estimate process with full explanation for all elements of the model, including labor and equipment rates, material costs, subcontractors and on-site and home office overhead costs. Although AGJV has a wealth of historical unit cost information, the team will estimate each activity independently. Appropriate crew costs and production rates will be applied to each task with consideration of job-specific constraints. This approach will provide the most accurate estimate at each stage of the cost model and for the final GMP.

Because the partners of AGJV can self-perform almost all work on the SR-58 Project and they are both highly competitive in the hard-bid highway construction market, it is assured that the cost model will be accurate and cost effective. AGJV's goal is to provide the highest possible level of program scope for the Department's funding. The team will continually focus on this goal by soliciting bids from multiple subcontractors, even for self-performed work and ensuring DBEs have the best possible opportunity to participate.

Integrated Schedule

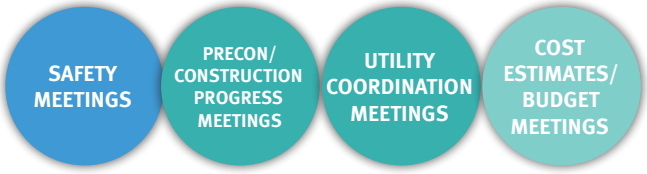
LEAD BY: Tom Logue

KEY MEMBERS:
Jim Robinson - Caltrans PM; Caltrans Scheduler; Joe Carlo - PM; Don Peterson - CM

AGJV Scheduler, Tom Logue, with input from Joe Carlo and Don Peterson, will be responsible for leading the development of an integrated baseline project schedule, incorporating design changes and maintaining monthly updates throughout the preconstruction and construction periods. The schedule will be developed using Primavera P6 software and be fully resource loaded for cash flow analysis and resource allocation. All activities and milestones will be tracked including design milestones, ROW procurement, third party issues, utility design and relocation, environmental permits, railroad approvals, material procurement, third party testing, and construction tasks. The impact to the schedule for delays in completing any activity, especially an activity outside the performance control of the project team can be unrecoverable. For example, delays in ROW procurement or utility relocation will delay the start of construction. One method AGJV uses to mitigate the impact will be a phased early-start approach. Activities that are not impacted by utilities or ROW procurement commence while these constraints are resolved. Early start activities can include procurement and delivery of imported borrow material under the exclusive RTM agreement with AGJV.

AGJV also utilizes the fragnet and three week look ahead scheduling features of P6 to have granularity in evaluating details and near-term activities. The three week look ahead schedules are especially useful for communicating to the local community and keeping businesses and residents abreast of most current updates. Scheduling expertise combined with the ability to self-perform nearly all the construction elements of the SR-58 Project will enable the team to better control the schedule and meet all the project milestones.

Construction



LEAD BY: Joe Carlo

KEY MEMBERS:
Jim Robinson - Caltrans PM; Caltrans Construction Team; Don Peterson - CM; Tom Logue - Scheduler; Chris Gerber - Quality & Materials Specialist; John Cox - Safety Manager

Prior to transitioning to the construction stage while the GMP is being developed within the Project Execution Plan, AGJV will develop both a Subcontracting Plan and a DBE Performance Plan. The process will be open and transparent with input from Caltrans as subcontractors and DBEs are solicited and selected. AGJV fully understands the Caltrans policies on subcontracting and DBE performance and has a record of achieving and surpassing DBE utilization goals.

The benefit of the CMGC process on the construction stage is the early involvement of the construction team months before equipment hits the dirt. Not only will Joe Carlo and Don Peterson be fully involved, but specialty superintendents will help in validating the design, identifying risks and developing innovations. This early involvement and the buy-in that ensues will ensure the highest level of safety, quality, productivity and efficiency.

In addition, as a result of the team's efforts in risk management, unknown conditions will be less likely and resultant potential claims non-existent. The partnering developed among the team from its earliest meetings will continue in the construction stage as the AGJV team maintains a collaborative project environment that allows for all involved reaching the greatest potential. AGJV fully expects to meet or exceed all the partnering goals established in the partnering charter and provide a safe, quality project for the state and local community.

C. CMGC Processes Considering Department Goals

In the Project Kickoff Workshop Joe Carlo, Project Manager, will align each workshop, activity and the partnering charter to the seven Department goals for the SR-58 Project. AGJV, in preconstruction and construction, will utilize the entire project organization to ensure measured success. Already the team has identified and mitigated risks (Section 3.71 D) and developed innovations (Section 3.71 E) that help further project goals and demonstrate AGJV's abilities to excel in the CMGC process.

Figure 6.3 AGJV's Approach to Achieve Project Goals

Opportunities to Maximize Funding, Reduce Schedule & Deliver Quality

COMPLETE SEPARATION BETWEEN HAUL TRUCKS & MOTORING PUBLIC

SAFETY – Innovations will enhance safety by realigning SR-58 on and off-ramps. Hauling import borrow off-road from RTM will also improve safety by keeping 600,000 truck trips off SR-58. The innovation to lower SR-58 below US-395 allows for safer bridge construction at-grade without fall hazards. Proposed pavement modifications will lead to a reduction in maintenance and associated traffic safety risks.

KEEP 600,000 OFF SR-58

MOBILITY – AGJV innovations will lead to increased mobility. The innovation to haul off-road will keep 600,000 truck trips off SR-58. Half of these trips would normally pass through the SR-58 and US-395 intersection decreasing mobility substantially. The innovation to lower SR-58 below US-395 enables the off-road haul for the entire project and minimizes inconvenience to the motoring public.

3 PROPOSED PAVEMENT ALTERNATIVES

QUALITY – Chris Gerber, as part of AGJV's innovations, has offered a life-cycle cost analysis of various pavement sections to lead to enhanced project quality. Other innovations, such as recycling and soil treatment are being considered as well. Quality control will be continuous from award through final completion.

COMPLIANCE WITH REGULATORY REQUIREMENTS

ENVIRO COMPLIANCE – As a risk mitigation, AGJV has identified early action on the desert tortoise. Teresa will work closely with Caltrans biologists to ensure appropriate measures are in place prior to construction. Dust control will be an issue with heat and wind. Import borrow material from RTM will be moisture conditioned in the mine to minimize dust on the jobsite.

SCE TRANSMISSION RELOCATION

PROJECT DELIVERY – AGJV innovations will lead to early project delivery. Off-road hauling with 240T mining trucks will not impact the local community, and significantly increases productivity resulting in a 6-month schedule savings. Additionally, the innovation to lower SR-58 under US-395 may allow for realignment of the interchange, negating the need to relocate SCE transmission towers.

20 MONTHS SAVINGS IN PROPOSED INNOVATIONS

INNOVATION – The AGJV team proposes numerous innovations that will save months off the project schedule. The use of ABC at the interchange and railroad bridges will improve the schedule and safety. By changing alignment of on and off-ramps, mobility will be increased and businesses better served. The agreement with RTM and the ability to import off-road, lowers cost, time, public accidents and diesel emissions.

COMPLETION BEFORE 2019

EFFECTIVENESS – Ted Chamberlain has been instrumental in driving the innovation process during this pursuit. His focus on quality solutions to the project constraints have contributed $34.5 million in savings and schedule innovations. This will lead to the potential increase of project scope and early project delivery while lowering the risk to the motoring public.

D. Top Risks and Management Approach

Construction projects have inherent design and construction risks. AGJV has a combined experience of over 160 years constructing highway projects, more than 30 of which were built using alternative delivery methods. This experience translates into an understanding of risks that can constrain a project. The AGJV team has performed a preliminary risk analysis for this pursuit. This analysis included a review of the technical studies, environmental reports, field reconnaissance, and stakeholder meetings. The research yielded several key risks which are summarized below. Additional risks are included on page 6-12. This summary is just a snapshot of the comprehensive risk analysis that will be performed when AGJV is selected for this project.

Top Construction Risk: Import of 3 million CY of Fill

SOLUTION:
AGJV has obtained exclusive rights to all necessary import borrow and aggregate material from RTM to haul material directly from their property off-road on to the SR-58 construction ROW without using the existing highway. RTM is adjacent to the site and is prepared to haul material with heavy mining trucks.

RISK MITIGATED:

Providing 3 million CY of import borrow can constrain a project. Obtaining a material source and mining permit can be time consuming and costly. In addition, the farther from the jobsite the source is located the more time haul trucks are on the road. This leads to higher cost, increased probability of a public accident and higher carbon emissions.

BENEFIT:

- Provides schedule certainty as source is permitted for export and available
- Lowest possible cost
- Decreases exposure to public safety
- Lessens environmental concerns
- Lessens maintenance on existing highway

The adjacent map and data table depicts RTM and six other pit locations that AGJV has identified for import borrow and aggregate materials for the project. Table identifies the distance (in miles) of each pit to Kramer Junction and the estimated carbon emissions (metric tons) for trucking materials from each pit (assuming 24 T/load and 600,000 truck trips) to the SR-58 Project . Each on-road trucking scenario results in degradation/ reduction of roadway lifespan of 2.5 to 5 years. The RTM exclusive agreement allows high-capacity mining trucks to deliver all material off-road at up to 240 tons per trip without impact to the motoring public.

Table 6.2 Material Source Locations

#	Pit Name	Miles to Kramer Junction	CO2e (Metric Tons)
1	Rio Tinto	7	2,842
2	Robertsons*	36	26,316
3	Arvin	42	30,148
4	Lynx Cat	24	17,062
5	Hi Grade	30	21,761
6	Kramer Hills**	8	6,001
7	Enterprise	59	42,800

# of Truck Trips based on 3 million CY

* Inadequate Quantity; ** Does not have SMARA permit

Note: Kramer Hills, #6, does not have a Surface Mine and Reclamation Act (SMARA) Permit and is not eligible to participate in the project.

Top Design Risk: Unknown Subsurface Soil Conditions

SOLUTION:
The project has four bridge structures and 13.5 miles of roadway pavement. During initial design review meetings, Joe Carlo, Project Manager, and Chris Gerber, Material Design and Quality Specialist, will help manage the geotechnical investigation to ensure the design team is getting the appropriate information for all the design elements being considered.

RISK MITIGATED:
Without a comprehensive geotechnical investigation, soil conditions would be a looming risk to construction cost, time and long-term maintenance.

BENEFIT:
- Allows Caltrans to optimize foundation designs
- Helps provide schedule certainty
- Minimizes potential differing site conditions

Top ROW Risk: ROW and Easement Procurement

SOLUTION:
AGJV has a dedicated ROW specialist, Madela Rivera, who will be available to assist in ROW procurement. In early design reviews Joe Carlo, Project Manager, and Don Peterson, Construction Manager, will work with the design team to determine the appropriate schedule and amount for ROW and easement takes. In addition, AGJV is providing an innovation to depress SR-58 through Kramer Junction beneath US-395. This will lessen the amount of ROW needed and increase the likelihood of amenable ROW discussions with the business owners.

RISK MITIGATED:
Increased costs and delayed construction schedule due to difficulty in procuring ROW and the correct construction easements.

BENEFIT:
- Lowers Caltrans costs for ROW takes
- Helps provide schedule certainty

Top Environmental Risk: Working Around the Desert Tortoise

SOLUTION:
The desert tortoise is considered a threatened species by both the Federal Endangered Species Act and the California Endangered Species Act. AGJV has a dedicated Environmental Specialist, Teresa Jakeway, who will be available to assist in tortoise surveys, preparation of Worker Environmental Awareness Plan (WEAP), and tortoise relocations if necessary in the preconstruction phase. Before and during construction she will develop a training program to train each worker and ensure the WEAP is adhered to for the entire project. The first construction activity will be to install a tortoise fence the entire length of the project ROW.

RISK MITIGATED:
Decrease in tortoise population, lost time during construction as well as fines for non-compliance of various federal and state environmental regulations.

BENEFIT:
- Ensures compliance of environmental regulations
- Helps provide schedule certainty
- Furthers the success and viability of the species

RTM's Arkose Material R-Value **EXCEEDS** Caltran's Specs.

126 Approximately partial takes & 5 full takes anticipated

Estimated **100,000** tortoise remaining

Top Stakeholder Risk: Southern California Edison (SCE)

SOLUTION:
Construction proximity to SCE transmission lines has been reviewed and AGJV has a two pronged solution. First is an innovation to depress SR-58 through Kramer Junction beneath US-395 as well as changing the alignment of the ramps. This will eliminate large fill slopes and with a slight adjustment of the mainline alignment, the tower may be able to stay in place. Second, AGJV has a dedicated utility coordinator, Mike Parker, who will be able to assist with SCE coordination during the pre-construction stage. With oversight from Joe Carlo, Project Manager, and Don Peterson, Construction Manager, for construction needs, Mike Parker will closely monitor SCE progress through design and relocation.

RISK MITIGATED:
Relocation costs associated with SCE transmission lines and heavy impact on the construction schedule would be alleviated.

BENEFIT:
- Significantly reduces the schedule
- Eliminates delay costs
- Eliminates relocation costs

Additionally the following risks and suggested solutions have been identified for consideration.

Table 6.3 Additional Risks to be Considered

Risk	Why is this a Risk?	Solution
Access for Businesses	Lack of access financially impacts businesses and reduces public trust.	US-395 work will be phased to maintain traffic and keep business access open at all times.
Railroad Bridge Design and Construction	Design approvals can be difficult and construction requirements very stringent impacting the schedule.	AGJV has close relationship with BNSF and UPPR. Paul Michiels, Railroad Specialist, will ensure design approvals are timely.
Pavement Life Cycle Costs	Pavement section choice will impact project cost and future maintenance costs.	Chris Gerber will be available to analyze and recommend a cost effective design.
Source for Construction Water	Mass grading and dust control will require a vast amount of water that may not be available at Kramer Junction.	By AGJV's exclusive supplier, RTM, import borrow material will be preconditioned with the correct amount of water. Additionally, the AGJV team is already in process of establishing water sources.
Minimizing Traffic Congestion Problems	Traffic delays impact economic progress and hamper mobility.	Congestion will be minimized by constructing all off-line work away from traffic and then tying it in during low volume traffic periods.
Edwards Air Force Base	Operations at this regional Air Force base may impact design and construction.	Joe Carlo will establish good relations in early stakeholder meetings and maintain solid communication with the AFB point of contact, Scott Kiernan.
Other Utility Relocations	Relocations for AT&T, EL Paso Mohave Pipeline, PG&E, Socal Gas, Southwest Gas and Verizon may impact design and construction schedules.	Joe Carlo with Mike Parker will begin meeting with utility providers immediately at the start of pre-construction. Bi-weekly coordination meetings will be held to plan and monitor the design of known relocations.
Getting Asphalt and Concrete to Project	Long distance from material suppliers could affect quality and productivity.	AGJV will utilize on-site AC and PCC batch plants to ensure quality and productivity.

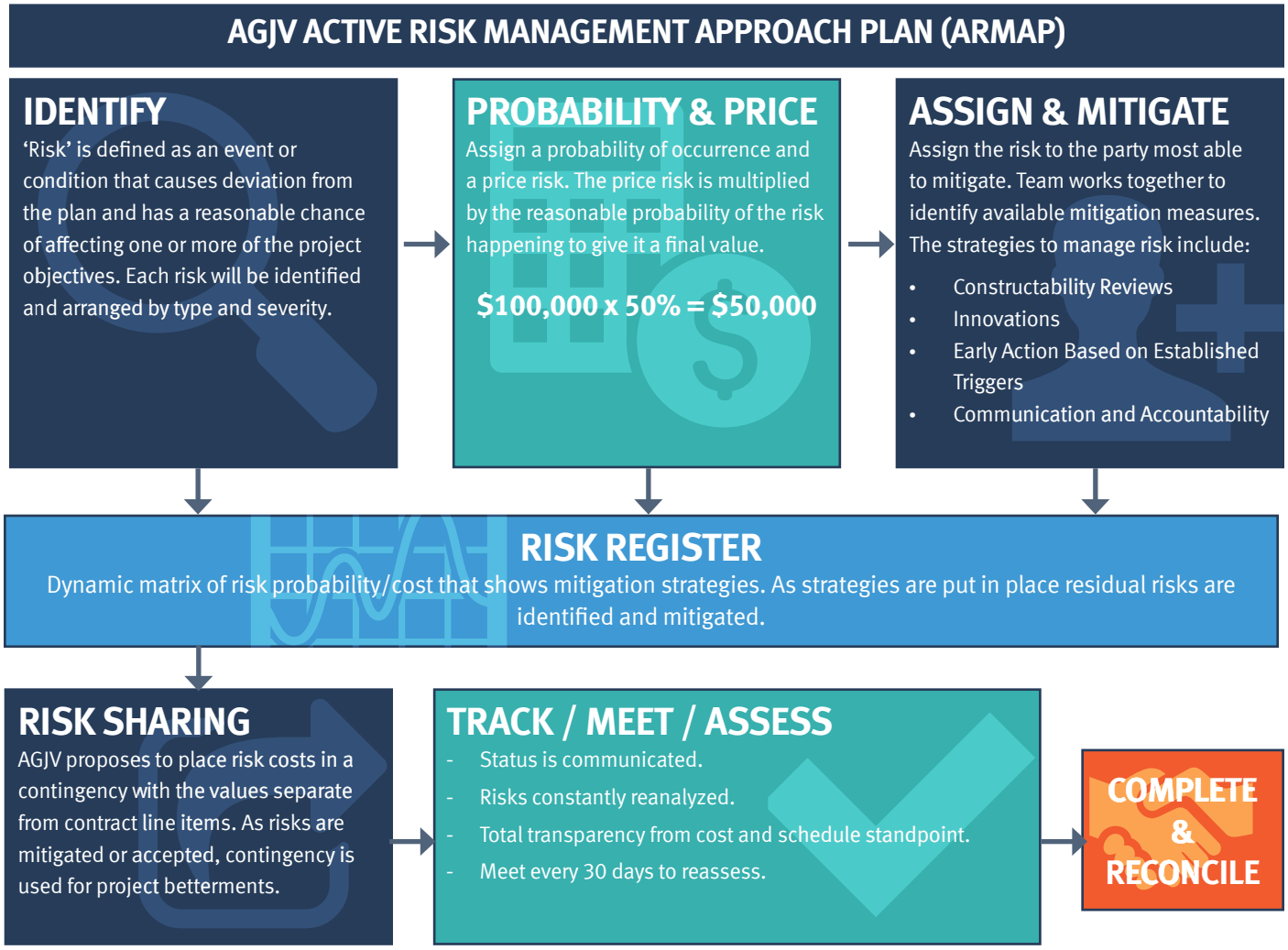
Approach to Managing Risk

AGJV has already started evaluating risks for the SR-58 Project . The risks come to light early in the design stage while planning the phasing and sequencing of the project. As the planning process plays out for "how" to build the job the critical factors of the work, project restraints and potential risks stand out. All facets of the project are reviewed including utilities, traffic control, stakeholder concerns, environmental, safety, sub-surface conditions, space limitations, schedule, materials handling logistics, staging and temporary work such as shoring and falsework.

Managing risk is the most effective method in limiting liability for Caltrans, the contractor and the overall cost of the project. AGJV's considerable experience and expertise will be provided to help identify critical issues and risks, assign costs to risks and create mitigation plans to manage each risk. All risks are prioritized and proactively managed, assessed and well communicated to all stakeholders.

The process known as Active Risk Management Approach Plan (ARMAP) includes identifying, pricing, mitigating, tracking and reassessing the risks. See Figure 6.4 below.

Figure 6.4 AGJV Active Risk Management Approach Plan



At the Project Team Kickoff Workshop, Joe Carlo, Project Manager, and Ted Chamberlain, CMGC Specialist, will begin the risk discussion and create guidelines for the risk management workshops. AGJV's expert team including Don Peterson, Construction Manager, Craig Roth, Lead Estimator, Chris Gerber, Design Material Specialist/QC Manager, and others will be available to bring their collective experience to identifying and managing risks on the SR-58 Project . Upon identification of a risk, Ted Chamberlain will ensure that the appropriate team, from Caltrans and AGJV, is assembled to manage the risk effectively.

Risks are identified and entered into the risk register. Ted Chamberlain will guide the team to assess the probability of occurrence and appropriately attach an accurate, probable cost and schedule impact to the risk. AGJV, on past CMGC projects, has had great success determining an appropriate value to assign each risk by multiplying the probability percentage by the total cost to arrive at a final risk value. Final risk values are placed in a contingency fund to be used to mitigate project risk. Unused contingency can then be used for project betterments or returned as un-used funds.

In the risk management workshops, Ted Chamberlain will help assign each risk to the best party to mitigate said risk. AGJV team members will be available to tackle each issue with the appropriate expertise. Joe Carlo and Don Peterson bring a combined 54 years of experience to solving construction issues and will be invaluable to mitigating risks. For ROW, environmental, utility, or design risks the following will be available to help in the mitigation effort: Madelina Rivera, ROW Specialist; Teresa Jakeway, Environmental Manager; Mike Parker; Utility Coordinator and Chris Gerber, Materials and Quality Supervisor.

The risk register is a dynamic matrix that will be reviewed and updated through both pre-construction and construction stages of the project. The process includes removing risks after they have expired. Ted Chamberlain and Joe Carlo will ensure accuracy and continuity for the duration of the project.

The risk management process is one of open communication, expert analysis, proper costing, correct assignment and innovative solutions. It is also one of constant re-evaluation as project dynamics change and the relationship of project elements are adjusted. AGJV will assure that the team is kept informed and that all cost and schedule impacts are transparent and properly attributed as risks are regularly assessed. The risk register will also identify event "triggers" that, when observed, will initiate implementation of mitigation measures.

Benefits

The Caltrans team will expect to realize the following results:

- Negative risks are minimized
- Issues and risks are owned and managed at the appropriate level
- Risk mitigation actions are appropriate, effective, monitored and managed
- Team is kept informed of current risks to the project
- Transparency, integrity and accountability are achieved throughout the project
- Project costs are reduced
- Project schedule is optimized and achieved

This method of risk management is most beneficial to Caltrans because it identifies and mitigates risks early in the design process using constructability analysis, innovation, and best practices. Not all risks can be mitigated by design, so the remaining risks are identified, tracked and assigned a reasonable cost for "what ifs" or "if/then" scenarios. Should these risks present themselves during construction, the contingency dollars assigned to the risk is tracked and spent with owner's authorization and full open book disclosure. Any unused risk contingency funds are returned to the owner or can be utilized to perform additional scope on the project.

E. Approach to Innovation

AGJV has researched this project in great detail over the past eight months and has developed three innovations to Alternate 1a and 11 overall project innovations. AGJV's team of construction management professionals were guided by the project goals of increased mobility, reduced traffic and uninterrupted service to formulate these ideas. Each of these potential innovations seeks to add value by reducing cost and providing a quality project in the most effective timeframe possible.

Alternate 1a Innovations (Figure 6.5)

Suggested improvements to the Alternate 1a roadway orientation are shown on Figure 6.5 where three elements are discussed that will optimize long-term mobility and safety to the motoring public with minimum interruption during construction.

Innovations Table & Project Wide Innovations Graphic (Pages 6-16 - 6-19)

This section contains a list of 11 proposed innovations and their impact on life cycle, quality, safety, cost and schedule. Following the table are corresponding graphics which depict the innovations along the expressway alignment. This graphic shows the innovation of depressing SR-58 under US-395 as well as the other innovations listed by number in Table 6.4.

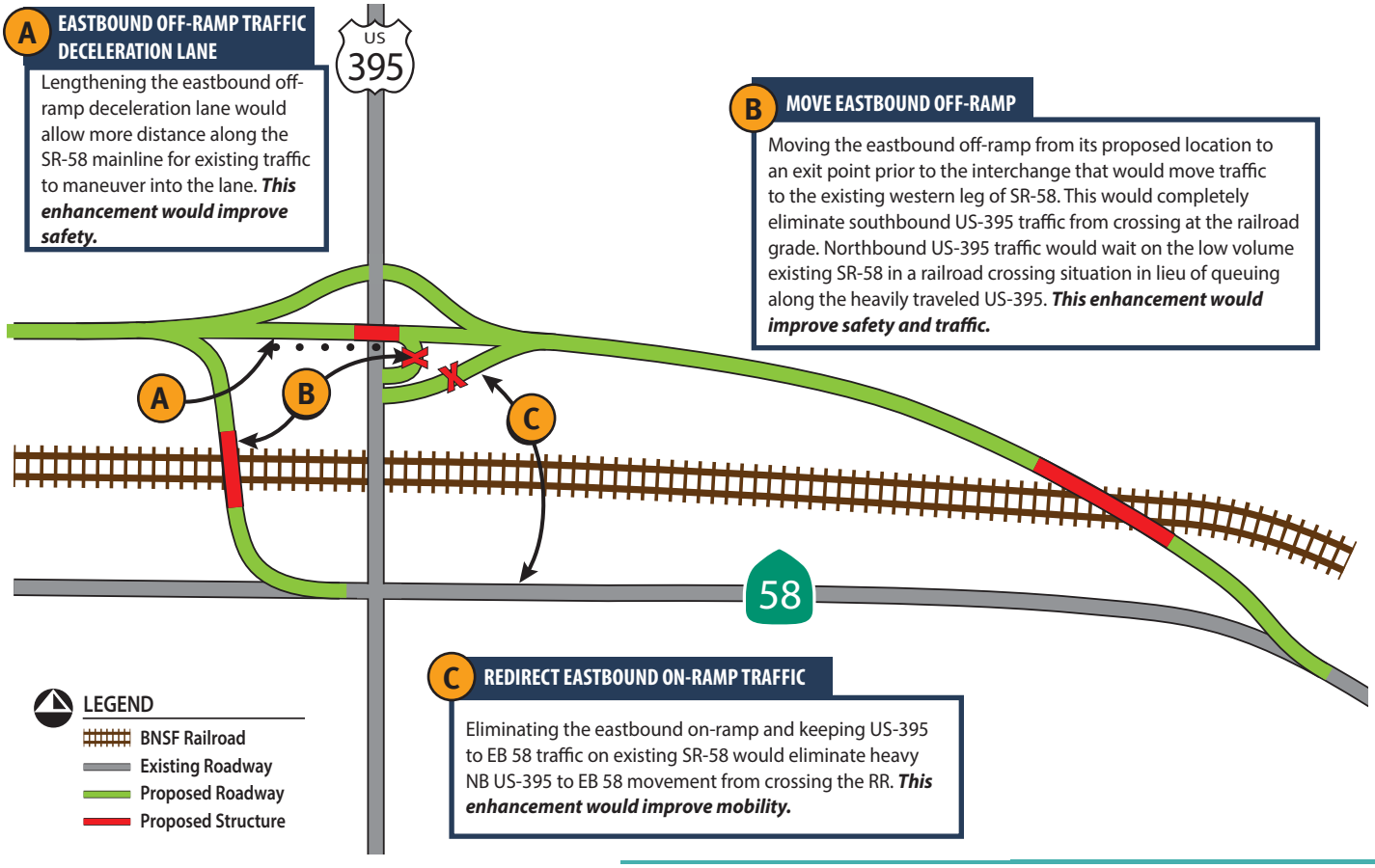
RTM Advantage (Page 6-17)

The proximity of RTM to the project right-of-way combined with the exclusive agreement for supplying 3 million CY of import borrow material off-road and without traveling on the highways is shown on Fig 6.6 as Innovation #1. The RTM advantage provides up to $20 million in savings.

Redesign & Realign Ramps at US-395 Rendering (Page 6-20)

An aerial view rendering of the expressway interchange is shown in Figure 6.8. This depicts SR-58 depressed under US-395 with a simulated driver's view traveling west approaching US-395 with the eastbound SR-58 exit in the background.

Figure 6.5 Alternate 1a Innovation



Innovations Table and Project Wide Innovations

The Innovations Table presents innovations for consideration on the SR-58 Project. The top 7 innovations in the table below are numbered and correspond with Figures 6.5 and 6.7.

Table 6.4 Innovations Table

	INNOVATIONS	Life Cycle (LC)	Quality (Q)	Safety (S)	Environmental (E)	Traffic (T)	Utilities (U)	Schedule Impact	Potential Savings	BENEFIT
1	RTM Advantage: Import borrow and aggregates hauled off-road	●	●	●	●	●	●	6 months	$20M	LC - High R-Value, increases life of new pavements, Saves existing SR-58 roadbed Q - Close, quality exclusive import source. Able to better control productivity and schedule S - Eliminates potential of motorist/truck accidents E - Shorter haul reduces carbon and diesel emissions T - No trucks on road so there is no impact to existing traffic U - Source permitted, able to haul while relocating utilities
2	Depress SR-58 Under US-395 and use excavation material in fill	●		●	●	●	●	3 months	$1M	LC - With cost savings build out US-395 bridge to final width S - Improved pedestrian safety E - Less sound pollution for Kramer Junction T - Allows off-road haul for entire project U - Avoid SCE transmission tower relocation along US 395
3	Lower SR-58 profile and cut drainage ditches at toe of slope	●	●	●	●			6 months	$7.5M	LC - Increase pavement performance by protecting subgrade Q - Better control of soil erosion, eliminates 1/3 of import borrow S - Shortens time to import, lessens chance of worker injury E - Fewer truck trips reduces diesel emissions
4	Pavement Alternatives	●	●	●	●			1 month	$5M	LC - Longer lasting Q - Reduced wear and tear from trucks S - Longer life/higher quality = reduced collisions E - Optimal design will decrease materials imported and therefore reduce diesel emissions from haul trucks
5	Reduce Median SR-58 to shorten US-395	●	●	●	●			2 months	$500K	LC - Lessens maintenance costs Q - Improves aesthetics S - Erecting and removing falsework only once E - Lessens equipment hours- lowered emissions T - Lessens construction activity along US-395
6	Combine two RR overpass bridges into one	●	●	●	●	●		1 month	$500K	LC - Lessens maintenance costs Q - Improves aesthetics S - Erecting and removing falsework only once E - Lessens equipment hours- lowered emissions T - Lessens potential impact to train traffic
7	Accelerated Bridge Construction for SR-58 and BNSF structures.		●	●		●		1 month		Q - Safer, faster and less impact to traffic S - No falsework over US-395 T - Reduction in construction traffic schedule
	BNSF Structure over US-395	●	●	●	●	●				LC - A new structure increases the life cycle of the railroad and reduces maintenance S - Eliminates at-grade crossing at US-395 T - No conflict with vehicular traffic U - All at-grade crossing utilities are eliminated
	Redesign & Realign Ramps at US-395	●	●	●	●	●	●			Q - Less queuing, better access to businesses E - Less queuing, less idling of diesel T - Reduces turning conflicts, better traffic flows U - Avoid SCE transmission tower relocation
	Temp bridge over RR	●	●	●		●	●			S - Keeps construction and rail traffic separate T - Lessens potential impact to train traffic
	Use of existing stock piles on east end of project				●		●			E - Trip reduction, less import needed T - Less trucks on the road

RTM Advantage

1 AGJV has an exclusive agreement to provide Caltrans with the necessary import borrow for the SR-58 realignment. There are tremendous benefits of the AGJV and RTM relationship to Caltrans. RTM is located adjacent to the project limits at Boron Avenue. RTM has existing haul roads on their property leading up to the existing project right-of-way. These haul roads provide direct access to the Arkose Material Source and crushed aggregate eliminating the use of local roads, such as Boron Ave and SR-58. The haul route also avoids impacting the Cherry Hills residential area. The AGJV team has already tested the available material and has determined the R-Value exceeds Caltrans Specifications. The RTM advantage has a potential cost savings of $20 million. Additionally, because of the close proximity a 6 month reduction to the overall construction schedule is anticipated as well.

Figure 6.6 RTM Advantage

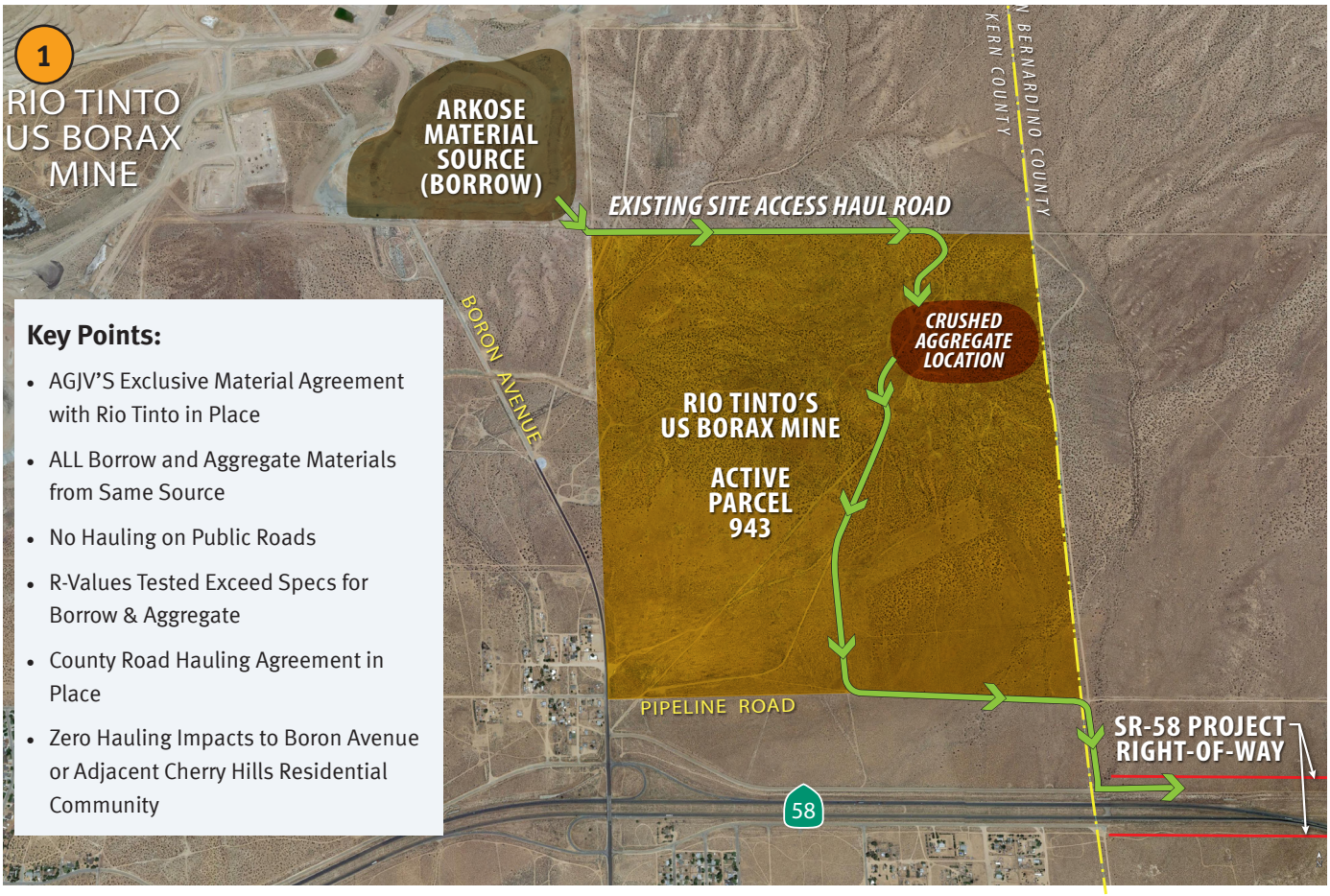


Figure 6.7 Project Wide Innovations

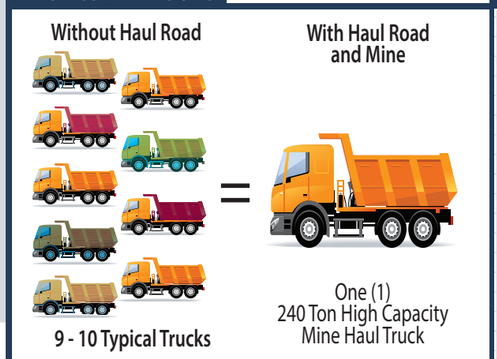
1 RIO TINTO ADVANTAGE

- **Reduced Costs by up to $20 Million**
- **Improved Safety**
- **Improved Air Quality**
- **Reduced Schedule by 6 Months**
- **Minimize Existing Pavement Impacts**

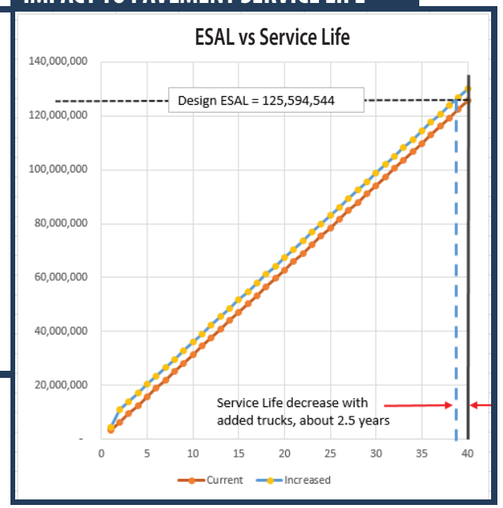
The relationship with RTM gives AGJV access to an import borrow and aggregate material source adjacent to the project limits. It enables AGJV to use off-road, high capacity hauling vehicles loaded by RTM's electric cranes to deliver and place the material. This eliminates lengthy truck hauls on State and local roadways that would cause safety hazards for the motoring public, pavement degradation on existing roads, and produce a much higher volume of pollutants and mobility impacts. The AGJV-RTM exclusive relationship will provide as much as $20 million and 6 months in savings for the project.

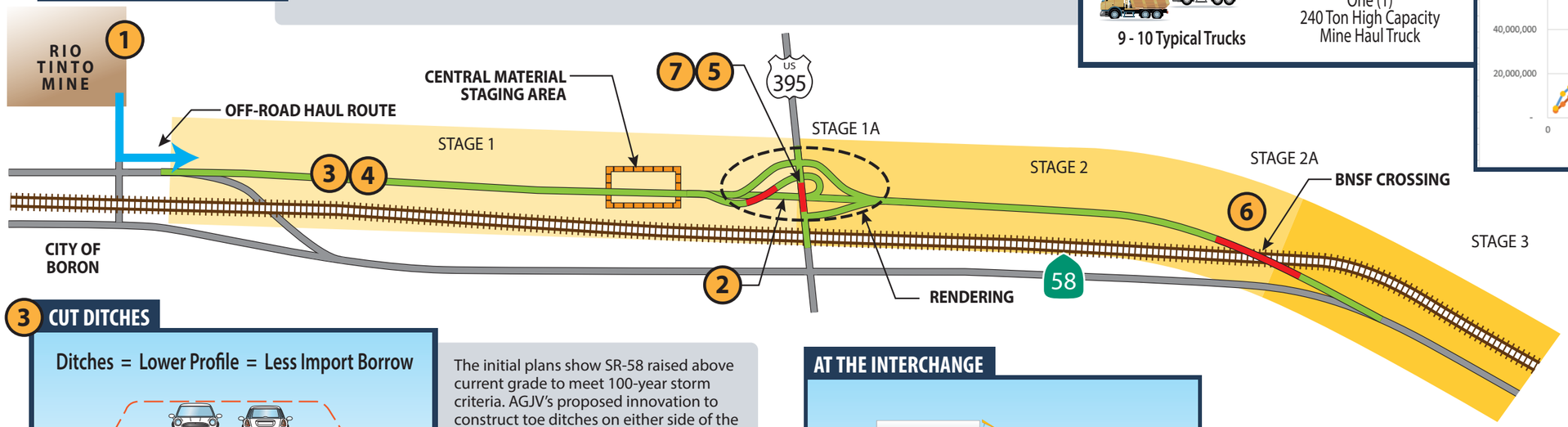
Hauling activities will begin with Stage 1 construction of the Western Expressway including the placement of import borrow at the Central Material Staging Area. Once the grade separation between SR-58 and US-395 is completed, hauling will continue for the eastern segments stage 2 and 3 of the project.

HAUL COMPARISONS



IMPACT TO PAVEMENT SERVICE LIFE

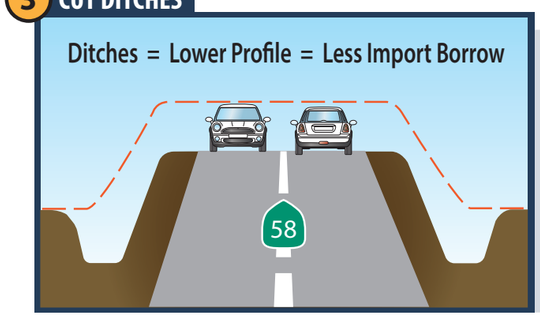




LEGEND

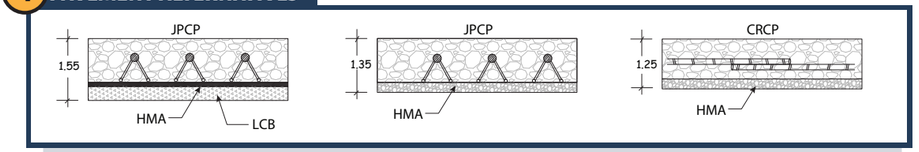
- Staging Area
- BNSF Railroad
- Existing Roadway
- Proposed Expressway
- Existing Access / Haul Road
- Proposed Structure

3 CUT DITCHES



The initial plans show SR-58 raised above current grade to meet 100-year storm criteria. AGJV's proposed innovation to construct toe ditches on either side of the roadway will provide additional capacity for flood events and lower the needed elevation of the roadbed by approximately 1 FT. This innovation reduces the amount of import borrow and results in approximately $7.5 million in savings to the project.

4 PAVEMENT ALTERNATIVES

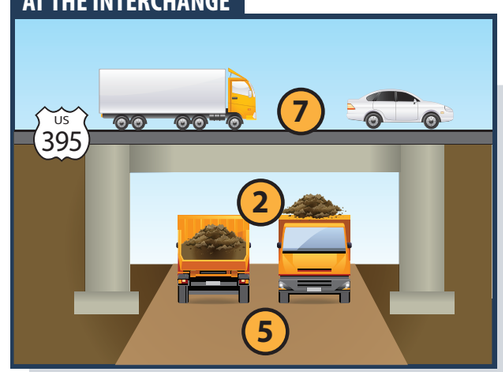


The AGJV Team has evaluated several pavement alternatives for SR-58 to improve overall life cycle and reduce project costs by approximately $5 million. The following alternatives were considered for pavement alternatives:

- **Alternative 1:** 1.10' JPCP/HMA Bond Breaker/0.35' LCB
- **Alternative 2:** 1.10' JPCP/0.25' HMA
- **Alternative 3:** 1.00' CRCP/0.25' HMA

The AGJV Team will work with Caltrans to develop the acceptable mix design.

AT THE INTERCHANGE

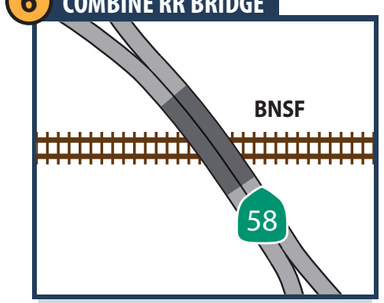


2 Depressing SR-58 under US-395 will provide off-road hauling access to the eastern portion of the project and eliminate impacts to the nearby SCE overhead transmission lines. The excavation activities will provide fill material, reducing the need to purchase import borrow. This innovation would save the project approximately $1 million and 3 months.

5 Eliminating the split of the eastbound and westbound alignments of SR-58 at US-395 would shorten the US-395 bridge if Innovation 2 (depressing SR-58) is accepted. Shortening the span would require erecting and removing falsework a single time, rather than multiple, and save the project approximately $500,000 and 2 months.

7 Another benefit of Innovation 2 is the ability to construct an at-grade shoofly for US-395 traffic around the crossing and eliminate impacts to traffic flow during construction of the bridge. After an initial cost-analysis, AGJV proposes a cast-in-place reinforced concrete box girder bridge constructed at-grade using ABC techniques and will work closely with Caltrans during preconstruction to determine the best solution.

6 COMBINE RR BRIDGE



Combining the eastbound and westbound SR-58 bridges over the BNSF railroad would require less coordination with BNSF, reduce impact to train operations by erecting and removing falsework one time, and save the project approximately $500,000.

Figure 6.8 Redesign & Realign Ramps at US-395 Rendering

Redesign & Realign Ramps at US-395

The AGJV Team evaluated the SR-58/US-395 interchange for operational improvements. According to a review of the traffic volumes, peak hour traffic travels to and from the west and south causes congestion at the intersection. The close proximity of the BNSF/UPRR at-grade crossing currently creates queues during train crossings. The expected increase in train traffic will continue to cause congestion during crossings at the new SR-58/US-395 interchange and create long queues along the ramps.

AGJV proposes to address these potential queues by realigning the proposed Alternate 1a eastbound SR-58 hook off-ramp into a direct ramp that meets US-395 at the same intersection as the Alternate 1a westbound SR-58 off-ramp. This will increase the volume capacity for the heavy westbound to southbound traffic and minimize queueing by eliminating a left turn and creating a merging, southbound right turn lane instead.

AGJV also proposes to add a westbound SR-58 loop on-ramp. This ramp would change a left turn from the south to a right turn from US-395 and reduce queues by increasing the distance between the on-ramp and the BNSF/UPRR crossing to the south.

Conclusion

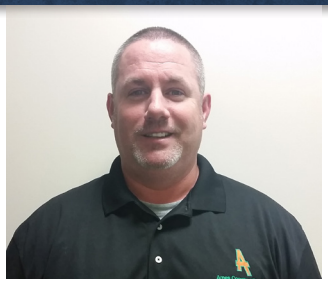
AGJV is excited about the innovative potential for this project and the team's ability to contribute to this process with the Department's design team. During pre-construction each of these innovations will be fully vetted to determine feasibility, cost and schedule implications, as well as other pertinent factors including safety, environmental, stakeholder management, right-of-way, utility and maintenance of traffic. As Caltrans' partner in the CMGC process, AGJV will ensure that no stone is left unturned with regard to consideration for innovation. Only those ideas that are fully viable and in the best interest of the project will be pursued.

The AGJV Statement of Qualifications meets the Department's Request for Qualifications as well as demonstrates interest, capabilities and commitment to partner with Caltrans' design team for a successful SR-58 Kramer Junction Expressway Project. The AGJV team sincerely thanks the Department for their time and effort in considering the qualifications described in this SOQ. AGJV stands prepared to walk in lock-step with Caltrans in the execution of this project.

APPENDIX A
RESUMES

A | JOE CARLO PROJECT MANAGER

Joe Carlo
PROJECT MANAGER



EDUCATION & TRAINING

- Bachelor of Science, Urban Studies, Worcester State University, 2001
- Bachelor of Science, Civil Engineering, Worcester Polytechnic Institute, 1997
- Civil Engineering, Colorado School of Mines, Golden, CO, 1994-1995
- Primavera Software Training
- Lean Construction Planning Course
- Agtek 3D Models/ Earthwork Grading
- Construction Quality Management, U.S. Army Corps of Engineers

SCAN TO LEARN MORE ABOUT THE CALTRANS I-215 HOV GAP CLOSURE PROJECT WHERE JOE CARLO SERVED AS PROJECT MANAGER

Job Description, Responsibilities, Authority

Joe will be the leader of the entire project team. Joe will be the main point of contact and all decision making will be channeled through him with complete continuity from preconstruction through project closeout. Joe will have the authority to sign all AGJV contract documents, decide on equipment allocation, and hire all project personnel.

Joe will be responsible for the safe, high quality, on-time, under budget delivery of this very important project. He is completely committed to achieving Caltrans' project goals of increased mobility, reduced traffic and uninterrupted service and he will ensure the hassle free success of the project for Caltrans.

Joe is currently the Project Manager on the I-215 Bi-County HOV Gap Closure project which is nearing completion and will provide him the perfect transition into the preconstruction phase of the SR-58 Kramer Junction project.

Benefit

As the PM for the I-215 HOV Gap project Joe has also developed close working relationships with District 8 and BNSF. Joe will capitalize on these relationships to work in partnership with all of the involved stakeholders to plan and execute the project to the complete satisfaction of Caltrans. Joe has been on-site, understands the challenges and has been engaged in the project throughout the SOQ process.

PROJECT GOALS JOE WILL FOCUS ON:

QUALITY - Managing the construction of the work and allocating the right resources to build the work right the first time by communicating expectations rather than managing compliance.

INNOVATION - Provide detailed, well thought out alternatives to the design and during construction that enhance the project through cost and schedule savings.

EFFECTIVENESS - Proven leadership on prior Caltrans projects and on CMGC work ensures the project will be managed efficiently without issues potentially causing interruptions.

A | JOE CARLO (CONTINUED)

Project Experience

Caltrans I-215 HOV Gap Closure San Bernardino, CA | Project Manager | 100% on Job

Project Description & Role: A $140 million construction of retaining walls, bridges and widening of roadway with HMA and rubber for seven miles of I-215 and a portion of Route 91 included two interchanges. The project widened two 12-span CIP box girder bridges, both sides of a 2-span precast bridge, and both sides of two 6-span steel plate girder bridges. In addition, the project included construction of a new 2-span CIP bridge and four steel railroad bridges. Joe was responsible for overseeing all day-to-day operations of the project, owner meetings, monitoring daily cost, schedule tracking of daily operations, and management of day and night shifts. In addition, he oversaw the daily safety and compliance of the project along with the QA/QC program.

Reference:	Project Number:
Manny Yogarajah, Senior P.E., Caltrans P: (951) 830 6864; manny.yogarajah@dot.ca.gov	08-0M94U4
	Project Dates:
	September 2013 - Present

Caltrans I-405 Widening Culver City, CA | Project Manager | 100% on Job

Project Description & Role: A $165 million freeway widening project consisting of major bridge work including demolition, rehabilitation, widenings and new bridges. In addition, the scope required city street improvements, a new HOV lane, and flood control. Joe was responsible for overseeing owner and stakeholder relations, scheduling, cost control and the day-to-day operations. He initiated the effort to close the freeway for limited times to complete the Palm St. Bridge, compressing the schedule and reducing impacts to the traveling public. Joe and Don Peterson worked on this project together for two years. This past work history will benefit the SR-58 Project.

Reference:	Project Number:
Rudy Cao, P.E., Caltrans P: (213) 897-3656; rudy_cao@dot.ca.gov	07-LA-405-41.0/47.6
	Project Dates:
	November 2005 - October 2009

A | JOE CARLO (CONTINUED)

Sellwood Bridge Sellwood, OR | Project Superintendent | 100% on Job

Project Description & Role: A $225 million construction of a new diamond interchange and forest/park improvements. The project consisted of a new steel deck 3 arch bridge, along with major landslide mitigation and installations, salvage of the current bridge and move downstream, re-set and keep active, until new bridge completed, county road and route widening, marine construction, extensive pile driving of all types, shear piles, ground anchors, soil nail, CIDH wet and dry hole and cassion drilling 120 - 155' in water. Joe oversaw all field operations from preparation, planning, logistics, procurement, execution and QA/QC. He coordinated design revisions, submittals and supervised all subcontractor forces.

Reference:	Project Number:
Mike Baker, P.E., David Evans & Associates P: (503) 229-6663; mjba@deainc.com	Multnomah County 811240
	Project Dates:
	March 2012 - September 2013

I-90 West & I-90 East Widening & Extension Improvements Boston, MA | Project Engineer | 100% on Job

Project Description & Role: A $245 million project with extensive road building, widening, paving and underground work. The scope of work consisted of a frontage road restoration and re-location to include installation of extensive fiber and electrical throughout the area. Joe was responsible for overseeing owner and stakeholder relations, scheduling, cost control and the day-to-day operations. He led the effort to adjust scheduling with all paving and concrete optimizations.

Reference:	Project Number:
Jason Heald, P.E., Massachusetts Department of Transportation (MassDOT) P: (408) 623-3775 jason.heald@dot.ma.gov	N/A
	Project Dates:
	August 1996 - May 2002

A | JOE CARLO (CONTINUED)

Transmountain 375 Loop

Transmountain 375 Loop El Paso, TX | Project Manager | 100% on Job

Project Description & Role: A $69 million project with two major flyovers and bridge widenings for a traffic interchange between 375 and I-10. The scope of work consisted of a new bridge, flood restoration works, white and black paving, frontage road construction, mainline road building and extensive underground work. Joe was responsible for overseeing owner and stakeholder relations, scheduling, cost control and the day-to-day operations. He oversaw the effort to use extensive mitigation (bmps, buffers) to get access to an environmentally protected area during nesting season and shortened the original schedule to include extensive NEPA and CEQA work.

Reference:	Project Number:
Bob Bielek, P.E., Texas Department of Transportation (TxDOT) P: (915) 790-4382; robertbielek@txdot.gov	2552-01-033
	Project Dates:
	November 2011 - March 2012

A | DON PETERSON PROJECT CONSTRUCTION MANAGER

Don Peterson
PROJECT CONSTRUCTION MANAGER

EDUCATION & TRAINING

- Bachelor of Science, Sociology, University of Nevada, Reno, 1976
- OSHA 30-Hour Training

Job Description, Responsibilities, Authority

As Project Construction Manager on the SR-58 Kramer Junction Expressway project, Don will be responsible that the project is constructed in accordance with the design and project requirements. In addition, Don will bring his 36 years of construction experience building complex heavy highway/civil projects to focus on validating the design, identifying and mitigating risks, providing constructability analysis and innovations, and developing and maintaining the schedule.

Don will oversee all aspects of construction including AGJV crews, subcontractors, and materials. He is available 100% during preconstruction and will be onsite at all times while construction is in progress. Don holds the authority to stop work if needed.

Benefit

Don was selected because of his experience building high-profile highway projects for Caltrans that have included interchanges, new and widened bridge construction, rail grade separations, various types of retaining walls, and grading and paving. He is an effective team leader with a history of successful quality projects and satisfied owners. His vast construction experience, especially in concrete structures, makes him adept at providing workable solutions to project constraints. He will provide valuable design feedback and innovations for the interchange and rail bridge structures.

PROJECT GOALS DON WILL FOCUS ON:

SAFETY - By ensuring safety is considered in design and safety measures are planned and executed during construction.

MOBILITY - By minimizing impacts to the motoring public.

ENVIRONMENTAL COMPLIANCE - By ensuring the team's environmental commitments are well executed.

PROJECT DELIVERY - By using innovation and execution to meet project milestone.

INNOVATION - By using his experience and creative solutions to add value and quality while maximizing productivity.

A | DON PETERSON (CONTINUED)

Valley View Avenue Grade Separation

Project Experience

Valley View Avenue Grade Separation Santa Fe Springs, CA | Division Manager | 10% on Job

Project Description & Role: This was a $23.8 million grade separation that consisted of constructing a detour road to bypass public traffic, and the construction of a shoofly to bypass rail traffic. Valley View Ave. was constructed under the railroad with a steel girder bridge and retaining walls at the property lines to retain existing ground. Don's role on this project included overall management of the project, including all contractual responsibilities, schedule, team building, and owner relations.

Reference:	Project Number:
City of Santa Fe Springs Noe Negrete, P.E. P: (562) 868-0511 noenegrete@santafesprings.org	75A0229
	Project Dates:
	August 2011 – October 2014

A | DON PETERSON (CONTINUED)

Caltrans I-405 Widening in Culver City from LAX to 10 Freeway Culver City, CA | Construction Manager/Structures | 100% on Job

Project Description & Role: This project involved a 4.5 mile long inside and outside widening of the I-405 freeway through Culver City including 26 different bridge widenings, and seven miles of architectural retaining walls, with complicated shoring and unknown utility relocations. Effective scheduling and community communication were the keys to success for this challenging project. Don was responsible to safely plan, execute and account for all aspects of the paving and structures for the project. The structures portion of the project ended ahead of schedule and without claims. Total cost for this project was $165 million. Don Peterson and Joe Carlo worked on this project together for two years. This past work history will benefit the SR-58 Project.

Reference:	Project Number:
Caltrans Roger Miramontes P: (310) 729-7206 Roger.miramontes@stantec.com	07-LA-405-41.0/47.6
	Project Dates:
	August 2005 - March 2008

Caltrans Route 5/805 Interchange San Diego, CA | Construction Manager | 85% on Job

Project Description & Role: Don was assigned to this project late in construction to address cost and teamwork issues. Much of the work was in a sensitive environmental area and before Don's arrival the construction team was not respecting the environmental requirements. Don immediately changed the dynamic of the team, implemented the correct BMPs and improved relations with Caltrans. His efforts led to the job finishing strong. The job included multiple structures, such as a a plantable geosynthetic retaining wall 100 ft high and over a mile long and formed architectural walls. Don was responsible for construction, owner relations and maintaining the schedule. Total cost for this project was $105 million.

Reference:	Project Number:
Caltrans Bob Dougherty P: (858) 688-1528 bob_dougherty@dot.ca.gov	112T2004
	Project Dates:
	April 2003 - May 2005

A | DON PETERSON (CONTINUED)

Caltrans 10 Freeway from Kellogg Avenue to Monte Vista Pomona, CA | Construction Manager | 85% on Job

Project Description & Role: This project was mostly an outside widening that raised I-10 with extensive retaining walls. Many of the bridge widenings were constructed well above the existing structure and lowered into position. Don was instrumental in a successful Cost Reduction Incentive Proposal that was developed to replace a large, difficult to build, Type 1 retaining wall with a boulder-scape, soil nail wall. This innovation saved $3 million and eliminated the need for extensive excavations and restrictive construction and public access. Recycling was a key aspect of this project. Materials were salvaged from the removals and reused in the new construction. Total cost for this project was $70 million. As Construction Manager, Don was responsible for construction, scheduling, coordination, and owner relations.

Reference:	Project Number:
Caltrans Mike Dipsia P: (805) 300-5909 michael.g.dipsia@dot.ca.gov	071224U4
	Project Dates:
	June 2000 - October 2003

Caltrans I-5 Relocation from State College to Katella Anaheim, CA | Construction Manager | 100% on Job

Project Description & Role: The realignment of the I-5 freeway near Disneyland included four main bridges, three ramp structures and four miles of elevated freeway supported by joint uniform MSE walls. Bridge geometry was the key to a successful building strategy. Bridge pours were over 2,000 cubic yards each and required unique strategies to accomplish without construction joints. Closure of Katella Avenue greatly restricted Disneyland access so the window of shutdown was given by special provision to be fourteen calendar days.

With detailed planning and some innovative solutions that were quickly approved by Caltrans the team was able to shut down Katella Avenue to demolish the two bridges affecting the rebuilding of the I-5 freeway, construct the new Katella Avenue underneath the freeway, build the new grade for the 1-5, and open the new Katella in just 4 days. Total cost for this project was $ 79 million. Don was responsible for all aspects of construction including scheduling, budgeting, coordination and owner relations.

Reference:	Project Number:
Caltrans Chris Mockus P: (949) 795-2969 chrismockuspe@gmail.com	12059224
	Project Dates:
	September 1998 - July 2000

A | CRAIG ROTH LEAD ESTIMATOR

Craig Roth
LEAD ESTIMATOR

EDUCATION & TRAINING

- Occidental University, Pasadena, CA
- Cal Poly, Pomona, CA
- OSHA 30-Hour Training
- FMI Executive Management Training Certification
- Estimating Software, HCSS Training

Job Description, Responsibilities, Authority

Craig will be responsible for all estimating related to this project including budget estimates at design intervals (30/60/95%), GMP development, value engineering and innovation pricing. In addition, he will compile all of the open book GMP accounting for subcontractor and supplier quotes, labor and equipment rates, productions, crews, overhead, markups and general conditions costs. Craig brings experience in all aspects of cost estimating from creating budgets, Opinion of Probable Construction Costs (OPCC), open cost models, pricing change orders to assessing price and risk.

Craig has been with Ames for the past 3 years, bringing 26 years of construction experience and 17 years as a chief estimator for major heavy civil contractors in Southern California. He is highly experienced with highway DOT bridge projects and alternate delivery methods with multiple GMPs.

Benefit

Craig played a key role in developing and presenting the innovative ABC approach to the railroad bridges on the I-215 HOV Gap project. In addition to overseeing the estimating for the project, he will build on those relationships to provide Caltrans and BNSF the data and detailed cost estimates they need to make well informed decisions on bridge structures and proposed innovations.

PROJECT GOALS CRAIG WILL FOCUS ON:

VALUE: Providing a best value GMP for the project is Craig's # 1 priority. Our entire process of GMP development will be open book with thorough documentation to substantiate all pricing.

INNOVATION: Craig will be on point to provide pricing for all potential innovations and what-if scenarios during preconstruction. These will be fully vetted early on to not impact the schedule.

EFFECTIVENESS: Craig's experience managing large joint venture estimates, design document reviews, conceptual estimating and structures background makes him uniquely qualified to deliver effective services for this project.

A | CRAIG ROTH (CONTINUED)

Project Experience

Gerald Desmond Bridge Replacement Long Beach, CA | Chief Estimator | 25% Preconstruction

Project Description & Role: A $750 million design and construction of the Port of Long Beach, Gerald Desmond Bridge with a new bridge rising 200 FT over the water, 515 FT tall with a long span, striking cable stayed design. This four-lane bridge connects the I-710 to terminal island including separate pedestrian and bicycle paths. Craig was the lead estimator for C.C. Myers, Inc. on this design-build project, responsible for managing multiple aspects of the estimating process including design reviews, budget estimates, value analysis and constructability reviews.

Reference:	Project Number:
JACOBS Kevin Walker, Vice President P: (210) 403-5555 kevin.walker@jacobs.com	0700000379
	Project Dates:
	November 2011 - February 2012

I-605/I-10 Interchange Viaduct Bridge Baldwin Park, CA | Chief Estimator | 25% Preconstruction

Project Description & Role: This $78 million project consisted of a one-lane-flyover direct connector separating the at-grade connectors into individual connectors, construction of retaining walls, sound wall and reconstruction of existing southbound I-605 to westbound I-10 connector. As the lead estimator for this design-build project, Craig was responsible for managing all aspects of the estimating process including design reviews, budget estimates, value analysis and constructability reviews.

Reference:	Project Number:
WKE Engineers & Planners Wei Koo, President P: (714) 953-2665 wkoo@wke-inc.com	07-245404
	Project Dates:
	January 2011 - February 2012

A | CRAIG ROTH (CONTINUED)

Devore Interchange San Bernardino, CA | Chief Estimator | 25% Preconstruction

Project Description & Role: This $365 million interchange improvement project included 15 bridges, roadbed widening on two Interstates, improvements to local arterials, environmental mitigation and major drainage improvements. Project features consisted of reconfiguring Interstate 15/Interstate 215 (I-15/I-215) Interchange and construction of truck by-pass. Craig was responsible for leading the estimating process throughout preconstruction. In addition, he prepared multiple budget estimates, performed design document reviews and value analysis.

Reference:	Project Number:
JACOBS Roger D. Trevett, P.E., Design-Build Manager (NW) P: (801) 355-1112 roger.trevett@jacobs.com	08-0K7104
	Project Dates:
	July 2011-July 2012

Rehabilitate Roadway on Route 99 Madera, CA | Chief Estimator | 25% Preconstruction

Project Description & Role: This $37.5 million design-build was a pavement rehabilitation project. The project replaced failed Portland Cement Concrete (PCC) panels with full depth Asphalt Concrete (AC), replaced failed cold plane AC/PCC on the northbound and southbound No. 2 (truck) lanes with AC and overlaid all lanes and shoulders with AC. The project reconstructed PCC lanes and AC shoulders with PCC and reconstructed the No. 2 (truck) lanes with Continuously Reinforced Concrete Pavement (CRCP). Craig was responsible for leading the estimating process throughout preconstruction, preparing multiple budget estimates, design document reviews and value analysis.

Reference:	Project Number:
DOKKEN ENGINEERING Juann Ramos, PE, Senior Engineer P: (916) 858-0642 jramos@dokkenengineering.com	06-0E0404
	Project Dates:
	April 2010 - May 2011

A | CHRIS GERBER MATERIAL DESIGN & QUALITY SPECIALIST

Chris Gerber
MATERIAL DESIGN & QUALITY SPECIALIST

EDUCATION & TRAINING

- Ventura College, Construction Technology, 1998
- Course CS-921 Use of Recycled Materials for Pavement Construction University of Nevada – Reno
- Performance Graded Asphalt Binder – University of Nevada – Reno
- Radiation Safety Officer
- Mechanistic Empirical Design Considerations – University of Nevada - Reno

Job Description, Responsibilities, Authority

As Material Design & Quality Specialist on the SR-58 Kramer Junction project, Chris will assist the team in innovative design solutions, pavement design analysis, materials suitability solutions, life cycle cost analysis and technical innovations. Chris will work closely with both Caltrans and the CMGC team to provide valuable enhancements or alternatives throughout the preconstruction phase of this project. Chris is an exclusive AGJV team member and available 100% as an additional resource to Caltrans and AGJV.

Chris will validate material options from a constructability, cost and design standpoint. He does not have the authority to stamp the design. That authority remains with Caltrans. As the founder and President of G3 Quality, Chris is the ultimate decision maker for his firm which provides pavement design, specification development, Quality Management and materials testing and inspection services.

Benefit

Chris was selected for this project because he has worked with Caltrans Headquarters as an On-Call consultant for the Rigid Pavement division. Through this experience of working with the department, Chris understands the pavement design limitations and constraints from the Owner's perspective. He is able to tap into past material research which aids the CMGC team in material selection. He has been responsible for research and design of 100-year Portland cement concrete pavements, dowel bar retrofit, high strength concrete and various research and design projects. Having been involved in the research process, Chris is resource within the team to validate decisions.

PROJECT GOALS CHRIS WILL FOCUS ON:

QUALITY - By being vested in a monumental project in CA, and personally considering how long materials will last for future generations.

INNOVATION - By providing options for Caltrans consideration that are designed different, managed different and built different.

EFFECTIVENESS - Because designing with quality is always less than having to remove and replace deficiencies.

A | CHRIS GERBER (CONTINUED)

Project Experience

Caltrans 08-472214, I-15 Pavement Rehab Ontario, CA. | QCM | 100% on Job

Project Description & Role: A $52 Million cooperative project with Caltrans, FHWA, City of Ontario and City of Rancho Cucamonga to improve I-15 from state route 60 in Ontario to north of 6th Street. The project consisted of Bridge widening at 3 structures, Median paving, Concrete Pavement replacement, improved ride surface, improved drainage and increased pavement life expectancy. The project also included new concrete pavement utilizing precast concrete panels, conventional concrete paving, high early strength concrete and hot mix asphalt paving. Chris was responsible for overseeing the development of all PCC mix designs, HMA mix designs, cement testing, geotechnical evaluations as well as overall project quality management. Chris worked together with the contactor and Caltrans to develop concrete designs that enabled early opening of the newly constructed pavement accelerating the project schedule.

Reference:	Project Number:
Contractor – Security Paving Company Joe Ferndino, Vice President P: (818)362-9200 joe@securitypaving.com	08-472214
	Project Dates:
	April 2009 – December 2012

Caltrans 06-0E0404 RTE 99 Rehab Madera, CA | QCM | 100% on Job

Project Description & Role: A $33 million freeway rehabilitation project was one of the first Caltrans design build delivery projects. Highway 99 is the transportation backbone of the Central Valley and is important to the entire state as a major corridor of commerce and is a critical rout for shipping agricultural goods to market. The project covers a 3.5 mile stretch from near the Madera Overcrossing to the Avenue 16 overcrossing and will reconstruct the freeway lanes and shoulders by using construction methods that will result in less pavement cracking and damage from water penetration. Chris was responsible for overseeing the continually reinforced pavement (CRCP) design and material designs. Chris also provided quality management, hot mix asphalt design and data for structural section geotechnical investigations.

Reference:	Project Number:
Contractor – Granite Construction Co. Doug Copley P: (661)387-7763 doug.copley@gcinc.com	06-0E0404
	Project Dates:
	September 2012 - 2014

A | CHRIS GERBER (CONTINUED)

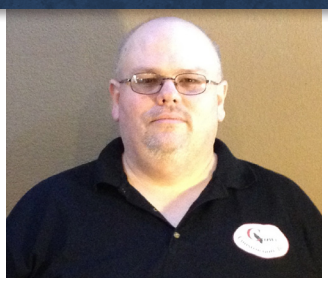
I-710 Long Live Pavement Rehab Long Beach, CA | QCM | 100% on Job

Project Description & Role: A $345 million corridor long life pavement rehabilitation project was the first group of projects in California to utilize the mechanistic empirical design method for constructing a highly-engineered flexible pavement to provide a 50-year design life. The corridor improvement consisted of 5 separate projects beginning in 2006 and is currently undergoing the completion of the last of the 5 projects. This 23 mile stretch of critical highway runs from the Long Beach harbor to the city of Alhambra. Along with some 230,000 vehicles traveling along this highway each day, it carries goods coming out of the Ports of Los Angeles and Long Beach and is the largest concentration of truck traffic in Los Angeles County. Trucks account for nearly 20 percent of the traffic, which is nearly four times what the original pavement was designed for. Chris worked collaboratively with Caltrans, the University of California Berkeley and the University of Nevada Reno with the design of the hot mix asphalt mix designs. A total of 16 different designs were developed by Chris for this corridor over the 5 different projects which represents over 680,000 tons of hot mix asphalt. Chris also assisted with the design of the PCC mixes, provided geotechnical resources during the full depth 55-hour full freeway closure extended weekends and provided smoothness evaluation of the freeway. Chris was responsible for all quality management activities throughout the project and most notably coordinated the quality inspection and testing for over 27,000 tons produced in a single 55-hour weekend closure. Additionally, Chris has participated in post construction evaluations of the pavement with the University of California Berkeley and can announce that the pavement over the first 10 years of service is performing better than designed.

Reference:	Project Number:
Caltrans District 7 - Alex Perez P: (805) 857-7056 Alex_perez@dot.ca.gov	VARIOUS
	Project Dates:
	September 2006 - Present

A | TOM LOGUE SCHEDULER

Tom Logue
SCHEDULER



EDUCATION & TRAINING

- Associates, Architecture/ CAD, NEC Phoenix Arizona 1986
- Primavera Project Planner (P3) Software Training - 1998
- Primavera Software Training 6.0 - 2008

Job Description, Responsibilities, Authority

Tom will be responsible for development and publication of all required project schedules using Primavera P6 Professional scheduling program. These schedules will include preconstruction and the baseline construction schedule, progress updates, schedule revisions and contemporaneous Time Impact Analyses if necessary. Tom has been a Senior Scheduler throughout California since 2005. He has successfully developed and maintained cost and resource loaded schedules using Primavera scheduling programs including Primavera P6 and SureTrak.

At the onset of every new project, Tom strives to develop a level of trust with the owner management team by maintaining a transparent working relationship. Tom has had positive interactions with multiple Caltrans Districts over the last 10 years including Districts 2, 4, 6, 7 and 10, working with district schedulers and Resident Engineers during the baseline CPM development and approval process and monthly progress updates.

Benefit

Tom was brought onto the team because AGJV recognized the complexity of the SR-58 Project required the expertise of a qualified scheduler. Tom has experience with Caltrans freeway projects and the knowledge of the specific actions needed to meet Caltrans' needs.

PROJECT GOALS TOM WILL FOCUS ON:

PROJECT DELIVERY: Obtaining substantial completion by October 2019

EFFECTIVENESS: Tom will work with the team to develop the most practical and efficient staging and phasing plan to minimize risk due to utility relocations, ROW impacts, traffic moratoriums and BNSF railroad operations.

MOBILITY: Tom and the CMGC team will develop a schedule that accurately details all necessary traffic switches and closures which can be clearly communicated to the motoring public to minimize impacts.

A | TOM LOGUE (CONTINUED)

Project Experience

Highway 99/Mission Blvd Interchange Merced, CA | Project Scheduler | Off Site

Project Description & Role: Tom was the lead scheduler for this project on behalf of Granite Construction. He coordinated the development and approval of the Baseline construction schedule and monthly progress updates for this $95 million freeway widening project through Merced, CA. This project is similar to the Kramer Junction project as it required coordination with local private and public utilities to complete relocations for ramp work and within the Mission Blvd overpass structure. This project also included traffic closures, winter construction moratoriums, drainage improvements and overhead structures.

Reference:	Project Number:
Granite Construction, Inc. Mike Jones, Project Manager Caltrans Kewal Virk, Resident Engineer Kewal.Virk@dot.ca.gov	10-363114
	Project Dates:
	November 2004 – March 2008

State Route 87 Julian to 101 San Jose, CA | Project Scheduler | Off Site

Project Description & Role: Tom was the lead scheduler for this project on behalf of Granite Construction and coordinated development and approval of the Baseline construction schedule and monthly progress updates for this $25 million highway widening project on State Route 87 in San Jose, CA.

Reference:	Project Number:
Granite Construction, Inc. Darren Hiatt, Project Manager Caltrans Sam C. Wang, Resident Engineer	04-4874R4
	Project Dates:
	November 2002 – May 2005

A | TOM LOGUE (CONTINUED)

State Route 198/41 to Vine Street Lemoore, CA | Project Scheduler | Off Site

Project Description & Role: Tom was the scheduler for this project on behalf of Granite Construction and coordinated development and approval of the Baseline construction schedule and monthly progress updates for this $19 million highway widening and interchange project on State Route 198 in Lemoore, CA. This project is similar to the Kramer Junction project in that it included construction of a new overpass to eliminate an at grade traffic crossing and coordinated traffic closures to minimize impacts to the local community. The schedule was developed and updated/maintained using Primavera P6 Professional.

Reference:	Project Number:
Granite Construction, Inc. Tim Walsh, Project Manager Ph: (559) 765-4634 Caltrans Justin Kimura, Resident Engineer (559) 897-3118	06-325504
	Project Dates:
	January 2013 – July 2014

A | TED CHAMBERLAIN CMGC SPECIALIST

Ted Chamberlain
CMGC SPECIALIST

EDUCATION & TRAINING

- Bachelor of Science, Construction, Arizona State University, 1998
- Certified Professional Constructor, American Institute of Constructors 2008
- Certified Construction Manager, Construction Management Association of America, 2015 (Candidate)

Job Description, Responsibilities, Authority

As the CMGC Specialist on the SR58 project, Ted will oversee the preconstruction process. He will manage the preconstruction team and coordinate design document reviews, budget estimates, scheduling, innovation and value added analysis. He will also supervise planning project phasing and sequencing, subcontractor selection, DBE goals, owner-designer coordination, and management of preconstruction phase milestones to keep the project on schedule.

Ted has the authority to manage the preconstruction process for this project. This includes proving pricing for potential innovations, decision making on risk assessments, making commitments for preconstruction deliverables deadlines, and approval to negotiate the final GMP.

Benefit

Ted was selected to be on this team because of his extensive CMGC experience. Ted has worked on 9 different CMGC projects over the past 13 years for 5 different clients. He brings extensive preconstruction process experience, innovation and estimating skills, and utility coordination capabilities.

PROJECT GOALS TED WILL FOCUS ON:

PROJECT DELIVERY: Through team integration Ted will coordinate preconstruction services with the other team members to provide Caltrans with a fair GMP that addresses all project requirements and risks.

INNOVATION: Ted's prior project and estimating experience on a wide variety of heavy civil projects gives the AGJV team unique VE and innovation capabilities for both idea generation and pricing on the fly to determine feasibility.

EFFECTIVENESS: Ted's effectiveness has allowed him to adapt to varying project types and roles in the construction industry. During his career Ted has been involved with highway, roadway, site civil, pipeline, and treatment plant construction in roles including project management, estimating, and alternate delivery for both construction and engineering firms.

A | TED CHAMBERLAIN (CONTINUED)

Project Experience

Cabela's-Zanjero Infrastructure Improvement Project CMGC Glendale, AZ | Construction Manager | 100% on Job

Project Description & Role: This project is similar to SR-58 in that there are multiple stakeholders, numerous utility agencies, and intensive MOT. This $53 million CMGC project involved the management of 2 separate development agreements between City of Glendale, Cabela's Retail Store, and the Arizona Cardinals for development of streets and infrastructure to support the new football stadium and Cabela's retail store. This project was fast tracked into a 10 month schedule with 9 separate GMP's in order to complete all the work to coincide with the start of the fall hunting season and the start of pre-season NFL football. Construction began with 30% plans for utilities. The work included widening of 2 existing major arterial streets, construction of 2 new streets, relocation of a high pressure 8" gas line, relocation of 36" to 72" irrigation pipelines, new water/sewer/phone/fiber/gas line installation, reconstruction of 4 major intersections, new traffic signals, box culverts, earthwork, paving, curb and gutter, landscaping, retaining walls, and construction of an effluent pipeline and lake. Ted was responsible for overseeing all day-to-day operations of the project, stakeholder meetings, and scheduling. This project involved 3 different government agencies, 7 different private developers, 11 different utility providers, 5 engineering firms, and 6 different contractors with people in 4 different states. Ted managed weekly coordination teleconference meetings to communicate design updates and to track important project issues. In January 2006 the Arizona Cardinals and Cabelas, Inc. came to the project team and requested acceleration to substantially complete the project by August instead of the planned year end. The project finished a month earlier than required (July) and $3 million less than budgeted. Design was fast tracked to begin work with 30% plans by conducting over the shoulder reviews with designers, contractors, and agencies. In addition, existing standard details were used wherever possible and real time as-builts were provided from the field to update drainage and PGL models as the work progressed.

Reference:	Project Number:
City of Glendale Craig Johnson, P.E. 602-679-7237 cajohnson@glendaleaz.com	056020
	Project Dates:
	October 2005 – February 2007

64th Street CMGC: SR101L to Mayo Blvd. Phoenix, AZ | Preconstruction Manager | 100% on Job

Project Description & Role: This project is similar to SR-58 because it interfaces with highway traffic, local traffic, high profile stakeholders, and multi-agency coordination. This CMGC project involves the construction of freeway off ramp connector streets from the ADOT Loop 101 Freeway to Mayo Blvd. to service the Mayo Clinic in Scottsdale, AZ. Project included 3 separate GMP's (earthwork, street construction, and ADOT freeway improvements). The project involved construction while maintaining traffic on both the freeway and city streets, utility relocations, full street construction, drainage improvements, street lighting, traffic signals, environmental protection, overhead signs, and striping. Ted managed the preconstruction process including design reviews, GMP development, multi-agency coordination, permitting, and archeological coordination. During GMP 1 work to over-excavate and recompact the existing subgrade, Ames located several paleo sites and stopped work until the sites

A | TED CHAMBERLAIN (CONTINUED)

could be inspected by project archeologists. Once identified, Ames was able to protect the 3 sites and continue work. Ames partnered with the City of Phoenix to accelerate the schedule to stay on track without requesting additional compensation. During GMP development, market fluctuations and availability of borrow created a wide price variation for earthwork. Ted worked with the City and ADOT to phase the earthwork as material became available in order to reduce the cost of import. This resulted in $400,000 savings to the project.

Reference:	Project Number:
City of Phoenix Rost Sapon, P.E. 602-262-4054 rost.sapon@phoenix.gov	ST85100255
	Project Dates:
	February 2013 – February 2015

87th Ave CMGC: Olive to Hatcher Peoria, AZ | Preconstruction Manager | 100% on Job

Project Description & Role: This project is similar to SR-58 because of the numerous utility providers, intensive MOT with freeway interface, and local stakeholders. This multi-million dollar CMGC project involved the reconstruction of a major intersection near the Loop 101 freeway in Peoria, AZ. Work included installation of a 20 FT deep 48" RCP storm drain, ACP waterline replacement, electrical, fiber, cable, and telephone relocations, private irrigation undergrounding, sewer rehabilitation, and full width street reconstruction. The project schedule required all work to be performed during the summer months with substantial completion occurring before the start of school. Ted was instrumental in value engineering a complex storm water junction structure that would have required 3 weeks to build and closure of the intersection. He researched standard details from other agencies and found an acceptable detail that enhanced constructability, reduced cost, and did not require traffic closure. As a result, the project finished ahead of schedule and the road re-opened a week before the first day of school.

Reference:	Project Number:
City of Peoria Geoffrey Zinnecker, P.E. (623) 773-7293 geoffrey.zinnecker@peoriaaz.gov	P-0805
	Project Dates:
	October 2008 - October 2009

APPENDIX B
LEGAL DOCUMENTS

LIMITED POWER OF ATTORNEY
AMES CONSTRUCTION, INC.

Ames Construction, Inc., a Minnesota corporation (the "Company"), hereby irrevocably constitutes and appoints Gerard F. Miller as its true and lawful attorney-in-fact for and in its name, place and stead and for its use and benefit to execute proposal documents for the Ames Griffith Joint Venture ("AGJV") formed in connection with the SR-58 Kramer Junction Expressway CM/GC Project for the California Department of Transportation (the "Project"), with full power to act, make, execute, sign, acknowledge, verify, file, deliver, record, and publish as follows:

1. **Scope of Power.** To make and deliver any contracts, covenants and other instruments, undertakings or agreements, in writing, of whatever kind and nature relating to the Project.

2. **Power of Substitution.** To substitute and appoint in his place and stead one or more attorneys-in-fact, provided that (i) the individual appointed or substituted is an authorized representative of the Company or AGJV and (ii) the Company has approved the substitution in advance and in writing.

3. **Duties of Attorney-In-Fact.** In making any decision regarding the terms and conditions of any document with respect to which the attorneys-in-fact must act, the attorneys-in-fact shall act in good faith and consider the impact of such decision on the best interests of the Company.

4. **Duration.** This power of attorney shall remain in full force and be binding until the earlier of (i) failure of any entity in which the Company has an ownership interest to be selected to perform services in connection with the Project, (ii) the completion of the Project, (iii) the delivery of written notice of its revocation to the authorized representative of the owner of the Project and any representative of AGJV and any representative of the Company.

Dated: February 25th, 2015

Ames Construction, Inc.

By: _____
Raymond G. Ames, Its President

State of Minnesota)
) ss
County of Dakota)

On this 25th day of February 2015 before me came Raymond G. Ames to me personally known and by me being first duly sworn, said that he is the described and authorized officer of Ames Construction, Inc. and that he executed the same in his authorized capacity as President of Ames Construction, Inc.

_____ Notary Public

TARA C. LEEPER
NOTARY PUBLIC
MINNESOTA
My Commission Expires January 31, 2016

LIMITED POWER OF ATTORNEY
GRIFFITH COMPANY

Griffith Company, a California corporation (the "Company"), hereby irrevocably constitutes and appoints Gerard F. Miller as its true and lawful attorney-in-fact for and in its name, place and stead and for its use and benefit to execute proposal documents for the Ames Griffith Joint Venture ("AGJV") formed in connection with the SR-58 Kramer Junction Expressway CM/GC Project for the California Department of Transportation (the "Project"), with full power to act, make, execute, sign, acknowledge, verify, file, deliver, record, and publish as follows:

1. **Scope of Power.** To make and deliver any contracts, covenants and other instruments, undertakings or agreements, in writing, of whatever kind and nature relating to the Project.

2. **Power of Substitution.** To substitute and appoint in his place and stead one or more attorneys-in-fact, provided that (i) the individual appointed or substituted is an authorized representative of the Company or AGJV and (ii) the Company has approved the substitution in advance and in writing.

3. **Duties of Attorney-In-Fact.** In making any decision regarding the terms and conditions of any document with respect to which the attorneys-in-fact must act, the attorneys-in-fact shall act in good faith and consider the impact of such decision on the best interests of the Company.

4. **Duration.** This power of attorney shall remain in full force and be binding until the earlier of (i) failure of any entity in which the Company has an ownership interest to be selected to perform services in connection with the Project, (ii) the completion of the Project, (iii) the delivery of written notice of its revocation to the authorized representative of the owner of the Project and any representative of AGJV and any representative of the Company.

Dated: February 17th, 2015

Griffith Company

By: _____
Jaimie R. Angus, Its President

State of California)
) ss
County of Orange)

On this 17th day of February 2015 before me came Jaimie R. Angus to me personally known and by me being first duly sworn, said that he is the described and authorized officer of Griffith Company and that he executed the same in his authorized capacity as President of Griffith Company.

MEGAN AGUILAR
Commission # 1962561
Notary Public - California
Orange County
My Comm. Expires Dec 3, 2015

Megan Aguilar Notary Public

Ames Construction, Inc.
8333 E Hartford Drive Scottsdale, AZ 85255
Telephone: (602) 431-2111
Fax: (602) 431-5973
AZ LIC # 074995 Class A

Since 1934

February 12, 2015

State of California
Department of Transportation
District 8 Office
Division of Project/Program Management
464 West 4th Street
San Bernardino, CA 92401-1400

Attention: Jim Robinson, Project Manager
RE: SR 58 Kramer Junction Expressway CM/GC Services Project

Subject: Letter of Agreement

Mr. Robinson,

Ames Construction, Inc. (Ames) has entered into a Joint Venture with Griffith Company (Griffith) for the SR 58 Kramer Junction Expressway CM/GC Services Project.

Ames will serve as the managing partner with a 60% interest; Griffith will have a 40% interest. Ames is committed to finalizing the organizational documents prior to award of the Preconstruction Services Contract.

Sincerely,

Ames Construction, Inc.

Gerard F. Miller, Vice President

SINCE 1902

GRIFFITH COMPANY

CORPORATE OFFICE
3050 E. Birch Street
Brea, CA 92821
[714] 984-5500
Fax [714] 854-9754

CENTRAL REGION
1128 Carrier Parkway Ave.
Bakersfield, CA 93308
[661] 392-6640
Fax [661] 393-9525

SOUTHERN REGION
12200 Bloomfield Ave.
Santa Fe Springs, CA 90670
[562] 929-1128
Fax [562] 864-8970

EASTERN REGION
4756 Mission Blvd.
Montclair, CA 91762
[909] 270-5040
Fax [909] 270-5042

STRUCTURE DIVISION
3050 E. Birch Street
Brea, CA 92821
[714] 984-5500
Fax [714] 854-0227

UNDERGROUND DIVISION
3050 E. Birch Street
Brea, CA 92821
[714] 984-5500
Fax [714] 854-0226

LANDSCAPE DIVISION
3050 E. Birch Street
Brea, CA 92821
[714] 984-5500
Fax [714] 854-7843

CONCRETE DIVISION
12200 Bloomfield Ave.
Santa Fe Springs, CA 90670
[562] 929-1128
Fax [562] 864-8970

MATERIALS DIVISION
3050 E. Birch Street
Brea, CA 92821
[714] 984-5500
Fax [714] 854-0229

www.griffithcompany.net

CA Contractors
License #88

NV Contractors
License #78889

AZ Contractors
License #292209

February 17, 2015

State of California
Department of Transportation
District 8 Office
Division of Project/Program Management
464 West 4th Street
San Bernardino, CA 92401-1400

Attention: Jim Robinson, Project Manager
RE: SR 58 Kramer Junction Expressway CM/GC Services Project

Subject: Letter of Agreement

Mr. Robinson,

Griffith Company (Griffith) has entered into a Joint Venture with Ames Construction, Inc. (Ames) for the SR 58 Kramer Junction Expressway CM/GC Services Project.

Ames will serve as the managing partner with a 60% interest; Griffith will have a 40% interest. Griffith is committed to finalizing the organizational documents prior to award of the Preconstruction Services Contract.

Sincerely,

GRIFFITH COMPANY

Jaimie R. Angus, President

Griffith Company is an equal opportunity employer and an employee-owned company.

Rio Tinto Minerals
Boron Operations
14486 Borax Road
Boron, CA 93516
USA
T +1 760 762 7000
F +1 760 762 7335

Private and confidential

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

Attention: Denetia Floyd-Smith

13 Friday 2015

Subject: ***Request for Qualifications State Route 58 (SR-58) Kramer Junction Expressway Project CMGC U.S. Borax/Rio Tinto Minerals and Ames Griffith Joint Venture***

Dear Members of the Evaluation Committee:

U.S. Borax/Rio Tinto Minerals ("RTM") is pleased to provide this letter confirming our exclusive understanding with Ames Griffith Joint Venture (AGJV) to provide all borrow material (approximately 3,000,000 cubic yards) for the Kramer Junction Highway 58 construction project (" Project") from RTM's Boron Operations which is located within close proximity to the Project site. In addition, RTM could potentially provide off-road access for transport of this high-quality material to the site by AGJV or, optimally, deliver the material utilizing multiple RTM 240-t capacity haul trucks. These various approaches are still being evaluated and are the result of extensive planning by Ames Construction and RTM. The rigor of the evaluation for this project leverages Ames Construction and Rio Tinto's business relationship which has extended continuously for the past 24 years.

This mutual respect and business understanding, combined with a commitment to safety, both on the mine property under Mine Safety and Health Administration (MSHA) and on the project site under Cal-OSHA, has enabled RTM to reach this understanding with Ames Griffith JV on this pursuit. The approaches established by AGJV are explained in detail in the Statement of Qualifications. RTM recognizes direct haul of borrow material to the construction site could potentially eliminate the need for approximately 600,000 over-the-road truck trips on highway 58 thereby dramatically reducing the construction traffic impact at Kramer Junction.

Furthermore, as a very civic-minded member of the Cherry Hill and Boron communities, RTM is acutely aware of the risk to and negative reaction of the community toward placing over-the-road trucks on the local roads. Transportation of the borrow material off-road would minimize the risk and impact to the community and be consistent with our commitment to safety as well as environmental stewardship.

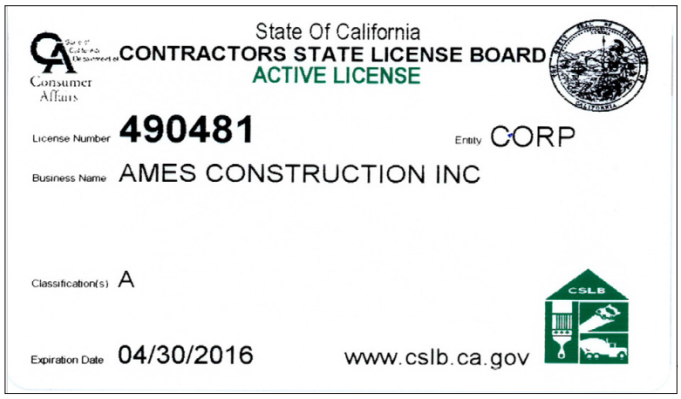
We trust the evaluation committee will see this approach as optimal and mutually beneficial. RTM looks forward to contributing to this project.

Yours sincerely,

Dean Gehring
CEO and President – Rio Tinto Minerals

Licenses

Ames Construction Inc. California Contractor's License


State Of California
CONTRACTORS STATE LICENSE BOARD
ACTIVE LICENSE
Consumer Affairs
License Number 490481
Entity CORP
Business Name AMES CONSTRUCTION INC
Classification(s) A
Expiration Date 04/30/2016
www.cslb.ca.gov

Griffith Company California Contractor's License

State Of California
CONTRACTORS STATE LICENSE BOARD
ACTIVE LICENSE
Consumer Affairs
License Number 88
Entity CORP
Business Name GRIFFITH COMPANY
Classification(s) A B C-8 C12 C27 HAZ
Expiration Date 09/30/2016
www.cslb.ca.gov

Caltrans

AMES GRIFFITH

SINCE 1902

JOINT VENTURE

SAFETY

MOBILITY

QUALITY

ENVIRONMENTAL COMPLIANCE

PROJECT DELIVERY

INNOVATION

EFFECTIVENESS