

**RICK A. RICE**  
**Benicia, California**  
**PH: 707-297-6628**  
[Rick@rickarice.com](mailto:Rick@rickarice.com)

## **SUMMARY**

Rick Rice has more than 25 years of professional writing and editing experience, including: proposals for architecture and engineering, IT consulting, and telecommunications contracts; technical writing in IT and software environments; and writing for trade publications, professional journals, and commercial news and feature publications.

He has developed documentation for architectural and civil engineering design projects; written for technical journals; developed software user guides, release notes, and tutorials; developed technical procedures and help systems; and contributed to the development of corporate training programs.

He is an experienced project manager, skilled at working collaboratively in technical and non-technical groups. He is a skilled technical editor, experienced in the development of research papers, feasibility studies (including environmental), and program management and work plans for major construction projects.

He has extensive experience with federal government contracting, as well as with commercial contracting. Federal contracts have included large Indefinite Quantities contracts for the Department of Defense, Department of Energy, and others.

**Architecture/Engineering/Construction (AEC):** Rick has significant experience in the AEC industry, with projects including:

- Vertical construction (new buildings, renovations, real estate procurement)
- Horizontal construction (utilities, site development, paving, new roadway and rehabilitation, bridge, parking, runway and apron)
- Transportation projects (transit centers and terminals, highway, bridge and airport, light and heavy rail)
- Environmental (decontamination, deconstruction and disposal; remediation; RCRA and CERCLA; wetlands restoration; landfill operations)
- Power projects (co-generation, hydropower, geothermal)
- Data center (IT, telecom, MEP, architecture)
- Military (force protection, barracks, forward operations base, private security)
- Logistics (transportation management, traffic management, international supply chain)
- Marine construction (dredging, capping, barging, transload facilities)
- Mining & Metals (mining operations, smelter and refinery)

**Information Technology (IT):** Rick's experience in the IT sector includes:

- IT projects for state government agencies (California Agency of Business, Transportation and Health, Cal-EPA, Caltrans, Office of the State CIO, other)
- Proposal management (network infrastructure, telecommunications)
- Software (help systems for on-board application or Website delivery, user guides, release notes, tutorials)
- Feasibility studies (new systems, equipment upgrades)

- Procedure manuals (intranet help, business processes and practices, standards, licensing)

**Product Development:** Rick has experience with product development cycles, particularly in the training industry. He has performed cradle-to-grave services in identifying client requirements and working as part of multidisciplinary teams to develop products customized to client needs. Products have included negotiation and conflict resolution training products currently in use at such Fortune 500 companies as Hewlett-Packard, Apple and AT&T.

**Commercial Publications:** Rick began his career as a journalist and has 10 years of experience working on and with commercial publications as a news reporter, feature writer, managing editor, and publications consultant. His experience is with hard news, including politics, local-state-national government, elections, and area news and police reports. He also has an extensive background in arts and entertainment, particularly with writing music, film and theatrical reviews and features.

**Web Content:** He has designed websites and currently maintains three, including the popular entertainment site RARWRITER.com, which features examples of his creative writing, including features, essays, music reviews, novels, screenplays, non-fiction, and original music compositions.

For on line information on Rick Alan Rice and RAR Consulting, visit:

- [www.rickarice.com](http://www.rickarice.com)
- [www.rarwriter.com](http://www.rarwriter.com)
- [www.revolutionculturejournal.com](http://www.revolutionculturejournal.com)

## EDUCATION AND CREDENTIALS

B.A., English/Journalism, Fort Hays Kansas State University, 1975  
 Certificate in Technical Writing - Webster Institute  
 JAVA and JavaScript Programming - San Francisco State University (Extension)  
 Graduate Education in Journalism - Ball State University (no degree)

## COMPETENCIES

Technical Writing  
 Technical Editing  
 Proposal Development (Response Strategy, Design, Compliance)  
 Federal Contract Consulting (RFP Response)  
 Project Management, Supervision of Staff, Coordination of Contributors and Vendors  
 Interviewing and other Data Capture  
 Development of Marketing Collateral  
 Website Development – Content and Design  
 Help System Development – Software Embedded and Web Delivered  
 Development of Feasibility Study Reports and Special Reports (State Contracting)  
 Journal Article Development and Feature Writing  
 Marketing Collateral Development  
 Business Process Mapping and Documentation  
 Research (Document Review, Investigation, Internet Research, Interview)  
 Desktop Publishing

## EXPERIENCE OVERVIEW

This table presents a high-level overview of Rick Rice's project and overall work experience in the AEC, IT and communications industries. This list is partial, featuring only significant engagements and not incidental project experience. Most of what is shown is project work of short-term duration ranging from days to years. The shaded listings indicate staff positions, while the bulk of the work shown was done on a contract or consultant basis. Values are listed for projects where data is available.

Project	Client	*Dates	Role	Scope	Value
FHWA Deweyville Trail to Hunter Lake Road Design-Build, Prince of Wales Island, Alaska	Granite	05-07/12	Qualifications and Proposal Writer/Consultant	Two-Phase Procurement: Qualifications and Proposal	\$25M to \$50M
DoS Regulated Waste Ops & Safety	State Department	05/12	Technical Writer	Operations & Safety Contingency Plan	*\$12.5M
FHWA MATOC Paving	Intermountain Slurry Seal	04/12	Proposal Writer	SME Interview, writing, strategy, DTP	\$35M
Presentation Toolkit	Granite	05/12	Technical Writer	Best practices manual, PowerPoint deck	
CA High Speed Rail	Granite	03/12	Analyst/Strategist	RFP Compliance	
Iraq DoS Regulated Waste Removal	AREMENA	2/12-3/12	Manager/Writer	Proposal	\$12.5M
ANSF Uniform Manufacturing, DoD	AREMENA	1/12	Manager/Writer	Proposal	\$10M
Boeing RCRA Dredge/Shoreline	Granite	12/11-1/12	Writer	Proposal	\$39M
SEATAC So. Link Light Rail DBOM	Granite JV	2/12	Analyst/Strategist	RFP Compliance	\$170-\$190M
U.S. 36 Phase 1 DBOM	Granite JV	2/12	Analyst/Strategist	RFP Compliance	
Michigan DOT – Zilwaukee Bridge Bearing Replacement	Granite	12/11 – 1/12	Analyst/Strategist	RFQ Compliance	
Carmel River Reroute and San Clemente Dam Removal	Granite	12/11 – 1/12	RFQ Technical Writer	Technical Approach/SME Interview	(Currently in RFP Stage)
CA Water Solar Power	Granite	12/11	Analyst/Strategist	RFQ Compliance	
Arizona Solar Power	Granite	12/11	Analyst/Strategist	RFQ Compliance	
Homeland Security ITF Towers	Granite	11/11	Analyst/Strategist	RFQ Compliance	
Roseville Improvement Design-Assist	Granite	11/11	Analyst/Strategist	RFP/RFQ Compliance	\$3M
NAVFAC SW AFRS Improvements	Granite JV	10/11	Analyst/Strategist	RFP/RFQ Compliance	
San Gabriel Trench	Granite	10/11	Analyst/Strategist	RFP/RFQ Compliance	\$240-\$280M
USACE-LA Surf Fence	Granite	9/11	Analyst/Strategist	RFP/RFQ Compliance	
California Space Center Phase 0	Granite	7/11-8/11	Writer/Editor	Proposal	
Portland Airport Infrastructure	Granite	6/11	Writer/Editor	Proposal	
Pima-Maricopa Canal Construction	Granite	5/11	Writer/Editor	Proposal	
Sierra Army Depot Infrastructure	Granite	4/11	Manager/Writer	Proposal	\$10M
NAVFAC SW MACC IDIQ	Granite	3/11	Analyst/Strategist	RFP Compliance	
Arizona DOT SR-303 Construction	Granite	2/11	Analyst/Strategist	RFP Compliance	
Washington DOT I-5 Design-Build	Granite	2/11	Analyst/Strategist	RFP Compliance	
USACE-LA MATOC	Granite	11/10	Analyst/Strategist	RFP Compliance	
Nevada DOT I-80 Mesquite	Granite	11/10	Analyst/Strategist	RFP Compliance	

Point Thompson NG/LPG, No Slope	Granite JV	9/11-10/11	Writer/Editor	Proposal	\$200M
KAZ Camp, Khor Al Zubair NGL/LPG	AREMENA	9/11-10/11	Manager/Writer	Proposal	
Manjoon Oil Field, Iraq	AREMENA	7/11-8/11	Manager/Writer	Proposal	
Boeing RCRA TTD Facility	Granite	6/11-7/11	Manager/Writer	Proposal	\$45M
Selmon Expressway – CM	Granite JV	9/11-10/11	Writer/Editor	Proposal	
PG&E Data Center Design-Build	PG&E	11/10-6/11	Writer/Editor	Design and Specification	\$120M
CA Cap & Trade Feasibility Study	KPMG	3/10-7/10	Writer/Editor	IT System Feasibility	
Mazar-E-Sharif School Design-Build	Areeb	2/10	Manager/Writer	Proposal	
FOB Dwyer Fuel Facilities-AED	Areeb	2/10	Manager/Writer	Proposal	
ANA Ammo Bunkers-AED	Areeb	2/10	Manager/Writer	Proposal	
ANSF Adult Literacy-AED	Areeb	2/10	Manager/Writer	Proposal	
ANSF Training Facility-AED	Areeb	2/10	Manager/Writer	Proposal	
Iraq Media Consulting-USACE	Areeb	2/10	Manager/Writer	Proposal	
<a href="http://www.Areebel.com">www.Areebel.com</a>	Areeb	2/10	Writer	Web Content	
W. Sac Bridge District – Utilities	Harris & Assoc	2/10-3/10	Manager/Writer	Proposal	
Folsom Dam Control Structure	Kiewit Pacific	12/9-2/10	Writer/Editor	Proposal	
Oregon DOT Bridges/Roads IDIQ	HNTB	12/09	Writer/Editor	Proposal	
Software Translation	Tony Meuter	9/09-6/10	Writer/Editor	Software Manuals	
Megaports Radiological Detection	AHTNA	6/09-7/09	Manager/Writer	Proposal (Task Order)	
CA Office of Internet Security	Stanfield	1/09-6/09	Writer/Editor	Feasibility Study Report	
POST Search Warrant Writing Tool	COMSYS	1/09-4/09	Writer/Editor	Help System	
Caltrans Bulk Fuel System	RMA	10/07-12/08	Writer/Editor	RFI, SPR, RFP	
CA BTH PBMS Feasibility Study	RMA	3/08-7/08	Writer/Editor	Feasibility Study Report	
CA DEA STEVE Feasibility Study	RMA	3/08-7/08	Writer/Editor	Feasibility Study Report	
Caltrans PARIS Feasibility Study	RMA	3/08-7/08	Writer/Editor	Feasibility Study Report	
Caltrans Operations Security FSR	RMA	3/08-7/08	Writer/Editor	Feasibility Study Report	
CA CDPH VRITSA Special Project	Granite Financial	9/08-12/08	Writer/Editor	Special Project Report	
Amador Co. Transit Center	Harris & Assoc	7/08-8/08	Manager/Writer	Proposal	
San Joaquin Delta College CM Svcs	Harris & Assoc	8/08-9/08	Manager/Writer	Proposal	
K-12 Architectural Design	Harris & Assoc	10/08-11/08	Writer/Editor	Marketing Collateral	
DOE Environmental Services	MACTEC	3/08	Writer/Editor	Proposal	
AFOTEC IT Services	KT Consulting	6/07-9/07	Manager/Writer	Proposal(s)	
Cisco Systems – Network Deals	K&J Consulting	2/07-6/07	Manager/Writer	Proposals	
DoD, DOE Federal Contracts	ITSI	8/05-2/07	Manager/Writer	Proposals, other	\$240M total
Pavement Research Center	UC Berkeley	6/03-8/05	Writer/Editor	Technical Articles	
Ma'aden Aluminium FSR	Bechtel M&M	10/04-2/05	Writer/Editor	Feasibility Study Report	\$7.1B
Caltrans I-880/SR 92 EIS/FEIR	BINFRA	6/03-6/04	Writer/Editor	Environmental Impact	
DoD Chemical Demilitarization	Bechtel National	1/03-6/03	Writer/Editor	Specifications	
Seattle Monorail Extension	BINFRA JV	5/03	Writer/Editor	Work Plan	\$1.7B
Doha International Airport	BINFRA	10/02-3/03	Writer/Editor	Proposal	\$3.1B
Portland Light Rail DBOM	Bechtel-Parsons	6/01-8/01	Writer/Editor	Proposal	

Bechtel Infrastructure	BINFRA	3/01-3/05	Writer/Editor	Proposal(s)	\$12B total
Legacy Marketing Group	Webster	6/98-6/00	Writer/Editor	Procedure & Help	
IKOS Systems	Kelly Technical	9/97-11/97	Writer/Editor	User Guide & Help	
Landscape Architectural Design	RHAA	5/94-5/97	Marketing Director	Proposals, Collateral	
Corporate Training Programs	BayGroup Int'l	5/89-5/94	Product Developer	Training Materials	
Viacom Cablevision	Viacom	5/84-5/87	Sales Supervisor	Department Head	
Rocky Mountain Hi-Note	Rocky Mt Hi-Note	8/82-8/83	Writer/Consultant	Commercial Journalism	
Audience Magazine	Audience	6/79-8/83	Writer	Commercial Journalism	
Town & Country News	Town & Country	7/78-6/79	Writer	Commercial Journalism	
Winchester News Gazette	News Gazette	7/77-7/78	Writer	Commercial Journalism	

\*Dates are reconstructed and approximate, but close.

## SELECTED EXPERIENCE

The listings below provide detail for many of the projects performed by Rick Alan Rice, particularly since 1998, as well as general information on staff positions held over the course of his career (1975-Present). Each listing is broadly categorized as AEC (🌟), IT (💻), or Special Project (🌀).

🌀 **Presentation Toolkit, Granite Construction** – Communications Consultant/Writer (5/12). Rick worked with Granite executive officers to compile a book of knowledge regarding organizing, preparing and delivering technical presentations to contract selection committees. The deliverables included, among other, a detailed manual containing input from leading industry experts in presentation performance, samples of effective presentation materials, and a PowerPoint deck providing step-by-step procedures to tactical delivery of technical presentations. The materials were developed as part of a suite of resources that Granite provides to its contract pursuit teams through the company's Intranet.

🌟 **Federal Highway Administration-Central Lands Division-U.S. Department of Transportation Multiple Award Task Order Contract (MATOC), Intermountain Slurry Seal.** – Consulting Proposal Manager/Writer (4/12). Rick interviewed key Subject Matter Experts to develop technical approach and special sections in proposing for a contract to provide paving and pavement restoration services in National Parks throughout the western United States. The execution of the technical scope is impacted by work in environmentally sensitive areas necessitating strategic traffic management planning, special environmental protections, innovative construction techniques, detailed communications planning, and scheduling challenges unique to multi-client engagements.

🌀 **Regulated Waste Removal from DoS Sites throughout Iraq, AREMENA Engineering & Logistics** – Proposal Manager/Writer (2/12-3/12). Rick managed proposal development and served as primary author for this U.S. Department of State (DoS) \$12.5 million Basic Ordering Agreement (BOA) to provide removal and disposal services of regulated waste from various DoS U.S. Mission sites in Iraq. These wastes were to be moved to certified regulated waste facilities mandated by the Government of Iraq (GOI). Rick provided solicitation analysis and proposal strategy, researched waste management standards applicable to State Department facilities worldwide, and developed all original proposal response language for the Technical Volume of the proposal.

- After the contract was awarded to AREMENA, Rick developed the first three contract deliverables:
  - **Operations and Safety Plan** – Detailed procedures and standards for safely and efficiently executing the scope of work, which primarily involved handling 2,000-pound, 55 gallon drums filled with regulated waste that under some circumstances could become “hazardous”
  - **Operations and Safety Contingency Plan** – Detailed plans for managing non-normal operations and emergency events, including a detailed risk management plan for scenarios ranging from chemical fire to mortar attack
  - **Operations Contingency Plan** – Detailed plans for ensuring the resources required to meet expanding scope of BOA delivery requirements, including recruiting and subcontractor outreach

✿ **Afghanistan National Security Forces, Uniform Manufacture AREMENA Engineering & Logistics** – Proposal Manager/Writer (1/12).

Rick provided proposal management and technical writing services for a Department of Defense IDIQ contract to provide uniforms to various divisions of the Afghanistan National Security Force (ANSF). The work required the establishment of production facilities in Kabul and elsewhere in Afghanistan to manufacture more than 100,000 field jackets, shirts and trousers for police and army divisions on an annual basis over a five-year contract period. Rick advised the AREMENA team on applicable regulations, standards and processes and worked with subject matter experts to develop the technical volume of the proposal.

✳ **Boeing RCRA Corrective Action, In-Water Dredge and Shoreline Phase. Granite Construction, Seattle, Washington** – Proposal Writer (12/11 to 1/12).

Rick provided technical writing services for another phase of the Boeing RCRA Corrective Action, this to repair channel in part of the Duwamish River, and to restore wetlands along shoreline area. Granite was teamed with Pacific Pile & Marine (PPM), a Seattle-based marine construction firm. Rick worked with subject matter experts from Granite and PPM to develop technical approach volumes (two scopes of work). The technical approach volume submitted for the first part of the special sediment other area (SDOA) was ranked highest among those submitted, and this proposal benefited by familiarity with the Boeing client group and overall project objectives and lessons learned through development of the previously submitted approach material.

✳ **Proposal Analysis and Strategic Response, Granite Construction** – Consulting Proposal Manager/Writer (Ongoing). Rick provides proposal strategy and development for Granite’s full range of pursuits. His input is critical to the company’s Go-No Go decision-making process from the perspective of the corporation’s Chief Proposal Manager. Recent projects have included:

- ✳ **SEATAC South Link, Washington Department of Transportation** – (2/12) Analysis of a \$170-190 million Seattle International Airport Design-Build-Operate-Maintain (DBOM) RFP let to hire a team to build 1.6 miles of double-track Light Rail Transit (LRT) elevated line between the SeaTac/Airport Station and South 200th Street, with a terminal station at South 200th Street and 28th Ave S. in SeaTac, Washington. The scope of work included all civil, architectural, and systems elements to provide a fully functioning light rail extension. Granite is part of a JV team.
- ✳ **U.S. 36 Phase 1 Corridor, Colorado Department of Transportation** – (2/12) Analysis of a project to further develop the transportation system in the northwest metropolitan Denver area on and along the US 36 Corridor. The Phase 1 Corridor will connect to the northern terminus of the I-25 Express Lanes to create a continuous managed lanes system. The project includes a financing component to fund design and heavy civil works and the creation of a toll road system. Granite is part of a JV team.
- ✳ **Solar Energy Services and Financing Operations, California Water Resources Group** – (2/12) Analysis of a project to develop financing and installation services for solar energy equipment to power operations of California’s water resources.

- **★ Arizona Solar Project** – (12/11) Analysis of a State of Arizona turnkey solar farm project that involves constructing a solar panel farm, collecting solar power in batteries and tying the power produced into the Arizona electrical grid.
- **★ Integrated Fixed Towers, Customs and Border Protection** – (12/11) Analysis of a Department of Homeland Security RFP to provide management, supervision, engineering services, personnel, labor, materials, and equipment to build, install, test, and maintain IFT systems for Border Patrol Stations (BPS) along the Arizona-Mexico border.
- **★ Selmon Expressway Bridge Construction** – (7/11) Analysis and response strategy for RFP for heavy civil transportation construction, Florida.
- **★ City of Roseville, California Downtown Improvement** – Analysis of a Design-Assist Construction Contracting Services project for Downtown Public Improvement of a Town Square plus Streetscape/Infrastructure Improvements.
- **★ NAVAL FACILITIES-SW - Marine Corps Base Hawaii, Kaneohe, Hawaii** – Analysis of a task order acquisition to construct an operations complex and an aircraft fire and rescue station (AFRS). Work includes paving and site improvements associated with the new Operations Complex and supporting construction. Granite Construction has an ID/IQ contract with NAVFAC as part of a joint venture with Hensel-Phelps.
- **★ Alameda Corridor-East (ACE) Construction Authority General Contractor Pre-Qualification for the Construction of the San Gabriel Trench Grade Separation Project** – Analysis of a \$240-\$280 million firm-fixed price bid-build package to perform grade separations for the Union Pacific Railroad (UPRR) Alhambra subdivision and commences in the city of Alhambra, traverses easterly through the city of San Gabriel and terminates in the city of Rosemead. Work includes lowering the railroad track at street crossings through a 2.2 mile trench and then constructing bridges over the trench at each location. Major components of work consists of relocating and newly constructing various wet and dry utilities which include substantial fiber optic infrastructure installation and coordination with fiber optic owners, construction of a shoofly railroad line, a trench (which requires installation of retaining walls with and without tiebacks and concrete slab), roadway overhead structures, modifications to Alhambra Wash and Rubio Wash, and various public roadway construction.
- **★ USACE-Los Angeles District, Surf Fence Replacement**, Design-Build bid task order proposal under MACC IDIQ
- **★ California Space Center, Vandenberg AFG, California**. Proposal for “Phase 0” site and infrastructure development for the California Space Agency (CSA), Vandenberg AFB, California
- **★ Portland International Airport, Oregon**. Proposal for Paving and Infrastructure, including taxi ways, roadway widening and parking construction – Provided assistance with Executive Summary and other.
- **★ Pima-Maricopa Canal Construction**. Several proposals for the Gila River Indian Community, Arizona. Extensive site development and canal paving project to improve existing canal systems. Rick worked with Granite’s Tucson office to develop the RFP response, providing compliance and response strategy, principal authorship of key sections.
- **★ Sierra Army Depot, Herlong, California** – Proposal Manager. USACE-Sacramento District ID/IQ contract for paving and construction services in tight urban environment. Rick managed the proposal process, interviewed key personnel and provided primary authorship.
- **★ Naval Facilities (NAVFAC) Southwest Multiple Award Construction Contracts (MACC) IDIQ.** – Rick provided compliance QC.
- **★ Arizona Department of Transportation SR-303** – Rick provided compliance QC.
- **★ Washington State DOT I-5 Design-Build** – Rick provided compliance QC.



- **★ USACE-L.A. District Multiple Award Task Order Contract (MATOC)** – Rick provided compliance QC and authored key sections.

**★ Point Thomson NG/LPG Project, North Slope, Alaska, Granite Construction** – Proposal Writer (9/11 to 10/11). Rick worked closely with Granite Construction and CH2M Hill experts to develop some of the most technically sensitive aspects of the proposal, interviewing subject matter experts regarding the development of facilities for the MobilExxon/Worley-Parsons/Fluor Point Thomson gas field development on Alaska’s North Slope. The project involved constructing ice roads to move construction equipment and materials into a remote region near the Alaska National Wildlife Refuge (ANWAR) so that semi-permanent construction and operations camps could be established. Special aspects of the project included:

- \$200 million Joint Venture between Granite Construction and CH2M Hill, plus a team of eight specialized subconsultants
- Extreme weather conditions, including ice road construction, gravel mining, and construction work in winter months when the tundra is frozen, and evacuation in the warm months when melt occurs
- Sensitive environmental conditions required special protections, including the use of Rollagon to transport workers, materials and machinery with as little disturbance to the environment as possible
- Onsite power generation
- Construction of air field, gravel mine, ice pads, piers to accept ocean transports, and security installations
- Wildlife monitoring and protection
- Logistics planning with contingency for unexpected weather conditions

**★ KAZ Camp, Khor Al Zubair (KAZ) NGL/LPG, Iraq, AREMENA Engineering & Logistics** – Proposal Manager/Writer (9/11 to 10/11). Providing proposal management and technical writing services for a design-build-operate-maintain (DBOM) development to provide facilities and Life Support services for a secured 112-person accommodation camp at the Khor Al Zubair (KAZ) NGL/LPG. The two-stage project involved:

- Stage 1 – Provision of Camp including design, construction, fit-out and commissioning of accommodation, catering facilities, offices and other support buildings and all required utilities and infrastructure
- Stage 2 – Camp operations including Camp management and life support for 2 years with an option to extend on an annual basis for a period of time to be agreed

Rick reviewed contributions from a four-firm subcontracting group to organize the technical response, writing much of the proposal from this input. The work was done remotely with production coordinated through services in Dubai, UAE.

**★ Shell Manjoon Oil Field Development, Iraq, AREMENA Engineering & Logistics** – Proposal Manager/Writer (7/11 to 8/11). Providing proposal management and technical writing services for an Operations and Maintenance and Life Support services contract for a secured compound protected by four police forts and a bridge compound with air lock. The contract is to provide Health, Safety, Security and Environmental protection services to a population of 220 workers, including dining facility, housekeeping and laundry, IT/telecommunications, field engineering, waste disposal, grounds control and landscape, travel security, and 24/7 facility operations. Special issues include:

- Project is to be 90 percent staffed by Iraqi nationals within 3 months of notice to proceed, 85 percent at startup
- O&M services to be performed to Shell’s rigid HSSE standards



- O&M includes every phase of operations from pre-mobilization and project planning through mobilization, commissioning and eventual handover

★ **Boeing RCRA Corrective Action, Granite Construction, Seattle, Washington** – Proposal Manager/Writer (6/11 to 7/11). Providing proposal management and technical writing services for a dredging and transload facility proposal. Granite Construction’s Everett, Washington office is the prime contractor, heading a team from Pacific Pile & Marine and Watertectonics, who specialize in dredge operations and water quality management, respectively. The project will move approximately 390,000 tons of sediment from the Duwamish River along the shores of Boeing Plant 2, where bombers were built for World War II. A 2.6-acre transload facility is being upgraded to handle transload operations from 100,000-ton barges. The facility is being designed as a three-tier structure for water containment purposes. An innovative water barge system is being utilized, along with Baker tanks with weirs, to clean sediment water siphoned from the sediment barge, as well as other that may be captured in containment area. The work is being done over two or three “fish windows”, which means significant rainfall will impact operations. Any water falling onto the transload facility will be treated and returned by barge to the dredging area, per the NPDES permit for the project. The project has significant logistics challenges, from dredge sets and free water barge operations, to the organization of a 100-container capacity transload facility, coordination with Allied Waste and Waste Management for truck transport and landfill disposal, and with Burlington Northern-Santa Fe (BNSF) and Union Pacific railroads for rail transfer. RAR Consulting is providing the following services:

- Cradle to grave proposal management, including Compliance Matrix, Division of Responsibilities, and managing of packaging and production
- Interview of subject matter experts to gather details for writing technical approach, past experience and resume sections
- Development of graphics to illustrate the narratives developed for dredge, barge, transload, water treatment, environmental protection, trucking, rail transfer, and landfill disposal operations

★ 🏠 🌱 **Data Center Design-Build, Pacific Gas & Electric, San Francisco, California** – Technical Editor/Writer (11/10 to 6/11). Working with a multi-disciplinary technical team of PG&E subject matter experts (data center facilities, telecom, security, PMO), architects, MEP systems engineers, executive officers, and an engagement team from Ernst & Young to develop High Level Architecture (HLA), High Level Design, Rate Case, Business Case, Risk Management, Cost Models and other project management decks pursuant to a \$120 million design and construction project. The work involves 11 work streams and multiple stakeholders, including Executive Officers, technology managers, and the stockholders. Provided assistance in the development of preliminary Design Guidelines and Specifications. Work has included inventory of components in existing centers, identification of standards, identification of functional requirements, data gathering from subject matter experts (SME) and secondary sources, documentation of Current and Future State conditions, PowerPoint presentations, graphic development, desktop publishing, and other.

- Produced 350-page Design Guidelines for a Tier III data center based on data gained through design charrettes with architects, civil and MEP engineers, security, life safety, telecommunications infrastructure and networking groups
- Produced 75-page Client Requirements document in coordination with the Design Guidelines to provide general specifications for key components of the Tier III DC
- Interacting with PG&E Executive staff in the design-build phase of the project

🏠 **KPMG / Granite Financial – State of California, Air Resources Board – Cap-and-Trade Feasibility Study Report**— Primary Author/Technical Editor/Writer (3/10 to 7/10). Primary author of the initial draft Feasibility Study Review for the California Cap-and-Trade program mandated by legislation (Assembly Bill 32, 2006 – Global Climate Initiative):

- Provided research into existing cap-and-trade systems
- Interviewed ARB subject matter experts
- Drafted the Business Case, Baseline System, Proposed Solution Sections, contributing to the financial package (Economic Analysis)
- Provided technical edit and production (DTP)
- Provided graphic illustrations of processes

★ **Areeb Engineering & Logistics – Various U.S. Department of Defense Projects in Afghanistan and Iraq** – Special Consultant/Technical Editor/Writer (2/10 to Present). Providing expertise in Federal Acquisition Regulation Requests for Proposals and other. Typical Scope of Work has included civil, mechanical, electrical, architecture, force protection, e.g.: site adaptation, facility design, site and infrastructure, campus construction, building construction, parking, utilities installation, force protection, entry way, site security, de-mining, other. These U.S. Army Corps of Engineers (USACE) projects are typically built to the IBC, International Building Codes 2006, NFPA 101, Life Safety Code UFC 4-010-01, and DoD Minimum Anti-Terrorism Standards for Buildings. Projects have ranged from development of proposal and technical documentation to website content:

- Proposal for Engineer Branch School, Mazar-E-Sharif - Site Adapt and Design/Build Project – Afghanistan Engineering North (AEN) – USACE – Proposed as OA-JV.
- Technical documentation for Fuel Storage/Distribution Facilities at FOB Dwyer, Afghanistan – Construction Project. USACE, Afghanistan Engineering District (AED).
  - Contractor Quality Control (CQC) Plan – Welding Specific
  - Safety & Accident Prevention Plan (SAPP)
- Proposal for Afghanistan National Army (ANA) Ammo Bunkers, Chimtallah, Kabul Province, Site Adapt, Specifications and Drawings. USACE, AED.
- Proposal for Afghanistan National Security Force – Adult Literacy Program - USACE
- Proposal for Afghanistan National Army Training Facility – USACE, AED.
- Proposal to provide media consulting to the Iraq Government (public relations strategy to counter negative press in the Arab world) - USACE
- Website Content Development – [www.Areebel.com](http://www.Areebel.com)

★ **Harris & Associates. – Municipal Infrastructure Proposals**– Consulting Technical Proposal Editor/Writer (2/10 to 3/10). Developed two proposals in 10 days, including construction management services for the City of West Sacramento’s “Bridge District” Project, which provides utility and transportation infrastructure for development of the industrial area around Raley’s Field (Sacramento RiverCats), and a proposal to provide On-Call Resident Engineer and CM Inspection services to the City of Sacramento. Duties:

- Provided RFP analysis and response strategy, including response map/outline
- Provided Red Team evaluation methodology and structure
- Provided technical writing/editing services for all aspects of the Harris Team’s submittal (Capabilities, Resources, Technical Approach, Socio-Economic teaming)
- Refined resumes and Past Performance project descriptions for prime and subconsultants
- Developed and maintain a proposal checklist identifying and resolving issues with the submittal
- Provided graphic design (tables, charts)
- Participated in team meetings and reviews

★ **Kiewit Pacific Co. – Proposal to U.S. Army Corps of Engineers – Folsom Dam Control Structure** - Consulting Technical Proposal Editor/Writer (12/09 to 2/10)

- Provided RFP analysis and response strategy, including response map/outline

- Provided Red Team evaluation methodology and structure
- Provided technical writing/editing services for all aspects of the Kiewit Team's submittal (Capabilities, Resources, Technical Approach, Socio-Economic teaming)
- Refined resumes and Past Performance project descriptions for prime and subconsultants
- Developed and maintain a proposal checklist identifying and resolving issues with the submittal
- Provided graphic design (tables, charts)
- Participated in team meetings and reviews

✦ **HNTB – Proposal to Oregon Department of Transportation – Indefinite Delivery/Indefinite Quantities Contract (Bridges, Roadways) - Consulting Technical Editor/Writer (12/09)**

- Provided technical writing/editing services for various aspects of the HNTB Team's submittal
- Refined resumes for prime and subconsultants
- Provided technical edit and revision of the main body of the proposal, including approach section
- Developed and maintained a proposal checklist identifying and resolving issues with the submittal

🏠 **International Software Translation – International Remote - Consulting Technical Editor/Writer (9/09 – Present)**

- Providing technical writing/editing services for French-to-English translations of software documentation through an international consortium of developers and translators
- Documents include Developer's Specifications, API, User Manuals and Data Sheets
- Products include the DocInfo Community Manager, Linedata's EKIP, Adobe-Apache, Spirit's Artesia Software Solution, other
- Products have included SAP-based management tools for the French automobile industry (specifically Citroen and Peugeot)
- Performing technical edits, rewriting sentences, and investigating and resolving logic and continuity issues; including detailed issue tracking designed to ensure compliance and completeness of technical editing requirements

✦🏠 **AHTNA Government Services Corporation (AGSC) – Sacramento, CA - Consulting Proposal Writer (6/09 – 7/09)**

- Developing technical Task Order proposals for the Department of Energy's Second Line of Defense (SLD) program that installs radiological detection stations at OCONUS "Megaports" that are critical to monitoring the international movement of radiological materials
- Providing Subject Matter Expert guidance to AGSC in Federal Government contracting, focusing their "technical approach orientation"
- Providing Task Order RFP response mapping, ensuring RFP compliance, working with IPT members on strategy and approach
- Providing technical writing and editing, graphic design

🏠 **California Office of Internet Security and Privacy Protection (OISPP) Incident Management System – Sacramento, CA - Consulting Technical Writer: RMA Consulting (with Stanfield Systems, Inc.) (1/09 – 6/09)**

- Worked on a team to develop a Feasibility Study Report (FSR) on Web-based enterprise alternatives for automating responses to security and privacy incidents
- Participated in workshops to gather stakeholder information and document current processes and department goals and objectives

- Worked with team to develop Stakeholders, Alternatives, and Recommendations reports, among other
- Contributing to the development of all eight sections of the FSR

**🏠 Peace Officer Standards & Training (POST) Search Warrant Writing Tool (SWWT) Development – Sacramento, CA** - Consulting Technical Writer: COMSYS in association with Stanfield Systems, Inc. (1/09 – 4/09)

- Developed a HTML Help system using Doc-To-Help to compile files developed in MS-FrontPage
- Developed graphic design
- Worked with subject matter experts to create an “integrated” Help system that augmented the “in-process” instruction with tips and required background
- Developed a “Location Checklist” for officers to use to detail information useful to search warrant execution

**🏠 Caltrans Division of Maintenance Request for Information, Special Project Report, Request for Proposal – Sacramento, CA** - Consulting Project Manager/Writer/ Technical Editor: RMA Consulting (with Stanfield Systems, Inc.) (10/07 – 12/08)

- Provided technical writing/editing, document management and control services for a range of projects to the automation of Caltrans’ 220 statewide bulk fuel sites
- Contributed to the development of a “Request for Information” to gather data about qualified vendors of bulk fuel automation systems, along with design data
- Contributed to the development of a “Special Project Report” to gain additional funding as the Bulk Fuel System scope expanded to include additional hardware
- Contributing to the development of a “Request for Proposal” to contract with a vendor to provide complete installation, integration, and home application configuration services for the bulk fuels system

**🏠 State of California Business, Transportation and Housing (BTH) Agency Feasibility Study Report – Sacramento, CA** - Consulting Project Manager/Writer/Technical Editor: RMA Consulting (with Stanfield Systems, Inc.) (3/08 – 7/08)

- Provided technical writing/editing services for an IT FSR to implement a Performance Based Management System (PBMS) across all 13 Agency divisions

**🏠 Caltrans Division of Environmental Analysis (DEA) Special Project Report (SPR) - – Sacramento, CA** - Consulting Project Manager/Writer/Technical Editor: RMA Consulting (with Stanfield Systems, Inc.) (3/08 – 7/08)

- Provided technical writing/editing services, project management and document control for the development of a Standard Tracking and Exchange Vehicle for Environmental (STEVE) system
- Worked with Subject Matter Experts to develop an SPR after initial attempts at system development revealed the need for a redefinition of functional and technical requirements, resulting in a scope increase

**🏠 Caltrans IT Solutions Feasibility Study Report (FSR) – Sacramento, CA** - Consulting Project Manager/Writer/Technical Editor: RMA Consulting (with Stanfield Systems, Inc.) (3/08 – 7/08)

- Provided technical writing/editing services, project management and document control for the development of a Procurement and Asset Records Inventory System (PARIS) for the IT Solutions, IT Infrastructure, and Division of Procurement and Contracts
- Worked with Subject Matter Experts to develop the case

🏠 **Caltrans Operations Security Office (OSO) Feasibility Study Report (FSR) – Sacramento, CA** - Consulting Project Manager/Writer/Technical Editor: RMA Consulting (with Stanfield Systems, Inc.) (3/08 – 7/08)

- Provided technical writing/editing services, project management and document control for the acquisition of a new Photo Identification and Badging System (PIBS) for Caltrans offices statewide

🏠 **California Department of Public Health (CDPH) Special Project Report – Sacramento, CA** - Consulting Technical Writer: Granite Financial (with KPMG) (9/08 – 12/08)

- Developed a Special Project Report on “Vital Records Image Redaction and Statewide Access” (VRIRSA) architecture alternatives
- Provided technical writing/editing services and document control
- Developed the Economic Analysis Worksheet (EAW)
- Worked directly with KPMG Project Manager and CDPH IT professionals

★ **Harris & Associates Proposals and Marketing Communications – Concord and Sacramento, CA** - Consulting Project Manager/Writer/Technical Editor for TechProse (7/08 – Ongoing)

*Proposal Projects*

- Providing technical writing/editing and proposal development services transportation and community college district construction management programs
- Developed proposal approach for transit center RFP from Amador County Transportation Commission
- Developed proposal for the San Joaquin Delta Community College District Construction Management Services

🌿 *Marketing Communications*

- Developed architectural design services descriptions for K-12 schools sector

★ **MACTEC Engineering and Consulting – Petaluma, CA** - Consulting Proposal Manager/Writer/Technical Editor: (3/08 – Ongoing)

- Proposal writing, management, technical edit
- Work with Department of Energy group to pursue DOE Environmental Services contracts

🏠 **KT Consulting, Inc. – Antioch, CA** - Proposal Manager/Writer: (6/07 – 9/07)

- Developed IT consulting proposals for federal government contracts
- Mapped RFP requirements and developed responses

🏠 **Cisco Systems – San Jose, CA** - Bid Developer (Consultant) with K&J Consulting (2/07 – 6/07). Rick worked with Cisco’s “Proposal Experts” group.

- Worked closely with Cisco sales managers and systems engineers to develop IT networking and telecomm proposals, managing process details from initial planning through “deal” presentation
- Developed the winning proposal for the Raging Wire data center in Silicon Valley
- Managed RFP responses

★ **Innovative Technical Solutions, Inc. – Walnut Creek, CA** - Proposal Writer: (8/05 – 2/07).

Worked as part of a team of staff personnel and specialized consultants to develop highly detailed and focused responses to Federal Government Request for Proposal (RFP). Assisted ITSI in winning more than \$240 million in Federal IDIQ contracts.

- Developed proposals for Department of Defense (DoD) and Department of Energy (DOE) contracts (SF330, FAR)

- Managed RFP responses
- Interviewed subject matter experts to customize proposal parts
- Developed graphic presentations
- Developed task order proposals
- Developed marketing collateral

🌱 **UC Berkeley Pavement Research Center – Richmond, CA** - Consultant Writer/Editor (6/03 – 8/05)

- Developed a wide range of technical papers with Dr. E.B. Lee for publication in the journals of the American Society of Civil Engineers (ASCE) and the Transportation Research Board (TRB)
- Developed technical documentation (user guides) for C4PRS construction management planning and estimating software

🌟 **Bechtel Corporation (3/01 – 3/05) – San Francisco, CA** - Technical Writer/Editor (Consultant). Rick contributed to proposals for large infrastructure projects (airports, rail), edited technical documentation for high security military projects (chemical de-militarization), developed proposals for Bechtel Mining & Metals, and was seconded to Caltrans for I-880/SR92 Final EIR/EIS. Significant Bechtel projects included:

- 🌟 Winning proposal for the \$7.1B **Doha International Airport**, which at the time was the first facility being built to handle the A380, the largest commercial airplane in existence. The proposal was done in coordination with Bechtel's London office, where aviation design was located, and involved a \$1M-plus proposal effort including a virtual fly-through of the proposed facility design, and elaborate packaging.
- 🌱 **Chemical Demilitarization** - Worked on a 3-person editing team for Bechtel National to manage design documents from a 120-person engineering team developing facilities to disassemble and dispose of aging chemical weapons. Rick served as the rewrite specialist on the team, working closely with the principal authors (design engineers) to refine specifications and facility descriptions.
- 🌟🌱 Worked in Seattle with Bechtel's JV team on the Work Plan and Project Management Plan for the voter-approved extension of the **Seattle Monorail System**, which was planned to extend the existing system from the Space Needle to the Seattle Mariners baseball stadium. Rick collaborated closely with numerous SME from all JV partners to create these plans for presentation to the Monorail Authority for inclusion in the contract. The project eventually failed for lack of sufficient funding. Approximately \$1.9 billion had been provided through a publicly approved bond issuance, but it proved to be only half of what was required.
- 🌟 **I-880/SR 92 FEIS/EIR** – Rick was seconded for a full year to Caltrans to complete a 10-year study of a major intersection revamping in Hayward, California. Rick's role was to finalize two volumes of technical EIR data and public comments, which in tandem totaled over 2,600 pages.

🏠 **Legacy Marketing Group - Petaluma, CA** - Technical Writer/Editor (Consultant) with Webster Associates for (6/98 – 6/00). This two-year engagement required that Rick work closely with a four-person documentation team, company executive officers, and line managers and supervisors, as well as operations personnel. In this project leadership role, Rick:

- Developed procedure manuals for several departments of an annuities firm, including Contracts and New Business, interviewing department heads and observing business practices and procedures to the document the details of operations
- Designed and developed operations-specific manuals
- Created and implemented intranet Help systems using Word as the authoring software, and the Doc-to-Help as the compiler



 **IKOS Systems (now part of Mentor Graphics) – Cupertino, CA** - Technical Writer/Editor: (9/97 – 11/97)

- Developed user guides, release notes, installation guides, tutorials
- Interviewed technical staff to develop technical documentation

 **Royston Hanamoto Alley & Abey – Mill Valley, CA** - Marketing Director: (5/94 – 5/97)

- Worked with the firm's principals to consider RFP and make Go-No Go decisions
- Developed proposals for architectural and land planning projects, approximately one per week, with a short-list success rate of nearly 100 percent
- Annually developed and implemented the marketing and communications plan
- Tracked and reported on marketing and proposal expenses
- Developed the firm's collateral material
- Managed professional outreach to other firms in the Architecture-Engineering-Construction sector, including environmental engineering and transportation management firms

 **BayGroup International – San Rafael, CA** - Product Development Specialist: (5/89 – 5/94)

- Contributed to new product development (coordinated talent, wrote and edited)
- Provided vendor management and coordination
- Served as a consultant tech editor after leaving staff position

## SELECTED REFERENCES

(Recent and Ongoing Projects)

### **Andy Thompson, P.E.**

Granite Construction  
Puget Sound Branch  
1525 E. Marine View Drive  
Everett, WA 98201  
Phone: 425-551-3100  
Fax: 425-551-3116  
Cell: 425 551-3171  
E-mail: [Andrew.Thompson@gcinc.com](mailto:Andrew.Thompson@gcinc.com)

### **Bill “Kritz” Kritzberg**

Technical Documentation Manager  
Bechtel  
Email: "Kritzberg, William F" [wkritzbe@Bechtel.com](mailto:wkritzbe@Bechtel.com)

### **Thomas C. Coppinger**

Chief Proposal Manager  
Construction & Engineering  
Granite Construction  
585 W. Beach Street  
Watsonville, CA 95076  
Tel: 831-768-4094  
Cell: 831-594-3908  
E-mail: [Tom.Coppinger@gcinc.com](mailto:Tom.Coppinger@gcinc.com)

### **Amer Rauf, PhD**

Engineering Pursuit Manager  
Areeb Engineering & Logistics  
Iraq | Kuwait | Jordan | Afghanistan

E-mail: [amer@areebel.com](mailto:amer@areebel.com)

**Shanti Wilson, PMP**

KPMG LLP  
400 Capitol Mall, Suite 800  
Sacramento, CA 95814  
Tel: 916-551-3062  
Cell: 916-217-7078  
Fax: 916-720-0490  
E-mail: [shantiwilson@kpmg.com](mailto:shantiwilson@kpmg.com)

**Tony Meuter**

Spanish | French | Dutch Translation  
Argentina  
E-mail: [tmtrad4-wood@yahoo.fr](mailto:tmtrad4-wood@yahoo.fr)

**Paul Nielson**

Pacific Gas & Electric (PG&E)  
Former Data Center Facilities Manager (now in new role)  
77 Beale St # 100, San Francisco, CA  
Switchboard: (415) 973-7000  
E-mail: [PxN4@pge.com](mailto:PxN4@pge.com)

**Carolyn Colson**

Business Development Manager  
Harris & Associates  
1401 Willow Pass Rd, Ste 500  
Concord, CA 94520-7964  
Cell: 925-705-5003  
E-mail: [ccolson@harris-assoc.com](mailto:ccolson@harris-assoc.com)

**Julie Oseland, CPSM**

Associate  
Harris & Associates  
Regional Marketing Manager  
1401 Willow Pass Rd, Ste 500  
Concord, CA 94520-7964  
Tel: 925-827-4900 x171  
Cell: 925-890-1467  
E-mail: [joseland@harris-assoc.com](mailto:joseland@harris-assoc.com)

**Elizabeth Kay**

Associate/Client Representative  
Andrew Smith Gallery  
122 Grant Street  
Santa Fe, NM 87501  
Tel: 505-984-1234  
E-mail: [Liz@pytheaproductions.com](mailto:Liz@pytheaproductions.com)

**Carol Oliveto**

Photography Art Director  
QVC  
West Chester, PA  
Cell: 215-850-0289  
Email: [c.oliveto@gmail.com](mailto:c.oliveto@gmail.com)

## SELECTED REFERENCES

(Earlier Projects)

### **Demetra L. Davis, PMP**

Chief, Project Management Office  
Caltrans | Information Technology | Enterprise Technology Investment Division  
1120 N Street, MS20, Room 5430  
Sacramento, CA 95814  
Tel: 916-653-2147 (Desk)  
Email: [demetra\\_davis@dot.ca.gov](mailto:demetra_davis@dot.ca.gov)

### **Lori Knott**

Caltrans - Was the IT PMO, Chief (until recently), now  
Chief, Mainframe & Data Warehouse  
1120 N Street  
Sacramento, CA 95814  
Tel: 916-440-0549  
Cell: 916-956-0554  
Email: [lori\\_knott@dot.ca.gov](mailto:lori_knott@dot.ca.gov)

### **Stephen Bolish**

Systems Engineer  
Booz Allen Hamilton  
121 South Tejon Street, Suite 900  
Colorado Springs CO 80903  
Tel: 719-387-3740  
Cell: 719-359-3310  
Email: [sbolish@bah.com](mailto:sbolish@bah.com)

### **Rauno Saarinen**

IT Consultant (former Legacy Marketing Group Supervisor), now an ECommerce Development Specialist at  
TravelSmith.com  
Petaluma, CA  
707-782-0784 (home office)  
Email: [rauno@sonic.net](mailto:rauno@sonic.net)  
or [rauno.saarinen@gmail.com](mailto:rauno.saarinen@gmail.com).

### **Kat Gillis-Gleason**

Proposal Manager  
Former supervisor at Bechtel Infrastructure, now a consultant to ITSI  
Oakland, CA  
925-946-3262 (ITSI office)  
Email: [kgillisgleason@sbcglobal.net](mailto:kgillisgleason@sbcglobal.net)

### **Liz Van Houten**

Consultant Technical Editor/Project Leader  
Worked with Liz on projects for Bechtel National  
San Francisco, CA  
415-515-3332 (cell)  
Email: [lizvh@aol.com](mailto:lizvh@aol.com)

### **Carolyne Shearer**

Proposal Manager  
Innovative Technical Solutions, Inc.  
Walnut Creek, CA  
925-946-3150 (office)  
Email: [cshearer@itsi.com](mailto:cshearer@itsi.com)

### **Howell Chan**

Senior Environmental Planner

Caltrans  
Oakland, CA  
Tel: 510-286-6350.

**Dr. E.B. Lee**  
Research Director  
Pavement Research Center  
University of California-Berkeley  
Richmond Research Center, Richmond, CA  
Email: [eblee@berkeley.edu](mailto:eblee@berkeley.edu)  
Tel: 510-231-5693

**Andy Brown**  
Territory Account Manager  
Wireline Emerging Providers - Western Region  
Cisco Systems, Inc.  
201 3rd Street, Suite 620  
San Francisco, CA 94105  
Tel: 415-371-2393  
Cell: 703-785-3974 (mobile)  
Email: [andybrow@cisco.com](mailto:andybrow@cisco.com)

**Dan Heenan**  
Product Manager  
IKOS Systems, Inc. (Now part of Mentor Graphics)  
San Jose, CA  
Tel: 408-487-7167  
Email: [www.mentor.com/company](http://www.mentor.com/company)

**Fred Warren, SLD Megaports Program Manager**  
AHTNA Government Services Corporation  
3680 Industrial Blvd., Suite 600 H, West Sacramento, CA 95691  
Tel: 916.372.2000 ext. 1058  
Cell: 916.588.7666  
Fax: 916.372.9401  
Email: [fwarren@ahtnagov.com](mailto:fwarren@ahtnagov.com)