

FROM STONE WALLS TO SUPER HIGHWAYS *PAVING THE WAY FOR THE FUTURE*

**THE HISTORY OF THE GHILOTTI CONSTRUCTION COMPANY
1914-2014**



*Celebrating 100 Years of Building
the Infrastructure of Northern California*

Researched and Written by
Richard Ghilotti with Gary Quackenbush

VI FROM STONE WALLS TO SUPER HIGHWAYS

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Dedication



Of the many people mentioned in this book and countless others who have been part of the history of Ghilotti Construction Company and its earlier namesakes for one hundred years, certain individuals have played vital roles in shaping the company and influencing my life.

The first person, of course, would be my grandfather James Ghilotti. I can only imagine the difficult times he faced when making his way to California from Italy to provide "La Fortuna" for his wife and family.

The next would be my father Dino and my mother Yolanda who had the courage to persevere, rise above setbacks and overcome obstacles with optimism and love for family, while showing us how to work hard and enjoy life.

After reflecting on all those who could be honored in this book, I decided to dedicate this panoramic history of our family business to my son Dino Richard Ghilotti and my wife Nancy.

Dino came at a time when I was dealing with my own set of challenges. His pure and innocent ways gave me so much joy during those unsettling years. I truly believe he gave me the determination to succeed, no matter what barriers and hindrances were in my path.

I also want to thank Nancy for being his loving mother and for supporting me through a very difficult time. During the year since Dino's untimely death, Nancy's strength and love for Dino inspired me to keep going for him as well as for her. This book is both a memorial to his life and a testimony to her sustaining love.

Richard Ghilotti



GCC 100th anniversary sculpture by Dino Ghilotti, created for his father Richard

Acknowledgements



Special thanks to...

Members of my immediate and extended family who have been there for me giving their support and understanding, including my wife, Nancy, daughter Michelle, sisters Diane Ghilotti and Linda Ghilotti, and a host of others.

Everyone at Ghilotti Construction Company without whose dedication and loyalty this company would not have become what it is today, especially Jim Ghilotti, Ali Yazdi, Stacy Magill, Brian Ongaro, Willie Ghilotti, Brad Simpkins, Tom Woosley, Said Najafi, Rick Cohn, and Tom Smith.

Our talented and hardworking staff members and the administrative group working behind the scenes handling the day-to-day details.

All of my colleagues and business associates throughout the North Bay who provided referrals, advice and counsel over the years, including Bill Dutra, John Barella, Dean Soiland, Russ Colombo and Duane Doyle.

Suppliers and subcontractors who have contributed to our success, including sponsors shown at the end of this book who helped make this historical record of our company possible.

Customers, developers and builders who provided work opportunities that have sustained us through 10 decades in business, notably Albert Seeno Jr., Albert Seeno III and Discovery Homes.


Those in the public sector who selected us to build roads, bridges and the infrastructure of Northern California, including Caltrans as well as officials in the counties of Marin, Sonoma, Napa and Alameda along with municipal leaders in the cities of San Rafael, Santa Rosa, Novato, Petaluma and Livermore.

I wish we had space to individually honor every person that has contributed to the company's collective achievements over the past century. We are sincerely grateful for your support and hope that you will continue to build a relationship with GCC as the company continues to build the infrastructure of Northern California.

The Richard Ghilotti Family

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FROM STONE WALLS TO SUPER HIGHWAYS

The courtyard at the Buck Institute that Ghilotti donated

"GHILOTTI CONSTRUCTION COMPANY WILL COMMEMORATE ITS FIRST CENTURY OF BUILDING THE INFRASTRUCTURE OF SOCIETY AT THE BUCK ON SEPTEMBER 13, 2014 AND WE ARE CELEBRATING THE COMPLETION OF OUR UPGRADED COURTYARD THANKS TO THE GENEROSITY OF GHILOTTI."

—BUCK INSTITUTE VICE PRESIDENT AND FACILITIES MANAGER RALPH O'REAR

Introduction



The history of Ghilotti Construction Company (GCC) is more than a classic American success story. It is a tribute to the courage of a young man emigrating from Italy willing to take risks and explore opportunities thousands of miles from home with a vision to do whatever it takes

to seek a new life and provide for his family. It is also the saga of an extended family of devoted employees working hard to build an enterprise now celebrating a century in business — a firm recognized as the largest general engineering contractor in the North Bay.

Coming to the new world with a young wife, infant son, and little more than his own two hands, a strong back and a relentless resolve to build a better future, James Ghilotti established a family-owned and operated enterprise in 1914 that has stood the test of time. In 2014 the engineering contractor company he founded celebrates 100 years of service in building the infrastructure of Northern California with current revenues and new contracts totaling in excess of \$200 million.

To commemorate and honor this historic milestone, the Ghilotti family has highlighted key events spanning the growth and development of the firm over the past 10 decades that have contributed to making GCC what it is today.

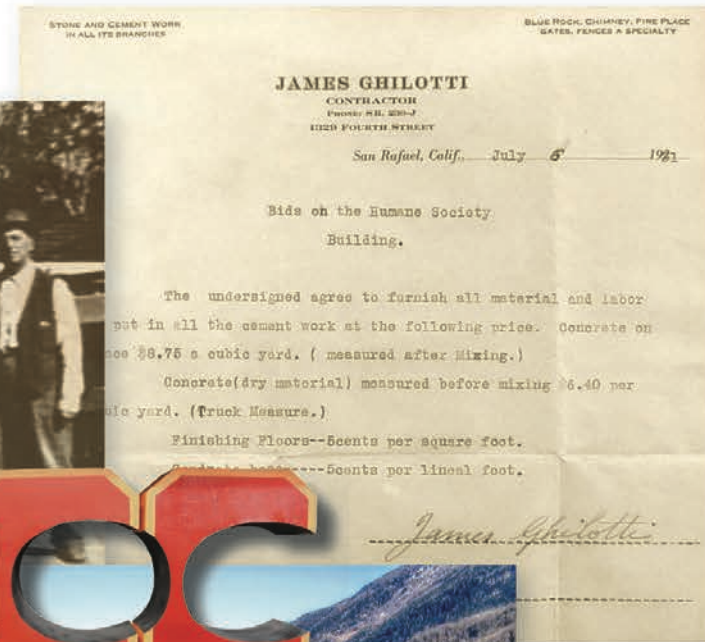
While the company's many achievements and hundreds of completed projects are too numerous to mention, several stand out as examples of the excellent teamwork, engineering expertise, quality craftsmanship and attention to detail that have become the hallmarks of Ghilotti Construction Company.

This list includes the Marin County Civic Center, Sonoma Raceway (formerly Sears Point), the 49ers Stadium in Santa Clara, Sutter Medical Center of Santa Rosa, the San Francisco International Airport runway expansion, the Graton Rancheria Resort and Casino in Rohnert Park, George Lucas' Big Rock Ranch, a phase of the Geyser's pipeline construction, site work at the Mayacama Golf Club, and the Green Music Center at Sonoma State University— as well as site work for the world-renowned Buck Institute for Research on Aging in Novato.

GCC performed the original site preparation prior to start of construction at the Buck Institute in 1996 and returned in 2014 to help create a beautiful exterior courtyard in the center of this research complex. Ralph O'Rear, vice president and facilities manager at the Buck Institute, said: "We have two reasons to celebrate in 2014."

This contribution to the Buck symbolizes the spirit of service exemplified by Ghilotti in support of organizations and charitable institutions in local communities throughout Northern California.

The original crew



James Ghilotti's first bill of sale



James Ghilotti's original, beautifully crafted stonework still stands in San Rafael, California



James Ghilotti, his wife Amalia, and his four sons, Willie, Dino, Mario and Henry



Grosio, A small village north of Lake Como in Northern Italy

Background of the Founder



This true story begins in the years following the American Civil War (1860-1865) and the European Franco-Prussian War (1870-1871)— a period of rapid economic growth and overexpansion on both continents. This post-war inflationary boom was soon to be followed by a lengthy depression in the Northern Hemisphere triggered by the financial panic of 1873. Collectively, these factors came together to produce an era of worldwide stagnation and a severe economic decline that lasted until 1896.

Highly speculative U.S. railroad investments and the introduction of credit financing put a tremendous strain on bank reserves, which fell sharply in New York City from \$50 million to \$17 million in the fall of 1873. At the same time, large trade imbalances, the collapse of the Vienna Stock Exchange, and the reduction in the availability of silver coinage produced a situation where money was in short supply. These calamities set the stage for an international fiscal meltdown, widespread unemployment and the dislocation of labor throughout the industrialized world.

In the midst of this turmoil, James Ghilotti, the founder of what would eventually become the Ghilotti Construction Company, was born in 1879 in Grosio, a small village north of Lake Como in Northern Italy. This picturesque community in the Sondrio Province of the

Lombardia region is nestled among rolling hills and green river valleys sheltered in the long shadows of the majestic Swiss-Italian Alps.

Times were tough at the turn of the century and money was scarce. The global depression was especially severe in Europe. Men in the Ghilotti family were stone masons and master craftsmen, but work was so hard to find during the depression that heads of households were compelled to travel to other continents to seek jobs to support themselves and their loved ones.

In the early 1900s, James, 18, left for South Africa along with two uncles to labor in the Kimberly Diamond Mines where they remained for nearly four years. James' father and another uncle had

previously left for South America to do the same. Collectively, their hard work enabled them to send money home. By 1909, James had earned enough money to return to Italy, but he found that cash was still not widely available in his homeland. Payment for a job well done often came in the form of a goat, wheels of cheese or salami.

**JAMES FOUND AMERICA TO BE A
LAND OF GROWTH, PROSPERITY
AND OPPORTUNITY WHERE HE
COULD SEEK HIS FORTUNE**

—“LA FORTUNA.”

Having become accustomed to being paid in cash when working in South Africa, James wanted to find a similar way to seek his fortune. One day a letter arrived from California that would change his life forever. An uncle who had previously settled in San Rafael informed him that both work and money were plentiful in his new homeland.

JAMES WOULD ALWAYS COME HOME FOR LUNCH, HAVE A GLASS OF WINE, TAKE A NAP AND THEN GO BACK TO WORK UNTIL DARK. HE AND HIS FAMILY NEVER SPOKE ITALIAN. "WE'RE IN AMERICA NOW," HE WOULD SAY.

Shortly after the 1906 San Francisco earthquake, James came to the U.S. to see what jobs were available for a man with extensive experience as a mason, a trade he learned from his father and grandfather. The widespread disaster in the city and several northern counties provided numerous opportunities to rebuild, and

those with construction skills were in high demand. He liked what he saw and returned to Italy where he met and married Amalia.

A year later, when the family arrived in the U.S., they found California to be a land of growth and prosperity – a good time to start a small business in the land of “La Fortuna.” James found his way to San Rafael in Marin County to begin a new life with Amalia and his six-month-old son, William, called “Willy,” born in 1913.

In coming years, James and Amalia would add three more fine sons and a daughter, Nancy, to their growing family. Sadly, son Dante died in an accident at age three. Surviving sons Willy, Dino, Mario and Henry, also known as “Babe,” would all become active participants in the family business when they became teenagers.

At the beginning, James and his brothers owned a tavern and boarding house on Fourth Street in San Rafael that served as a home for Italian laborers, many of these individuals worked for the masonry startup. Amalia did not like being in the tavern business, so James' brothers took over the establishment freeing James to focus on stonework. He set up his first shop at 1329 Fourth Street.

When James went into business for himself in 1914 he named his new company “*James Ghilotti, Contractor, Stone and Concrete Work.*” The firm's specialties included paving with blue rock and building native stonewalls along with chimneys, fireplaces, gates, sidewalks and patios.

Ghilotti's masterfully constructed walls and concrete work sprang up throughout Marin County. Some of the first contracts included massive blue rock walls in San Rafael, swimming pools at Catherine Branson School and at the Dominican Convent, as well as the work they did at the Blue Rock Inn in Larkspur and for the Alpine Dam. A Ghilotti plaque, set in concrete, can be seen today at many of these early project sites.

James would travel with a horse-drawn sled to the hills of Marin and Sonoma to gather fieldstone, or go to a quarry in St. Helena and bring back rock to Marin. Returning home, he would transfer rocks to wagons and haul them throughout the northern counties doing stonework painstakingly by hand.

James knew he could not do this heavy work alone, so he began hiring Italian “Paesanos” at the bus station, easily identified by the cloth tool sacks they would carry. He soon replaced the original form of “horsepower” with flatbed trucks and a pickup.

James would also meet workers in back of the boarding house where he would also load tools for jobs in Ross, Sausalito and lower Marin County. At the time, the company workforce consisted of James and five employees. His descendants continue to tell many stories about the company founder.

1930s and 40s: The War Years

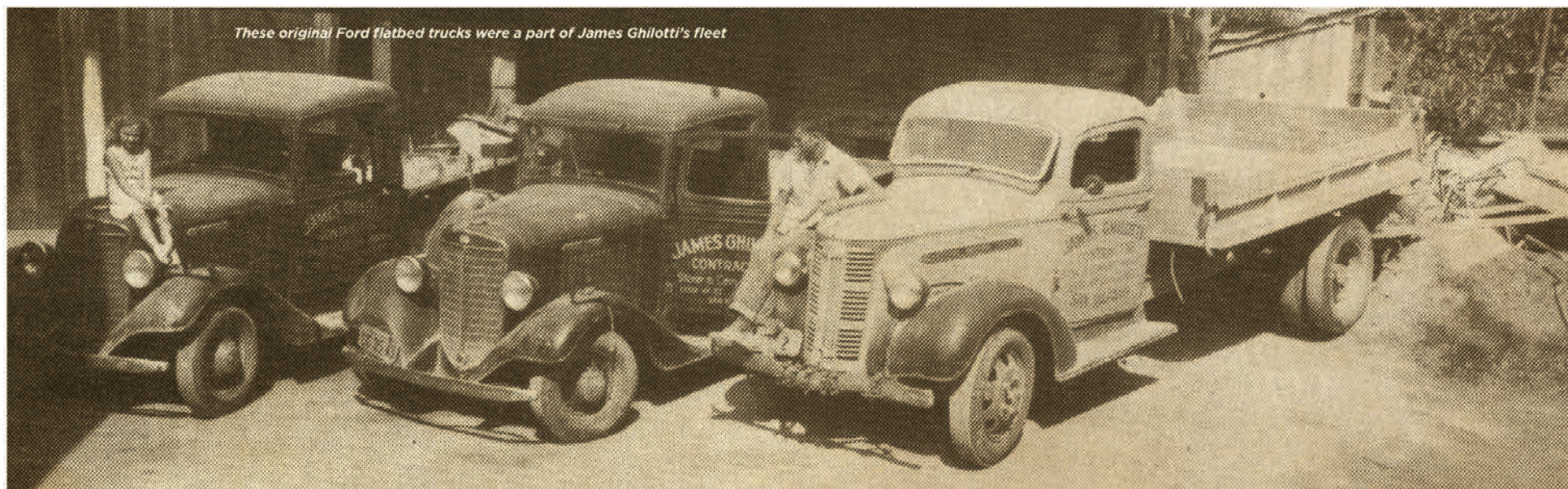
The early 1930s found the four Ghilotti brothers in high school, while also working for their dad's company before and after classes and during summer breaks. Willy graduated from the Heald Engineering College and went to work for John Roca, a local builder known for his many statewide bridge construction projects. Willy worked for Roca throughout California and, after three years, returned to join his father's enterprise.

In 1939 the Ghilottis completed their first quarter century in business in America. The 25th anniversary of the company was commemorated by renaming the firm "James Ghilotti & Sons."

When the U.S. entered World War II in 1941, all four Ghilotti sons left home to serve their country. Dino, Willy, and Henry went into the Army and Mario enlisted in the Navy. Henry ("Babe") was later discharged due to poor hearing.

Dino saw action during 30 days of combat in Alaska's Aleutian Islands during the Japanese invasion. Mario was later shot down in a Navy airplane. Miraculously all of the brothers returned home safely when soldiers were discharged in 1946. Between 1947 and 1948, they were once again working with their father in the booming post-war period. James took great pride in his son's accomplishments and, in

These original Ford flatbed trucks were a part of James Ghilotti's fleet



**“WHILE JAMES IS OFTEN SHOWN IN PHOTOGRAPHS WEARING A SUIT ON THE JOB, WHEN THE NEED AROSE, HE WOULD SHED HIS COAT AND PITCH IN WITH THE MEN.”
—EMPLOYEE JACK STONE**

raked asphalt. When the job was done, everyone would gather in the shade of a tree for a leisurely lunch – often supplied by “boss” James who would tell stories about the old country. “James would go to the corner store and bring back tins of food and slabs of meat,” Jack recalled.

In the early days, Ghilotti construction projects consisted of small paving jobs. Excavating and grading services were soon added to the firm’s list of specialties, a decision that was to prove advantageous as the company grew.

While working with their dad, James’ sons began attending seminars and took courses in construction techniques. As their knowl-

time, Italian tradition awarded them appropriately.

James treated his workers like family. Jack Stone, an employee with 30 plus years with the company, liked to recall James’ kindness after the crew poured cement or

edge expanded, so did the business. Soon small jobs became larger ones and the company’s scope of work grew to include building bridges and highways.

James purchased a number of land parcels in Marin. When widening a highway, he would relocate houses to these parcels or buy property so homes could be moved. In 1950 the brothers bought former military earth-moving equipment put up for sale at auctions in Los Angeles and San Diego. The new inventory included trucks, bulldozers and loaders to support the burgeoning concrete, grading and paving business.

Throughout this period, James was confident that under his sons’ guidance and leadership the firm would continue to prosper. He taught them well. He also imparted to them his philosophy that continues to this day: “To earn respect by doing a job well, and to do good for the community in which we work and live.”

**THE PHILOSOPHY OF JAMES
GHILOTTI: “TO EARN RESPECT BY
DOING A JOB WELL, AND TO DO
GOOD FOR THE COMMUNITY IN
WHICH WE WORK AND LIVE.”**

1950: A Time of Transition



In 1950, after 36 years of continuous hard work building his business, James was 70 years of age and felt it was time to pass on the torch. He decided to sell the company to his sons and retire. The firm, with offices at 629 Francisco Boulevard in San Rafael, later relocated to 525 Jacoby Street. That year James changed the firm's name to "Ghilotti Brothers, Inc."

James died shortly after retiring in 1950. If he were alive today, he would be proud to know that the small construction company he started in San Rafael a century ago has developed into a multi-million dollar enterprise with a reputation built on old fashion values.

The company roster included the four brothers and eight workers with a focus on excavating, paving, grading and concrete work. At mid-century, this was a business earning \$220,000 annually. Willy was president, Dino vice president, Henry served as treasurer and Mario was secretary of the company.

In the early 1950s the firm did considerable work in the St. Helena area and bought materials from a local cement and lumber compa-

ny. The brothers later bought the concrete plant and moved it to San Rafael. They called this company "Shamrock Materials" with Henry running the firm.

In 1960, Ghilotti Brothers sold their interest in Shamrock to the Ceccotti family. Two years later Henry retired to become a principal with Maggiora and Ghilotti, Inc., joining his new partner, Elmo Maggiora, in Sausalito. This firm is now located in San Rafael and is owned and managed by Henry's eldest son Gary Ghilotti and Gary's son, Scott. Henry had five sons and his company focused on underground and grading work in Sausalito and Tiburon. One of his sons, Glen, later established another construction firm, called Team Ghilotti, based in Petaluma.

Ghilotti Bros dump trucks lined up and ready for action



Above: James Ghilotti and son, Dino Ghilotti



A brand new Gradall was one of the first pieces of heavy equipment in Ghilotti's fleet

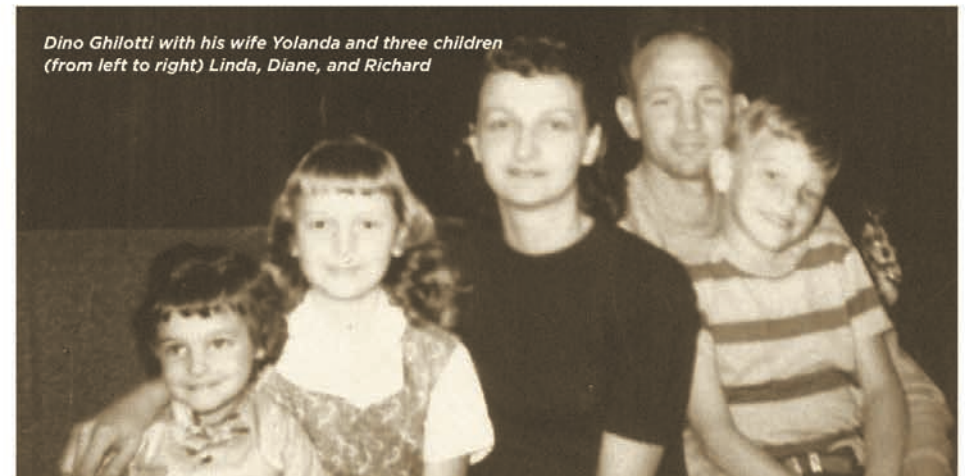
Company equipment at the time consisted of a D4 Cat Bulldozer, a small loader, two dump trucks, a pickup and a couple of compressors. A D6 soon went into service along with additional loaders. A brand new Gradall, a small roller and some new trucks rounded out the Ghilotti fleet.

As time went on, Ghilotti Brothers assumed specialized roles to help streamline the firm's operations. Willy became the estimator, Mario was in charge of paving and grading, Dino managed the concrete crew and Henry was a construction superintendent. The company flourished, taking on more challenging projects each year. Large-scale paving, grading and demolition contracts became everyday work for Ghilotti.

Projects with heavier engineering demands proved to be no obstacle to Ghilotti Brothers' growth. As the company's list of skills and experience expanded, so did its area of operations that grew to include the surrounding Bay Area counties.

Through the years, hundreds of clients — some small, some large — and every one important, benefitted from their association with Ghilotti. Today, hundreds of thousands of Californians pass by, or drive over, the fruits of Ghilotti Brother's labor.

Every structure has a useful life. When that time comes, old structures often give way so something new and even more useful can be created. When demolition was required, Ghilotti Brothers was as good at tearing structures down as they were at building them. The removal of the outdated San Rafael Courthouse was a Ghilotti accomplishment.



Dino Ghilotti with his wife Yolanda and three children (from left to right) Linda, Diane, and Richard



A young Richard Ghilotti learning the ropes from the seat of his father's pickup truck

1955 to 1960:

During this five-year period the company compiled an impressive list of achievements, including the pedestrian overpass over Wolfe Grade completed at night, widening Sir Francis Drake Boulevard in front of the Marin Catholic High School, and completing all five segments of San Pedro Road in San Rafael from San Rafael High School to McNear's Gap. This project, built in numerous stages over a 20-year period, involved an eight-mile stretch of San Pedro Road along the bay near McNear's Beach to China Camp.

In addition, Ghilotti Brothers skillfully completed another important traffic corridor, the "Miracle Mile" in San Rafael. That year the firm also paved eight blocks of Fourth Street in San Rafael, completing the entire job on a single Sunday — a first for the company — so Monday morning traffic could flow without delays.

THE GHILOTTI MISSION: "TO PROVIDE SUPERIOR QUALITY GENERAL ENGINEERING CONSTRUCTION SERVICES THAT ARE CONTRACTED, SCHEDULED, ENGINEERED AND MANAGED TO OBTAIN MAXIMUM VALUE FOR CUSTOMERS, OWNERS, EMPLOYEES AND THE COMMUNITY."

1960 to 1988: Rapid Growth



As the population of Marin County began to soar, so did Terra Linda, a suburb just north of San Rafael. Ghilotti became the largest contractor doing site work for the North Gate Mall in San Rafael and on the old Freitas Ranch property, including a subdivision and school.

Richard Ghilotti, Dino's son, joined the company in 1969 working during the summer as a laborer.

The Marin County Civic Center, designed by architect Frank Lloyd Wright, was an iconic structure in the region. Ghilotti completed site improvements for this hallmark complex including grading, paving, drainage systems and retaining walls.

In those days, opportunities also emerged in Santa Rosa beginning with a project on College Avenue and Sonoma Avenue, as well as work for Marin entrepreneur Bob Roberts with Condiotti Enterprises, Inc., who was developing trailer parks and subdivisions in the North Bay and Tiburon.

Willy Ghilotti, who had become the chief estimator for the firm, died of a heart attack in 1967 at age 49. This left brothers Mario and Dino to run the company. One day a call came in from a man

whose father had work done by James Ghilotti. "Your father did a good job for my father, so I know you will do a good job for me," he told Dino.

After Willy's passing, the family established the William Ghilotti Memorial Award, to be presented to a contractor who excels in services to the Engineering and Grading Contractors Association (EGCA).

The brothers also honored Willy by creating the William A. Ghilotti Memorial Scholarship Fund at Heald Engineering College in San Francisco. This scholarship matches the firm's contribution with an award from the college to help deserving students.

In 1970, Ghilotti Brothers expanded operations included Santa Rosa, Napa and Vallejo. Santa Rosa became the site of the company's first branch office headed by Dino's son, Richard. From this office, Richard managed site work for the original Friedman Brothers hardware and building supply location in Petaluma.

"WE GIVE ALL OUR CUSTOMERS TOP NOTCH SERVICE AND A JOB DONE WELL AND QUICKLY," DINO GHILOTTI WOULD SAY. "NO WONDER SO MUCH OF OUR BUSINESS COMES FROM REFERRALS."

Above: Dino Ghilotti soaking up some rays on a Ghilotti flatbed truck at San Rafael's centennial parade



As a result of the Friedman project, Ghilotti met Paul Garzot, formerly with the Don Dowd company. Paul, age 60, was a hard worker who joined Ghilotti and became a mentor to Richard.

According to Richard, "Paul knew everyone in town, had lots of friends and used the Italian connection to help grow the business. We instantly obtained recognition among business developers because of Paul's relationships with the Condiotti and Friedman families." With Paul's assistance, Richard also became acquainted with many people in Santa Rosa, expanding his contact network throughout the community.

Marin County was beginning to grow rapidly, attracting many people from the East Coast wishing to settle in the region. "The newcomers required contracts, legal documents and sometimes filed lawsuits in an age when business was usually conducted with a handshake," Richard Ghilotti said. "My dad would say to his customers, 'I'm bringing the plans up, let's meet at the corner and shake hands.' We didn't have a contract as yet, but we had the job - we were almost never disappointed."

In the 1970s and beyond, Ghilotti Brothers took on an ever-increasing amount of roadwork, such as improvements to Stony Point Road from Highway 116 to the historic Washoe House. Eventually the company would become a sizable firm with operations

in both Marin and Sonoma Counties with additional offices in Vallejo and San Francisco. At this time the Ghilotti truck fleet numbered 55 vehicles.

Richard Ghilotti graduated from Santa Clara University in 1969. In 1971 he was working in Santa Rosa where he and his father Dino bought seven acres on Todd Road with a 160-foot setback large enough for a construction yard. This site would eventually become the headquarters location for the future Ghilotti Construction Company.

When San Rafael celebrated its Centennial with a huge parade, Ghilotti Brothers entered a number of gaily-decorated trucks. Dino Ghilotti proudly rode on a facsimile of his father's original truck with a banner proclaiming: "Congratulations San Rafael on your 100th anniversary. We have only 60 (years) but we're shooting for 100, too" — a prediction destined to come true.

Amalia Ghilotti, matriarch of the family and wife of founder James, passed away in 1974 at the age of 88. She had been the glue that held her family together. Amalia was dearly beloved by friends as well as family and would be deeply missed.

In 1980, Ghilotti once again found itself moving more than one million cubic yards of earth to make way for a giant geothermal power plant for the Sacramento Utilities District on Cobb Mountain in Lake County.

The ability to quickly respond in emergencies became a hallmark of the company. After the January 1982 floods, Ghilotti was kept busy restoring storm damage. The firm was commissioned by the State of California to rebuild the Waldo Grade on Highway 101 after a landslide. Working day and night, the company removed debris and collaborated with a pile-driving contractor to reopen the roadway in only two days. The company returned the following month to resurface the damaged roadbed.

In 1983, another series of storms battered the small coastal village of Stinson Beach. Without immediate help, a portion of the community might have been washed away. Ghilotti Brothers worked tirelessly over three months crafting a series of sea walls that would keep the waves at bay for years to come. In 60 days the firm deposited over 50,000 tons of rock at Stinson. Some of the rocks were so large only two could fit in a dump truck. A year later, Ghilotti crews fought and won a similar battle at the seaside community of Pacifica.

By 1984 – the 70th anniversary of the company – Ghilotti Brothers had grown from a 12 person, \$100,000 firm in 1950 to a 250-employee organization with \$20 million in revenue performing virtually every kind of engineering contracting work short of constructing buildings. Clients appreciated being able to deal with only one contractor rather than four or five to get work done.

When Dino Ghilotti retired in January 1985, his son Richard, who had been with the company since graduating from college, be-

came chief construction supervisor. Mario's son Michael, who had just graduated from St. Mary's College in Moraga, also joined the company. Mario's other son, Dante, was in high school at the time and planned to enter the business in a few years.

The decade of the 1980s was a boom time. Richard married Nancy Motta in 1988, and the newlyweds honeymooned in Italy. These were happy days. The new family would grow to include sons Willie, Dino, and a daughter, Michelle.

Dino Ghilotti, who had been president of the company for 18 years since 1967, stepped down and his son, Richard, along with his uncle, Mario, continued to share leadership roles within the business.



Richard and Nancy Ghilotti and their family, Willie, Michelle and Dino

1989: The Loma Prieta Quake



By 1989 the company founded by James Ghilotti had been in business 75 years and was riding a wave of prosperity. Dozens of projects were underway throughout Northern California involving roads, airports, commercial and residential developments along with a series of major civic contracts.

Suddenly that fall, Mother Nature brought a restoration opportunity to the company following a 7.1-magnitude temblor on the Richter Scale caused by an East Bay fault. The October Loma Prieta earthquake devastated several urban areas throughout the region. The most noteworthy damage was on the San Francisco to Oakland Bay Bridge.

Almost overlooked in the drama over the fallen upper deck bridge roadbed was the major damage sustained by the approaches to the bridge, such as the collapse of the Cypress Street elevated highway structure in Oakland. Ghilotti Brothers was called in to repair and repave the entire road section leading up to the Bay Bridge.

Another project accelerated by the earthquake involved the Interstate 580 extension leading to the Richmond/San Rafael Bridge.

Ghilotti Brothers was responsible for the grading, paving and bridgework for two vital phases of this project.

In the months and years following this quake, public contract funds would emphasize seismic retrofit projects, and Ghilotti Brothers was ready to take on this challenge.

Demanding schedules and exacting specifications have proven to be no obstacles for Ghilotti Brothers. Case in point was the massive paving and rock-crushing project at the San Francisco International Airport. This contract called for a firm that could pave all of the taxiway "L" extension without interrupting normal flight operations – and without threatening delicate aircraft engines with dangerous dust – all within the confines of stringent airport security.

The airport paving project was coupled with a plan to remove 70,000 cubic yards of discarded rubble from old replaced runways and turn it into usable fill. Only Ghilotti Brothers, with its tremendous organizational capability and vast inventory of equipment, was able to meet the demands of the airport project. A unique crusher was used to turn useless pieces of concrete into quality, compactable fill.

1990: A Year With Setbacks



Late in 1989 the company was the recipient of a two-year, \$25 million highway widening project — the largest state contract awarded to Ghilotti up until that time and the first of many more to come. Nearly 100 miles north of San Rafael flows Forsythe Creek, a tributary of the Russian River in Ukiah. Along its course runs five miles of Highway 101 freeway, which was to be widened from two lanes to four.

Here Ghilotti marshaled the largest equipment in its arsenal. A massive D11 Cat pushed a squadron of model 651 scrapers operated simultaneously with a fleet of bottom dump trucks filled by Ghilotti's giant rubber-tired loaders.

This stretch of 101 begins at the north end of Ukiah and extends five miles toward Willits. Heavy earth-moving equipment had to cross the existing highway and climb a 35-degree incline to reach the excavation site. This challenging project was completed on time; however, due to an unforeseen problem with obtaining rock and asphalt for the project, the company lost over \$2 million on this project.

In 1990, ground preparations began for the 100-acre Hahn Regional Shopping Center located in the City of Novato in North Marin. This project required delivering a million cubic yards of earth to fill the site. The Ghilotti management team developed a traffic flow system designed to alleviate the impact of hundreds of trucks on heavy local commuter traffic.

Late in 1990, Richard negotiated a \$65 million contract for site work near Columbus Parkway off I-80 north of Vallejo, the largest development project the company had acquired up until that time.

A master-planned project was in the works at Northgate. This 1,400-acre site accommodated 500 acres of open space while the remaining 900 acres held a 200-acre business park, along with 2,000 homes and apartments.



Dino Ghilotti
and son, Richard

Ghilotti Brothers was engaged by the Bedford Development Company to move 15 million cubic yards of dirt on a parcel bought by Walter Wolff in San Diego. By then, Ghilotti Brothers had expanded to nearly 500 employees with annual revenue of \$75 million.

Existing hills were trimmed down by almost 100 feet while the valley was filled some 60 feet. All roads, site grading, sewers, and other underground services were the responsibility of the Ghilotti Brothers workforce.

However, when the savings and loan crisis hit, the S&L company that financed this project was taken over by the Resolution Trust Company (RTC) in August of 1990 at a time when the developer still owed Ghilotti Brothers \$10 million.

"We spent most of that year trying to collect money we were owed. We were told to just file a claim and that the trust company would be contacting us," Richard said. "When the S&L firm foreclosed, Ghilotti had lien rights on the property and eventually received \$8 million of the outstanding \$10 million in a settlement."

Earlier that year in March, another tragic event struck the family. Richard's dad, Dino, passed away.

***"IT WAS THE DARKEST TIME OF MY LIFE. JUST AFTER GETTING MARRIED AND BUILDING A NEW HOME IN SAN RAFAEL, MY DAD DIED AND WE HAD OUR LARGEST JOB SUDDENLY STOP. WE FACED A VERY HUMBLING TIME."
—RICHARD GHILOTTI***



1992: Origin of Ghilotti Construction Company

During the economic recession of the early 1990s, contractors were consolidating and Ghilotti Brothers was planning for succession.

By July 1992, the family decided to split the company into two entities. Richard Ghilotti, grandson of the founder and operations manager at the time, formed Ghilotti Construction Company together with his cousin Jim Ghilotti.

"The Resolution Trust Company foreclosure and subsequent litigation really slowed the company down and we regretfully had to lay people off. Morale was low and my uncle Mario and I started talking about which one of us would want to buy the other out. Consultants advised us to take action as soon as possible. We had the business, land and equipment appraised. I formed a partnership with my mother, Bill Dutra, and Jim Ghilotti," Richard said. "The stage was set for the division of the company into two separate firms."

Under terms of a six-month non-compete agreement, Ghilotti Brothers would operate south of Highway 37 and the new Ghilotti Construction Company (GCC) would operate north of this highway.

GCC prospered in Santa Rosa and opened an office on Todd Road. The firm later established its presence throughout Northern California by opening branch offices in San Rafael (1995), American Canyon (2000), Livermore (2011), and Sunnyvale (2014). Overall, the period spanning 1992 to 2001 were high growth years for GCC.



In the mid-1990s, after the non-compete agreement expired, the company won a \$10 million contract focusing on improvements to Anderson Drive, the largest job in the City of San Rafael at the time. The project included widening the road along two miles from Albert Field to Bellam Boulevard and included building a bridge, sound walls, and paving, in addition to underground storm sewers and water lines.

"IN TRADITIONAL ITALIAN FAMILIES, MEN WORKED AND WOMEN STAYED HOME. WITH 13 STRONG WILLED AND INDEPENDENTLY-MINDED BOYS IN THE SAME FAMILY, FINDING TOP LEADERSHIP POSITIONS FOR EVERYONE WITHIN A SINGLE FIRM WOULD HAVE BEEN VIRTUALLY IMPOSSIBLE." —RICHARD GHILOTTI

1996: The Buck Institute



GCC performed extensive site preparation work at the Buck Institute for Research on Aging in Novato, including excavating, building roads, foundations and retaining walls. These activities set the stage for the first 15 years of the institute's history.

"From the beginning we wanted to create a natural setting where our world-class research teams could go to eat lunch, read books, network, collaborate and share research notes, as well as pursue social interactions," said Ralph O'Rear, vice president and facilities manager at the Buck. "Ghilotti helped us achieve our vision."

In 2013, GCC offered to help make the Buck's goal of an outdoor venue a reality. From January through March 2014, Ghilotti donated its services to complete the Buck's central courtyard.

Ghilotti transformed the original construction staging area into a park-like environment that employees and visitors can enjoy. In addition to grass and shade trees, inviting benches beckon those studying the microscopic world to pause and appreciate the great outdoors while taking in spectacular vistas of the valley and hills surrounding the institute.

"When working on improving 19th Avenue in San Francisco, we had to cope with more than 100,000 cars everyday as we removed and

replaced all the asphalt from Lincoln Avenue to Highway 280. Each job has unique differences and we have consistently overcome obstacles by finding new and innovative ways to handle each task," Richard said.

Ghilotti Construction strives for excellence, performance and smoothness in every highway and road it builds and has received many awards over the years. For example, GCC won the National Asphalt Paving Association (NAPA) Award for Paving Excellence for the 19th Avenue project, as well as the Annual Quality in Construction Award for this work in San Francisco.

An aerial shot of the Buck Institute for Research on Aging in Novato



Above: Ghilotti employees working hard to improve 19th Ave. in San Francisco

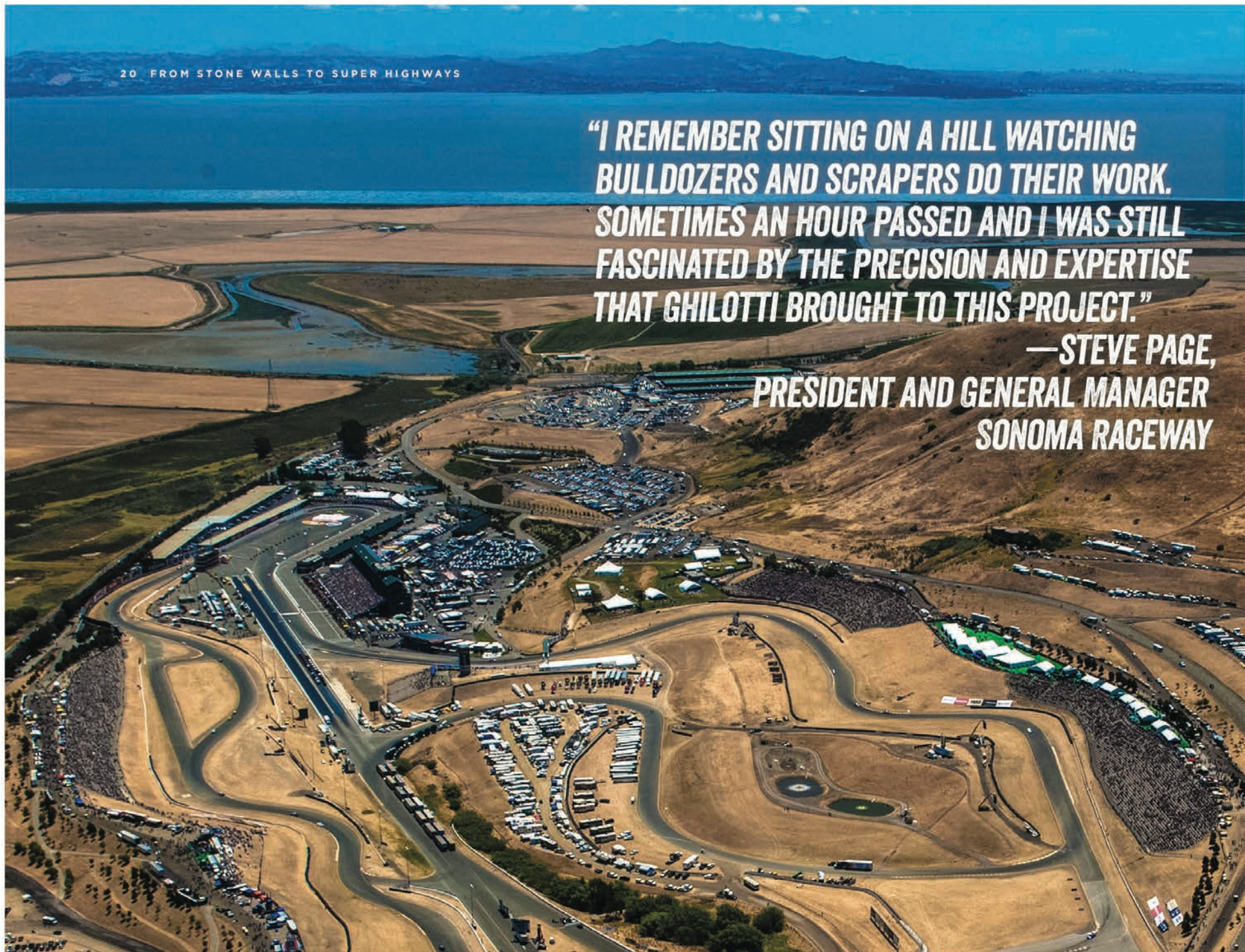


**"GHILOTTI WAS HERE BEFORE THE BUCK'S CAMPUS
WAS FORMED AND HELPED FURTHER THE GOALS
OF SCIENCE USING THE TOOLS OF ITS TRADE –
BULLDOZERS AND EARTHMOVERS."**

**—RALPH O'REAR,
BUCK INSTITUTE VP AND FACILITIES MANAGER**

**"I REMEMBER SITTING ON A HILL WATCHING
BULLDOZERS AND SCRAPERS DO THEIR WORK.
SOMETIMES AN HOUR PASSED AND I WAS STILL
FASCINATED BY THE PRECISION AND EXPERTISE
THAT GHILOTTI BROUGHT TO THIS PROJECT."**

**—STEVE PAGE,
PRESIDENT AND GENERAL MANAGER
SONOMA RACEWAY**



Rebuilding Sears Point Raceway



During the same period, Ghilotti won one of the most significant contracts in Sonoma County to do site work for the Sears Point Raceway, later known as Infineon and now Sonoma Raceway.

"The Sears Point project was very challenging. We moved over three million yards of dirt in three months — sometimes as much as 100,000 cubic yards in 24 hours. We had to work in between race seasons for four years to modernize and repave the entire track, as well as put in new grandstands and a sewer plant. Race season starts in April and ends in August, allowing us the bulk of the rainy season each year to complete the project," said Paving Operations Manager Rick Cohn.

2001: Loss of a Managing Partner

Jim Ghilotti, Henry's son, came to GCC after becoming a successful developer in his own right. Years before joining GCC Jim had worked for Maggiora & Ghilotti, Inc. where his father was a partner. After a falling out with his dad and going it alone for a while, he wanted to explore other options.

Richard Ghilotti appointed Jim to GCC's Board of Directors and also placed him in charge of running inside operations of the firm, while Richard handled external activities. Unfortunately in late 2001, Jim passed away.

"Jim's death was a wake up call for me. I realized that we needed to delegate more responsibility to our managers and superintendents. We also needed to begin hiring more 'A' team people to augment our workforce and to start grooming them to become tomorrow's leaders," said Richard.

***"JIM WAS NOT JUST A MANAGING PARTNER OF OUR BUSINESS, HE WAS MY COUSIN AND A PERSONAL FRIEND. HIS PASSING WAS A GREAT LOSS FOR ME, OUR NEW COMPANY AND FOR OUR FAMILY."
—RICHARD GHILOTTI***



2000-2002: Lucasfilm's Big Rock Ranch

The death of Jim Ghilotti cast a dreary cloud over GCC throughout the early 2000s, but remaining true to the company's tradition of diligence and professionalism during the grieving period helped GCC regain momentum and boost company morale. A series of multimillion-dollar contracts for high-profile projects contracted to GCC after the turn of the century brought the company newfound energy to find ways to shine through this tough time.

After a long, arduous selection process, George Lucas awarded a \$28 million contract to GCC in 2000 for its portion of the construction of Big Rock Ranch in Marin. Modeled after the early work of famed Architect Frank Lloyd Wright, Big Rock Ranch would house the marketing, licensing, distribution and online divisions of Lucasfilm during the production of Star Wars Episode III. Built adjacent to Lucas' Skywalker Ranch, the Big Rock Ranch is a 56-acre multimedia office complex with five buildings, serving as the professional home for over 200 Lucasfilm employees.

To meet the conditions of its contract, GCC did the excavation and grading to prepare the site for an underground parking structure, moving 395,000 cubic yards of dirt; and expanded a seven-acre man-made lake, which required constructing a 45-foot tall and 490-foot long earth dam. The lakeshore is situated close to the buildings to provide fire protection and to add additional aesthetic appeal to the beautiful scenery. GCC was also responsible for the construction of 14,000-linear-feet of sanitary sewer infrastructure, 12,000 linear feet of drinking water pipeline, and 7,500 feet of roads.



2005-2006: Nut Tree Family Park & Solano County Projects

In 2005, the City of Vacaville awarded GCC the \$15 million Nut Tree Interstate 80 overcrossing project. GCC followed that with the \$10 million fast-track construction of the Nut Tree Village Shopping Center for Westrust, and site development for the Nut Tree Family Park for Snell & Company. Discovery Builders hired GCC for its North Village Unit 2 Subdivision and the Eubanks Sewer Replacement Project.

GCC also rebuilt the Nut Tree Airport apron, resurfaced Highway 12 near Rio Vista for Caltrans, and completed the Nut Tree Road overlay project for the City of Vacaville.

With GCC's presence and commendable reputation established in the area, the City of Vacaville turned to Ghilotti for support when a series of major floods bombarded the city in January 2006. GCC came in to rebuild damaged structures and roadways. Vacaville Mayor Len Augustine expressed his deep appreciation for Ghilotti's aid, "I cannot begin to tell you what a relief it was to see GCC's equipment and skilled operators arrive on scene!"



Lake Emily Dam Remediation

Successful projects require careful organization, impeccable timing and the ability to prioritize events to achieve a goal. According to Brooktrails Township General Manager Mike Chapman, the Lake Emily Dam improvement project performed by Ghilotti was a complete success in terms of time, budget and the end result.

This dam, north of Willits in Mendocino County, lacked adequate water storage capacity to supply its local population's needs in the event of a drought. The improvement project involved enhancing its capacity to raise the water level by three feet while reinforcing the existing dam to handle the extra volume in compliance with the California Division of Dams and Dam Safety Standards.

In a thank you letter from Mr. Chapman, members of the project team received kudos for their part in making the project a success. He expressed his appreciation specifically to Ghilotti Foreman Paul Damgaard when he wrote: "I can't say enough good things about him, his crew, the quality of their workmanship, and the work ethic they displayed throughout the summer."



Widening the Steele Lane bridge at Highway 101 overpass in Santa Rosa, California



2007: A Slowdown Approaches

Despite signs of a slowing economy, the company's backlog of work helped sustain it. One key project was the Cader Corporate Center, a state-of-the-art corporate headquarters complex destined to become one of the showplace commercial developments in Sonoma County featuring four, steel-framed office buildings surrounding a central plaza and a terraced, grass-covered amphitheater seating 1,500 people.

GCC's role included clearing and grading the 15-acre site and its 200,000 square feet of building pads. The company stabilized the soil, installed underground utilities, provided concrete flat work (curbs and gutters) along with drop inlets and AC paving under the direction of Project Manager Joe Moreira.

Road improvements to relieve chronic traffic gridlock along Highway 101 began in 2007 with the widening of this heavily traveled corridor from two to three lanes between Highway 12 and Steele Lane, while also adding auxiliary lanes between on- and off-ramps. This \$110 million project required nearly 100,000 cubic yards of excavation and 130,000 tons of asphalt.

To maintain daily traffic flow, GCC divided the project into six phases involving precise timing for the delivery and application of materials

to complete the paving and to install storm drains, barriers, sound walls and other features. Ghilotti completed this project six months ahead of schedule and played a vital role in solving Sonoma County's congestion problem as it also facilitated the region's growth.

***“GCC INVESTED A LOT OF TIME
CAMPAIGNING TO GET THE HIGHWAY 101
CORRIDOR WIDENED. IN TURN, THIS PUT A
LOT OF PEOPLE TO WORK WHEN WE
WERE IN THE RECESSION. WHEN PEOPLE
MAKE MONEY, THEY PUT MONEY BACK
IN THE ECONOMY.” —PAVING OPERATIONS
MANAGER RICK COHN***

2008: Recession Opens New Doors

The economic downturn that began in 2008 was another major test for GCC. Richard and Nancy had not taken a trip in many years and were vacationing in Paris. While watching TV in their hotel room, they noticed that the Dow Jones Industrial Average was dropping steadily. "We had a good backlog of work built up in 2008 and 2009, so this recession did not really hit us hard until 2010," Richard Ghilotti said.

In the 2008 summer issue of *Road Tracks*, GCC's newsletter, Richard commented on the downturn and offered encouragement to his staff.

"It seems like the perfect storm has hit our economy. Housing starts are down; banks are cautious about lending; food, utility and fuel prices are skyrocketing...and we are all affected. But don't panic, this won't last forever. Northern California is a prosperous and growing area. I see the pendulum coming back to center soon. We still need new schools, shopping centers and housing. Even if we all start driving hybrid or electric cars, our roads and highways will still need repair."

He encouraged his people to stay resourceful, professional and motivated. Richard also advised his workers to be as efficient as

possible by helping to conserve cash, being more analytical when ordering, cutting back on waste, and spending wisely. His closing words to the team were "Hang in there. Be prudent and positive. GCC has great people, a solid foundation and a strong future. We'll get through this together."

While outwardly voicing optimism, internally Richard had strong misgivings about the continuing economic downturn and whether his firm could ride out the storm.

***"WE CAN PRESERVE OUR LEADERSHIP
POSITION BY TAKING CARE OF CURRENT
CUSTOMERS WHILE CULTIVATING NEW ONES."
—RICHARD GHILOTTI***

“THE NORTH BAY CONSTRUCTION ASSET ACQUISITION, AND THE QUALITY PEOPLE AND EQUIPMENT THAT CAME ALONG WITH IT, WAS A VERY POSITIVE MOVE.” —AREA SUPERINTENDENT RICHARD DERICCO

2010: A Merger Opportunity Arises



In 2010, John Barella, founder and CEO of North Bay Construction Company (NBC), who had a 35-year friendly — yet competitive — relationship with Richard, was the low bidder on a large \$50 million California state road project from Petaluma to Rohnert Park. Before NBC could

secure the contract, the second lowest bidder protested NBC's bid, and John needed a good lawyer to help him refute the protest. GCC submitted the third lowest bid for the job, and because of the company's healthy business relationship with NBC, John felt comfortable calling Richard for some advice. Richard put him in touch with the attorney who ultimately helped NBC win the contract.

Prior to the recession, John had also been concerned about the future of his business, and he had considered offers to sell NBC. The \$50 million state contract was exactly what NBC needed to stay afloat during the recession. John and Richard decided to meet for a celebratory lunch one day to congratulate NBC's achievement.

With the recession still in view, they began discussing the future of their companies and how to best react to the volatile economy. Richard was afraid GCC would have to start closing offices or to begin workforce reductions. Both men agreed that an asset acquisition arrangement was a good idea and said they would think about it. A short while later, the deal was made.



***“WE’VE EXPANDED OUR OPERATING AREAS OVER THE YEARS AS CLIENTS HAVE ASKED US TO PERFORM WORK IN OUTLYING REGIONS DUE TO OUR HIGH LEVEL OF EXCELLENT SERVICE.”
—PROJECT MANAGER DALE MAHONEY***



“North Bay Construction got us through that economic slump at a time when few of our competitors were getting much work, plus we acquired a number of good people and equipment in the process,” Richard Ghilotti said.

According to John Barella, NBC’s founder and CEO, “I wanted to be sure that the company would stay together and stay local. So I called Richard Ghilotti. Our discussions were straightforward and I was very pleased with the result.” After the transaction was completed, John was free to turn his attention to real estate development.

Equipment not needed by Ghilotti was sold to improve cash flow. Overall, “This was a win-win proposition for everyone,” said Richard. John was given a seat on GCC’s Board of Directors – and is still a board member today.

North Bay Construction Company owned some 2,000 lots in Sonoma and Solano Counties. The terms of the agreement included a clause stating that when John developed these lots in Sonoma and Solano Counties, he would emphasize to the builder or developer of the project that GCC would be the best site work contractor to do the work.

After announcing the asset acquisition, Richard Ghilotti said the two companies would combine operations by the end of 2012 un-

der the Ghilotti Construction Company name. GCC also assumed responsibility for NBC’s Highway 101 widening project from the Rohnert Park Expressway overcrossing to Penngrove, while NBC’s crews and project teams completed other existing commitments under contract using the NBC name.

Another notable project emerged for Ghilotti in 2008 at Candlestick Cove south of San Francisco. Signature Properties, one of Northern California’s premier developers, was starting a mixed-use project consisting of 26 multi-family buildings with townhouses, two car garages, scenic water views and open-spaced parks. Under the direction of Project Manager Dale Mahoney, the company installed a combined sewer/storm drain system, a water line and associated grading and paving.

Later that year, The North Coast Builders Exchange Board of Directors voted unanimously to induct Richard Ghilotti into its Hall of Fame in honor of his four decades of solid leadership in the construction industry and dedication to giving back to the community.

“It is a tremendous honor, both uplifting and humbling, to be recognized by my colleagues and industry peers. I have great respect for all the men and women who have been selected for the Hall previously, as well as for my fellow inductees,” Richard said.





32 FROM STONE WALLS TO SUPER HIGHWAYS

Grading building pads at Toscana subdivision, Pittsburg, CA

Eight Projects from One Developer



As the company began to feel the real impact of the economic meltdown in 2010, Ghilotti was busy working on eight projects under contract with Discovery Builders and the Albert D. Seeno Construction Company, all handled through GCC's American Canyon office under the supervision of Area Manager Everardo Arellano and Area Superintendent Rich Dericco.

Two of these projects were additions to the resort-style apartment community, San Mateo Villas, in Pittsburg and North Village in Vacaville. For the Villas, GCC's role included remedial, mass excavation and on-site fill of more than 1.5 million cubic yards, finishing 220 lots and more than 300,000 square feet of roadways.

With GCC's help, North Village became the newest addition to this master-planned community by adding 162 luxury homes. Work here involved importing 28,000 cubic yards of soil, finish grading of 162 lots, building 150,000 square feet of roadways, and laying more than 5,000 feet of storm drain pipe, 10,500 feet of sanitary sewer pipe and 2,500 feet of waterline.

Simultaneous to these eight projects, CalTrans contracted with GCC to replace the westbound Interstate 580 bridge over Bellam Boulevard in San Rafael. This was GCC's first structural concrete bridge job. The project called for GCC to recycle over 15,000 tons of

material. The merge lane from the Bellam on-ramp onto the west-bound highway I-580 is now longer and safer.

Approximately 1,600 square feet of retaining wall was constructed along with 2,000 feet of an auxiliary lane on I-580 to the E. Francisco Blvd./Bellam Boulevard off-ramp. Ghilotti also replaced sidewalks along these roadways.

“TO RECEIVE REPEAT BUSINESS IN THE PRIVATE SECTOR, THE QUALITY OF OUR WORK MUST SURPASS THAT OF OUR COMPETITORS. THIS IS WHERE WE REALLY EXCEL. GCC HAS BUILT A SOLID REPUTATION FOR EXCEEDING CLIENT EXPECTATIONS.”

—VICE PRESIDENT PRIVATE AND COMMERCIAL CONSTRUCTION BRAD SIMPKINS

An aerial photograph of a large medical center complex. The complex consists of several interconnected buildings with flat roofs, some featuring red brick accents. A large, dark, winding path or driveway cuts through the center of the facility. Numerous parking lots are filled with cars and trucks. To the left, a multi-lane highway with traffic is visible. The surrounding area includes some trees and other commercial buildings.

34 FROM STONE WALLS TO SUPER HIGHWAYS

**"WE CONGRATULATE GCC FOR ITS 100 YEAR HISTORY OF
QUALITY CRAFTSMANSHIP, ENGINEERING EXPERTISE AND FOR ITS
VITAL ROLE IN SHAPING NORTHERN CALIFORNIA HISTORY."
—MIKE PURVIS, CHIEF ADMINISTRATIVE OFFICER FOR
SUTTER MEDICAL CENTER OF SANTA ROSA**

2011-2013: Return to the Fast Track



The long-awaited recovery following the 2008-2009 recession produced significant business activity for Ghilotti Construction Company in terms of the number of projects acquired, the increasing dollar value of contracts and an accelerating upward trend in annual revenue.

Beginning in 2011, GCC focused on making site improvements for the new Sutter Medical Center of Santa Rosa (SMCSR) project, including providing all of the site grading and underground utilities; installing the concrete curbs, sidewalks and paving that surrounds the new hospital; as well as creating a common entrance for the Wells Fargo Center for the Arts and the medical center.

"We were also responsible for the street frontage improvements on Mark West Springs Road, the upgrading of the Mark West Springs/Old Redwood Highway intersection and widening the Highway 101 northbound off-ramp onto Mark West Springs," said Brad Simpkins, vice president of private and commercial construction for Ghilotti.

Day-to-day, onsite leadership was provided by Area Manager Dale Mahoney and Project Superintendent Paul Damgaard.

Throughout 2011, GCC completed the base work on the SMCSR site by setting up the template for the future hospital building pad, including storm drains and other underground utilities, creating fire-lines, and constructing surrounding parking lots. As the project

continued into 2012 and 2013, GCC added enhancements beyond the new hospital itself, such as main arterial roadway improvements and widening projects. These activities included installing several street signals and upgrading intersections to improve the traffic circulation around the new hospital.

By the time this hospital site preparation work was completed, Ghilotti had imported 150,000 tons of engineered fill, 80,000 tons of aggregate base rock, 17,000 tons of asphaltic concrete, and 3,500 cubic yards of concrete. More than 15,000 linear feet of underground storm drains, sewer and waterline piping were placed, including the installation of over 200 underground structures. Virtually all of these materials were either locally manufactured or locally supplied.

The Ghilotti workforce for the Sutter project logged more than 6,500 man-days of labor and almost 1,000 days of construction. The majority of GCC's team of 325 employees at the time worked on the Sutter Medical Center of Santa Rosa project during all phases of the building process.

"We are proud to partner with companies like GCC and to recognize the excellent site development work they performed for our new \$284 million state-of-the-art hospital," said Mike Purvis, chief administrative officer for Sutter Medical Center of Santa Rosa.

"RICHARD CONTINUALLY STRIVES TO KEEP US UP TO DATE ON NEW METHODS AND TECHNIQUES. HE SENT US TO SEMINARS IN SAN FRANCISCO AND LAS VEGAS SO WE COULD IMPROVE OUR SKILLS. WE'VE HAD 40 HOURS OF HAZARDOUS MATERIAL INSTRUCTION, EROSION CONTROL, AMONG MANY OTHER CLASSES ON VITAL TOPICS."
—UNDERGROUND UTILITIES MANAGER TOM WOOSLEY



Recently Completed Projects

The list of recent GCC completed assignments includes projects involving site preparation, earthwork, fine grade rock and paving and underground utilities. All of these services were part of the extensive work schedule for the new San Francisco 49ers Stadium in Santa Clara, as well as for the largest gaming center in the North Bay – the new Graton Rancheria Resort and Casino in Rohnert Park.



As private sector residential and commercial projects were trending down in the post-recession market, contracts in the public arena were expanding. Before the economic slowdown, construction con-



tracts and funding were coming largely from the private sector (80 percent private compared to 20 percent public).

After the recession, public contracts became a dominant source of new work (65 percent public compared to 35 percent private). These two categories are quite different. Business on the private side is based on relationships and a company's history in the area. Public contracts are price based, to a large degree.

The deteriorating condition of North Bay roads has been a key public concern for many years. Consequently, road improvements have continued to be a

significant source of work for the company in Sonoma County and elsewhere in the region.

GCC provided pavement preservation and reclamation services in the form of asphalt overlays of county roads and upgrades to surrounding areas for the Highway 101 Pepper Road widening project (from four to six lanes) in Petaluma. Ghilotti managed the Cotati grade realignment and site improvement project and built new cast-in-place concrete retaining walls, barriers and bridges. The firm was also the contractor for an American Recovery and Reinvestment Act (ARRA) cost saving, overlay project for the Sonoma County Department of Public Works.



"WE HAVE RECEIVED NUMEROUS COMMENDATIONS FROM MUNICIPAL AGENCIES THROUGHOUT THE BAY AREA. IT HAS BEEN OUR PRIVILEGE TO PARTNER WITH CALTRANS ON MANY PROJECTS THAT LED TO AWARDS FOR SUCCESS IN MOTION AS WELL AS EXCELLENCE IN PARTNERING."

—AREA MANAGER DALE MAHONEY

The company's list of road upgrades also encompasses Highways 101 and 12 improvements for CalTrans, as well as streetscape contract for the City of Healdsburg, and the Highway 116 Schellville Creek realignment and landscaping project.

Ghilotti was also commissioned to perform similar road improvements in other Bay Area locations, including San Rafael, Castro Valley, Woodland, San Mateo, Fairfield and Alameda County. For example, the El Charro Specific Plan Infrastructure Project Phase 1 in Livermore called for GCC to perform site

development for new roads and water diversion areas, including earthwork and the application of fine grade rock.

GCC excels when it comes to installing underground utilities such as water pipes, sewer lines and storm drains. The rehabilitation of the sewer system in Livermore to remove mainline bottlenecks was a source of pride for the company, as was the Berryman Reservoir replacement project in Berkeley involving the demolition of the former 2.1 million gallon reservoir and new construction. Ghilotti

also made extensive floodwall improvements in Hayward for the Alameda County Flood Control & Water District.

The company won a bid to construct the Phase II Eastside Trunk Sewer in Rohnert Park along with related road reconstruction. In nearby Santa Rosa, Ghilotti upgraded the Gloria Drive collection system by replacing 6,570 feet of existing six- and eight-inch sewer main pipe, as well as associated sewer laterals, manholes and mainline cleanouts with new eight-inch PVC sewer main and six-inch water mains while also installing two new fire hydrants.

Preparing the ground for development has been a specialty of Ghilotti Construction Company since its inception. The firm was tasked with site development for the San Marco Unit #8 subdivision in Pittsburg. GCC also completed several other subdivision projects in Napa: the Saratoga Drive subdivision, the SERP Phase 1 subdivision in Rohnert Park, the Southtown Commons in Vacaville, and the Riverview Apartments project in San Jose.

In addition, the company's residential community projects over the years have included the Orchards@Hiddenbrooke in Vallejo, Redwood Properties for Signature Properties, Skyhawk in Santa Rosa, Marin City in Mill Valley, site work for homes on Mare Island for Lennar, Albert Seeno Homes, Discovery Village, and Christopherson Homes' 100-unit Gordon Ranch project.



GCC HAD MORE THAN FOUR-DOZEN PROJECTS UNDERWAY OR PLANNED IN 2014. ONE INVOLVES THE RELOCATION OF THE NORTH MARIN AQUEDUCT IN NOVATO WITH A VARIETY OF TRENCHING AND ROAD PAVING ACTIVITIES. ANOTHER IS FOR SIDEWALK IMPROVEMENTS ALONG GRANT AVENUE IN SAN LORENZO. OTHER PREMIER CURRENTLY ACTIVE GCC PROJECTS INCLUDE:



Active GCC Projects

SONOMA MARIN AREA RAPID TRANSIT (SMART):

The company is preparing sites for the Sonoma Marin Area Rapid Transit (SMART) passenger rail transportation system's pedestrian and cycling pathway project at various locations in Sonoma County.

APPIAN WATER TANK, UNION CITY, CA:

At the same time, the company is making seismic upgrades to the Union City Appian water tank, following the demolition and removal of an existing 750,000-gallon storage container along with the fabrication and erection of a replacement unit. This project involves the installation of a 3,300 linear feet of a welded steel pipeline, in addition to storm drains and access road improvements.

PALO ALTO DEPARTMENT OF VETERAN'S AFFAIRS HOSPITAL, PALO ALTO, CA:

Demolition has been another aspect of Ghilotti Construction Company's repertoire since the beginning. The company has been engaged to construct new North and South parking lots for the Building 2 Demolition/Construction project at the Palo Alto

Department of Veteran's Affairs Hospital. This includes site backfill, grading, paving and storm drain installation as well as relocating electrical utilities.

CAL MARITIME PE BUILDING, VALLEJO, CA:

GCC performed the site clearing, mass excavation and offhaul including site remedial grading for a 76,000 square foot sports facility which includes a seven lane Olympic swimming pool with bleachers, gymnasium, basketball court, three volleyball courts and grandstand seating for 650 people.

OLD REDWOOD HIGHWAY OVER CROSSING AND HIGHWAY 101, PETALUMA, CA:

In Petaluma, CalTrans awarded GCC a contract to remove and replace a bridge overcrossing on Highway 101, reconstruct on/off ramps and relocate existing utilities, while also installing a storm drain system and a sound wall.

Some project features include excavating 42,000 cubic yards of onsite material; placing 109,000 cubic yards of imported earth; hauling and placing 22,000 cubic yards of aggregate sub base and 12,900 cubic yards aggregate base; installing 3070 cubic yards



Laying the girders for Highway 101

of lean concrete base; laying down 32,000 tons of asphalt paving; constructing 18,600 square feet of retaining walls; driving 164 concrete piles for the new overcrossing; forming and pouring 3,430 cubic yards of structural concrete; as well as digging, laying, and backfilling 4,000 linear feet of storm drain.

CalTrans also enlisted GCC to remove and replace the Laguna de Santa Rosa Bridge in Sebastopol along Highway 12, and to widen bridge approaches.



DEER CREEK VILLAGE/FRIEDMAN BROTHERS, PETALUMA, CA:

Prior to the construction of Deer Creek Village retail center in Petaluma, featuring anchor tenant Friedman Brothers on a site adjacent to Highway 101, Ghilotti performed on/off site demolition, earthwork, grading, and asphalt paving operations, arch wall and culvert construction along with the installation of sanitary sewer and storm drain systems.

The project encompasses approximately 32 acres. GCC installed 20,000 linear feet of storm sewer and water lines, placed 40,060 tons of base rock recycled from broken concrete and asphalt, and also placed 17,400 tons of asphalt concrete.

NORTH BAY HOUSING AND RESIDENTIAL PROJECTS:

GCC is currently working on a number of housing projects with industry-leading developers including: Discovery Builders, Pulte Homes, New Home Company, and Lennar Communities. Current housing projects include:

DISCOVERY BUILDERS:



Ghilotti scraper fleet moving millions of yards of dirt at San Marcos in Pittsburg, CA

Ghilotti is tasked with grading and site improvements for the following series of residential projects:

- **San Marco Ranch, Pittsburg, CA.,**
(Units three through ten) for this 380-lot, single-family home subdivision



- **Prewett Ranch, Brentwood, CA.,**
(Units one through six) for this 372-lot, single-family home subdivision
- **Garibaldi Ranch, Fairfield, CA.,**
(Units one through five) for a 253-lot, single-family home subdivision
- **Toscana Village, Pittsburg, CA.,**
(Units one and two) for this 114-lot, single-family home subdivision
- **Newport Estates, Sacramento, CA.,**
(Units six through nine) for a 148-lot, single-family home subdivision



- **Goldhill Village, Fairfield, CA.,**
for this 56-unit single-family home subdivision

PULTE HOMES:

- **Orinda Grove, Orinda, CA.,**
grading and site improvements for this 71-lot, single-family home subdivision.
- **Villa d'Este, San Jose, CA.,**
grading and site improvements for this 135-unit multi-family and single-family subdivision.
- **Central Park Terrace, Fremont, CA.,**
grading and site improvements for this 145-unit multi-family subdivision.

NEW HOME COMPANY:

- **Woodbury, Lafayette, CA.,**
grading and site improvements for this 55-unit multi-family subdivision.
- **Rose Garden, Larkspur, CA.,**
grading and site improvements for this 85-unit mixed residential lot subdivision.

LENNAR COMMUNITIES:

- As part of the redevelopment of Mare Island in Vallejo, CA., Ghilotti performed a series of heavy engineering construction projects including site work improvements of five new residential neighborhoods, an elementary school, city parks and new main arterial roadways along with a full array of upgraded underground utilities including a new sanitary sewer pump station. Included in the Naval Base reconstruction were selective site/building demolition activities, the removal of declining utility corridors and roadways, as well as Haz-Mat remediation of the former Naval Shipyard.

"WE IMPROVE THE ECONOMY BY CONSTRUCTING NEW ROADS AND BRIDGES, AND BY WIDENING EXISTING MAJOR HIGHWAYS. WE ALSO HELP REDUCE COMMUTE TIMES AND IMPROVE TRANSIT-DEPENDENT BUSINESS NEEDS."

**—VICE PRESIDENT PRIVATE AND COMMERCIAL CONSTRUCTION
BRAD SIMPKINS**

"GCC SUPPORTS THE LOCAL ECONOMY BY HIRING AND PURCHASING CONCRETE, LUMBER, ASPHALT, AGGREGATE AND OTHER CONSTRUCTION SUPPLIES WITHIN OUR REGION. IN ADDITION, OUR FOCUSED APPROACH USING EXPERIENCED GROUPS SPECIALIZING IN UNDERGROUND UTILITIES, PAVING, STRUCTURES, CONCRETE FLAT WORK AND SOIL STABILIZATION CONTRIBUTES TO THE HIGH QUALITY OF WHAT WE DO."

—SENIOR AREA MANAGER SAID NAJAFI

*Massive soil nail and tie-back walls on Highway 12
between Fairfield and Napa*

Highway Projects Increase

ROAD IMPROVEMENTS HAVE BECOME A LARGER PERCENTAGE OF GCC'S ANNUAL PROJECTS LIST AS WELL AS A GROWING REVENUE SOURCE FOR THE BUSINESS. THE COMPANY HAS POSITIONED ITSELF TO EFFECTIVELY TAKE ADVANTAGE OF THE SHIFT IN THE CONSTRUCTION FIELD IN RECENT YEARS TOWARD HEAVY CONSTRUCTION, SUCH AS MAJOR HIGHWAY PROJECTS, ACCOMPANIED BY THE CHANGE IN CALIFORNIA'S POLITICAL CLIMATE WITH A GREATER FOCUS— AND FUNDING— ON FUELING THE PUBLIC WORKS BOOM.

HIGHWAY I-580, LIVERMORE, CA:

A major CalTrans road improvement project is underway along Highway I-580 in Livermore. Valued at \$63 million, this highway project is GCC's largest project to date. The contract includes building 20 retaining walls with an average height of 20 feet; widening three bridges and installing a cast-in-place



box culvert within the six-mile stretch; as well as constructing a lean concrete base upon which to add a layer of rock and 200,000 tons of paving. GCC will also be retrofitting the electrical system for the weigh station and constructing an HOV express lane for the Alameda County Transportation Commission.

To complete this project, GCC is moving and balancing over 100,000 cubic yards of dirt, and placing more than 200,000 tons of asphalt over two million square feet of highway. The construction requires 1.1 million pounds of reinforced steel, and placing eight thousand cubic yards of structural concrete. GCC

will provide more than 120 miles of temporary and permanent striping. For the first time, Caltrans approved the use of a combination of lime and cement for stabilizing the highway subgrade.

HIGHWAY 12, AMERICAN CANYON, CA:

Valued at \$36 million, this Highway 12 project is GCC's second largest contract ever. This CalTrans project involves site development for new road alignment on Highway 12 at Jameson Canyon Road, including earthwork, paving, water and storm drains.

The job requires more than 330,000 cubic yards of excavation of the existing hills, as well as over two miles of soil nail and tie-back retaining walls in order to retain the hillsides during excavation. Along with the soil nail and tie-back walls, there are over 1,600 feet of cast-in-place spread footing retaining walls. The soil nail and tie-back walls, which are up to 60-feet tall, cover a total area of 265,000 square feet, include 9,000 cubic yards of shotcrete, and over 11,000 soil nails, totaling 240,000 linear feet.

GCC is also installing about a mile of 36-inch and eight-inch water lines, 20,000 linear feet of underground drainage, and two cast-in-place concrete box culverts.

AIRPORT BOULEVARD OVERCROSSING, WINDSOR, CA:

Farther North in Sonoma County, the \$29 million Airport Boulevard overcrossing project leading from Highway 101 to the Charles Schulz Santa Rosa Airport near Windsor includes the construction of a new interchange, a four-lane bridge as well as the removal of the former bridge. New off ramps in both North and South directions — in addition to extensive, environmentally sensitive grading, rock, paving and underground work — are also GCC's responsibility.

GCC Project Manager Brad Barnes provided a glimpse of the scope of work performed at the Airport Boulevard overcrossing project in Santa Rosa, scheduled for completion in July 2014.

"Some statistics describing the magnitude of this job are worth noting. They include 5,000 linear feet of storm drain, 2,000 linear feet of 21-inch sewer pipeline, 260,000 cubic yards of roadway and 243,000 cubic yards of lean concrete base; 80,000 tons of base rock, 30,000 tons of asphaltic concrete, 6,100 cubic yards of structural concrete and 3,000 cubic yards of mitigation channel," he said.

"We constructed two new bridges and widened one bridge and also built a 1,000-foot retaining wall and four sound walls comprising 90,000 square feet."
—Project Manager Brad Barnes



HIGHWAY 101, NOVATO, CA:

The \$23 million CalTrans project on Highway 101 in Novato in the highly congested "Narrows" section means that GCC has to construct four miles of frontage roads to enable the new highway widening to take place. Ghilotti is also widening an existing bridge and building new on/off ramps.

Some project features include 148,000 cubic yards of roadway excavation with an additional 39,500



cubic yards of unsuitable material excavation; 97,000 cubic yards of import; four retaining walls; 17,000 tons of base rock; 28,500 tons of asphalt; 1,238 cubic yards of box culverts; as well as 5,000 feet of storm drain pipe; 18,000 feet of underdrain pipe; and 11,000 feet of new 30-inch and 42-inch WSP installation.

The contract allocated 520 workdays to complete the project. To date GCC has completed 70 percent of the work while only using 40 percent of the allotted time.

I-580 FOOTHILL ROAD INTERCHANGE, PLEASANTON, CA:

At the I-580 Foothill Road interchange in Pleasanton, Ghilotti is excavating the roadway and providing embankment fill, retaining walls, storm drain pipe and catch basin, metal guard railings, signage, striping, erosion control and tree protection/removal, as well as landscaping and irrigation systems.

STONERIDGE DRIVE AND VINEYARD AVENUE, PLEASANTON, CA:

In the City of Pleasanton, the company is resurfacing 528,000 square feet of Stoneridge Drive and 145,000 square feet of Vineyard Avenue with a new layer of asphalt concrete over existing pavement. This project also involves the installation of traffic detector loops, pavement markers, legends and striping.

Dino Richard Ghilotti

**"THOUGH OUR FAMILY IS STILL
DEVASTATED AT THE LOSS OF
A YOUNG MAN WHO DANCED,
JOKED AND LOVED WITH ALL HIS
HEART, WE ALL TAKE COMFORT
IN KNOWING THAT HE TOUCHED
SO MANY LIVES."**

—RICHARD GHILOTTI



Dino Richard Ghilotti

With everything going well at the start of 2013, Richard and Nancy Ghilotti were looking forward with great anticipation to son Dino's graduation from the University of Miami and his return home to take his place in the family business.

Unfortunately, just two days after graduation, a tragic auto accident in Florida took Dino's life on Mother's Day, May 12, 2013, while he was on his way back from a celebration near the university's Coral Gables Campus.

Always fascinated by the earth-moving machinery, Dino became acquainted with GCC while riding along with his dad when he was six years old. Later, as high school approached, he worked summers as a laborer for the firm. This initiation was exactly what his father had experienced as a child.

Dino grew up in San Rafael and was named after his late grandfather, Dino Joseph Ghilotti. He attended grammar school at San Domenico and graduated from Marin Catholic High School. He attended University of Miami where he graduated with a degree in Business Management and a minor in Art.

From the time he was young, Dino loved to play basketball, just like his father and grandfather. Some of the best game memories were from St. Raphael's where his father, two aunts and cousins had attended grammar school.

His speed and athletic ability would later lead him to starting positions on the Marin Catholic Wildcat basketball and football teams. His love for football would eventually surpass his first sport. In his senior year he was named All League Defensive First Team at defensive back, All League Offensive Second Team at wide receiver, and an All Purpose player.

Richard and Nancy Ghilotti created "The dg Foundation" as a special memorial to Dino. In addition, the University of Miami Dino Richard Ghilotti Motta "Canes Care for Canes" Scholarship Fund was also established in his honor. "Canes" is the nickname of the university's Hurricanes sports teams and a personal reference adopted by all students who attend there.

GCC also contributed its time, equipment and resources to rebuild the running track and provide Astro Turf for the football field at the Marin Catholic High School, son Dino's alma mater, which is now called the "Richard Ghilotti Family Field."

Shortly after Dino's passing, another opportunity presented itself as part of the 20-year renovation of the Marin Catholic High School. This project included replacing the grandstand and other components of the aging sports complex. The \$4 million enhancement program started with lead funding from Richard and Nancy Ghilotti followed

by contributions from several donors. Together this group provided the resources to finance the new grandstand, a weight room, locker room, an ADA-compliant access ramp, plus an elevator to upper bleachers and the press box. The sports complex will be renamed as the "Dino R. Ghilotti Motta Stadium." In addition, for the first time in the school's history, Dino's athletic jersey number was retired in his honor.

Ghilotti Construction Company dedicated the historic achievement of its 100-year anniversary chronicled in this book to Dino Richard Ghilotti.



INCLUSIVENESS IN ACADEMICS, ATHLETICS AND ART

The Company at 100

THROUGH THE YEARS, GHILOTTI CONSTRUCTION COMPANY HAS BECOME KNOWN FOR ITS ENGINEERING EXPERTISE, QUALITY WORKMANSHIP, DEPENDABILITY AND COMMUNITY ENHANCEMENTS. TODAY THE COMPANY IS MANAGING SOME 50 MAJOR PROJECTS – AN ALL TIME HIGH. AT THE SAME TIME, BUSINESS REVENUES HAVE INCREASED SHARPLY FROM \$130 MILLION IN 2011, TO \$160 MILLION IN 2013 AND AN ESTIMATED \$200 MILLION IN 2014.

Ghilotti has earned a solid reputation as a contractor when it comes to getting things done on budget and in a timely, cost-effective manner. In addition to excelling at managing worksite schedules and delivering a quality product, the company leverages long-established working relationships with local municipalities, and when necessary, keeps local businesses open and in service while construction is underway.



GCC Headquarters in Santa Rosa, California

GCC does more site work components than most other companies in its field. As a general engineering contractor, the company specializes in total site preparation as well as grading, excavating and paving; storm drains and water/sewer lines; equipment rentals; soil stabilization; site and structural concrete work.

The firm's corporate office is located at 246 Ghilotti Avenue in Santa Rosa. The company has four branch offices: one at 2301 Kerner Boulevard in San

Rafael; another at 600 South Napa Junction Road in American Canyon; a third at 2600 Kitty Hawk Road, Suite 125, in Livermore; and a fourth at 1233 Alderwood Avenue in Sunnyvale.

Today GCC has 80 full-time employees and a workforce that can reach 425 or more during the peak construction season. Senior management is comprised of a core team of professionals with decades of experience in managing small and large projects from start to finish.



RICHARD GHILOTTI, PRESIDENT AND OWNER

After 100 years in business, the company is still family owned and operated. Richard Ghilotti, grandson of the founder, is president of Ghilotti Construction Company. He got his start in the company at age 13 washing trucks and doing other jobs. After graduating from Marin Catholic High School in 1964, he entered a journeyman trainee program for heavy earthmoving equipment.

For the next 10 years (1964-73) he was an operating engineer for Ghilotti Brothers, Inc., progressing from running equipment, to checking grading work, to supervising small and large crews. Many of these projects were in Sonoma County for Marin developers.

"RICHARD GHILOTTI IS THE GLUE THAT KEEPS OUR COMPANY TOGETHER. HE MAKES US FEEL THAT GCC IS OUR COMPANY. I'M PROUD TO BE A MEMBER OF SUCH A HIGHLY REGARDED FIRM."

—GENERAL MANAGER AND VICE PRESIDENT ALI YAZDI

While continuing to work for the company, he earned an undergraduate degree in finance from Santa Clara University in 1968. A former Marine reservist, Richard joined the company full time in 1969. At 28, Richard moved into management as a superintendent (1973-83). He later served as operations manager from 1983 to 1992.

In the mid-1970s, he and his father purchased property on Todd Road to establish Ghilotti Brother's Santa Rosa office, a location that would later become GCC's corporate headquarters. At age 68, Richard is owner and head of the largest commercial general contracting company in the North Bay, according to the North Bay Business Journal's Book of Lists for 2014.

BRIAN ONGARO, SHAREHOLDER AND SVP OF OPERATIONS & SAFETY OFFICER

Having earned a Bachelor of Science Degree in Construction Management with a minor in Business Administration from California State University at Chico, Brian has served as a project foreman, general superintendent and operations manager during his 22 years at GCC before assuming his present position. He is Richard's nephew and the son of Diane Ghilotti Ongaro.



"FROM THE BEGINNING, AND THROUGHOUT THE GROWTH OF GHILOTTI CONSTRUCTION COMPANY, OUR FAMILY'S PHILOSOPHY HAS REMAINED STRONG AND ITS PRINCIPLES HAVE BEEN EMBRACED BY EVERY GENERATION OF EMPLOYEES." —BRIAN ONGARO

As a shareholder, senior vice president of operations, and safety officer for the company, Brian oversees and manages all field personnel and equipment utilization on all GCC projects with the support of the superintendents and dispatchers. He is also responsible for overseeing the implementation and maintenance of GCC's eight-part Injury and Illness Prevention Program, Safety Committee and Safety Training. In addition, he supervises staff members in charge of Safety and Claims, Safety Inspections and Safety/Claims Administration.

"When it comes to safety, GCC has an excellent program in place to prevent and reduce incidents and lost days focused on keeping all of our employees healthy and on the job. We have tailgate safety meetings once a week with our field crews and a special safety kickoff meeting once a year. I'm proud of the fact that GCC has had an excellent safety record since its inception in 1992," he said.



**BILL T. DUTRA,
SHAREHOLDER AND
MEMBER OF THE BOARD
OF DIRECTORS**

Bill is President of the Dutra Group, a dredging, marine construction and waterway

infrastructure company, and also owns the San Rafael Rock Quarry. Bill was a close friend of Richard's father, Dino, and was also a mentor to Richard.

When Dino died suddenly in 1990, and Ghilotti Brothers was being divided into two companies, Bill became personally involved and was instrumental in founding GCC. He is a shareholder and has a seat on the Ghilotti Construction Company Board of Directors.



**WILLIAM "WILLIE"
GHILOTTI, SHAREHOLDER
AND FACILITIES MANAGER**

Having worked with his father Richard Ghilotti since he was 12, Willie learned the business from the ground up serving initially as a laborer, an operating engineer, job foreman and today as facilities manager.

He is a company shareholder and represents the fourth generation of the Ghilotti family to be engaged in the business. His role extends beyond facilities management and being a shareholder. "I do whatever it takes. I welcome new opportunities to grow and learn about other areas of responsibility," said Willie Ghilotti.

Willie works along side Equipment Manager Jeremy Miles when it comes to overseeing and tracking all of the company's assets and inventory — big and small — from tractors to the smallest tools, collectively worth more than \$25 million. Together these two managers assist the dispatching group and handle the day-to-day logistics associated with supporting employees in the field. Along with Brian Ongaro, Willie also supervises dispatchers on a daily basis.

Willie is also one of the purchasing agents for the company's facilities and properties in Santa Rosa, American Canyon, San Rafael and Livermore equipment yards as well as for various job sites. He plans, directs and coordinates all building facility requirements, including utilization, maintenance, repairs, build-outs as well as environmental effectiveness and compliance.

In addition, he is responsible for security at all GCC facilities and work locations and for managing the company's communications accounts, such as Verizon, AT&T, radio communication as well as the firm's Fastrack account. He also serves as a technology innovator for the company by helping to source, trial and introduce advanced electronic and automated systems. Willie Ghilotti is one of five department heads that collectively comprise the administrative support staff at the company's Santa Rosa headquarters.



SENIOR MANAGERS

Ali Yazdi, General Manager and Vice President, earned a Master's Degree in Civil Engineering and Construction Management from Stanford University. Before the company was divided into two separate entities, Ali worked for Ghilotti Brothers from



1983-1992, supervising all operations for projects up to \$10 million.

He returned to work for GCC in 1995 and was promoted to vice president of public works and heavy highway construction in 2006. Ali

"SYSTEMS, PROCEDURES, AND EQUIPMENT CAN BE REPRODUCED IN ANY COMPANY. GHILOTTI CONSTRUCTION COMPANY'S WORKFORCE OF DEDICATED MEN AND WOMEN IS WHAT SETS US APART FROM OUR COMPETITORS. IT'S WHAT THEY BUILD AND ACHIEVE EVERY DAY THAT MAKES A DIFFERENCE."

—HR DIRECTOR CAROLYN MURAKAMI

provides oversight for public works projects for all divisions of GCC. In 2008, he was promoted to general manager and now serves in a broad capacity within Ghilotti Construction Company with responsibility for work performed by the company's public and private divisions.

Stacy Magill, Chief Financial Officer,



is a prominent CPA in the North Bay. She first became a valued member of GCC's team during the company's separation from Ghilotti Brothers in 1992. Stacy was promoted to CFO in 2001, and in this position she is responsible for oversight of all

financial, risk management, and IT functions of the company. She also champions GCC's Sustainable Business initiatives, which include the early adoption of California Air Resources Board (CARB) regulations for GCC's on and off-road vehicle fleet, the use of biodiesel fuels in off-road heavy equipment, the deployment of "green" building materials in the company's new corporate headquarters, the conversion to a paperless digital document management system, as well as an incentive program for employee sustainable business practices and ideas. Stacy is assisted by Payroll Administrator Glenda Ayers, Assistant Controller Carroll Neil, and IT and Financial Analyst Ernie Moeckel, along with their support staff of dedicated accounting data input specialists.

The GCC Finance Department supports the company's construction functions by:

- Establishing policies and procedures to streamline the timely and accurate flow of information to customers, vendors, employees and owners
- Processing weekly payroll for members of five craft unions, senior management as well as administrative staff (425 employees at its peak)
- Fulfilling contract and equipment billings, subcontracts and accounts payable
- Analyzing job and equipment costs, as well as

keeping GCC's lenders and bonding company abreast of the company's financial performance

Brad Simpkins, Vice President of Private and Commercial Construction,

has played an integral role within GCC since 2003 managing multiple construction projects throughout the greater Bay Area. He oversees day-to-day construction and administrative activities, and supervises administrative staff, field superintendents, project foremen, and union field personnel in varying aspects of construction.



Brad has served as the vice president for private and commercial construction since 2007, and has managed a multitude of premier GCC projects in recent years, including the construction of the new 49ers Football Stadium in Santa Clara, the Graton Resort and Casino in Rohnert Park, Sutter Medical Center in Santa Rosa, and the George Lucas Big Rock Ranch in Marin.

THE ADMINISTRATION SUPPORT STAFF

Maintaining the vital day-to-day internal business operations of the company is in the hands of five key department heads in charge of finance, human resources, estimating, equipment and facilities.



Thomas Smith, Estimating Department Manager, supervises a staff of 16 of estimators, contract managers and other support personnel that assist in preparing bids for new projects. Thomas is assisted by Jim Petnic and Mark Maboubi (public projects); Steve Hanak and Rod Barber (underground); as well as by Mike Roselli (private projects), and Jeff Bordessa, who works on both public and private projects.

Jeremy Miles, Equipment Manager,

is assisted by an equipment administrator and oversees a team of highly qualified mechanics that keeps the Ghilotti fleet, equipment, tools and hardware in excellent running order.

William "Willie" Ghilotti, Shareholder and Facilities Manager,

oversees all division location properties and is responsible for inventory control and tracking tool locations, vehicles and other equipment.

Carolyn Murakami, Director of Human Resources and Executive Administration,

also supervises receptionists and office assistants as well as a payroll administrator and data input clerks.



AREA MANAGERS AND SUPERINTENDENTS BY REGION

The company's senior staff includes experienced area managers in charge of GCC engineering and project management in selected Northern California counties.

SENIOR AREA MANAGER:

Said Najafi is the senior area manager for San Rafael and senior manager for all heavy Caltrans work including bridges, structures and highways in Marin, San Francisco and San Mateo counties. Said is assisted by Project Managers Bob Keyes, Jared Herrington, Brian Fleck and John Santos.

AREA MANAGERS:

Dale Mahoney is the area manager responsible for operations in Sonoma, Mendocino and Lake counties. Dale is assisted by Project Managers Brad Barnes, Nick Keane and Gene Petrini.

Jackie Chang is the area manager for Livermore office, as well as a region including Alameda and Santa Clara counties. Jackie is assisted by Project Managers Paul Cooper and John Preston.

Everardo Arellano is the area manager in charge of GCC's Napa office. He oversees construction projects in Solano, Napa, Yolo, San Joaquin, Contra Costa, and Sacramento counties. Everardo is assisted by Project Manager Andre Libarle.

AREA SUPERINTENDENTS

The next tier of the company hierarchy includes a group of highly experienced superintendents responsible for four primary regions of the company:

Ralph Ardito is responsible for an area that encompasses Marin, San Francisco and San Mateo counties.

Jess Todd is in charge of a geographical area that includes Sonoma, Mendocino and Lake counties.

Rich Dericco is area superintendent for Contra Costa, Napa, Yolo and Solano counties.

Lee Engelke is the superintendent responsible for the Livermore Highway 580 improvement project.

Les McWilliams is the area superintendent in charge of Alameda and Santa Clara counties.

SPECIALIZED FIELD MANAGERS

GCC assigns responsibility for various types of specialized fieldwork in the main categories (concrete & structural, grading, paving, underground utilities and soil stabilization) to the following managers:

Tom Woosley - Underground Utilities, oversees water and sewer lines; pump stations and storm drain installations prior to new construction; as well as joint trench, processed waste and pressurized, gravity septic systems. He is assisted by Project Manager Marc Bushnell and Underground Superintendents Dan Bell and Mike Cossey.

Rick Cohn - Paving, with responsibility for roads, highways, parking lots, driveways and other paving projects. Rick is assisted by Paving Superintendent Nick Pokovich.



Rick Carner - Soil Stabilization, is in charge of moisture conditioning; lime, cement and bentonite treatment; as well as compacting operations to improve the weight bearing capabilities and performance of on site sub-soils, sands, and other materials.

Bobby Deering - Concrete Flat Work, is responsible for constructing curbs, gutters, sidewalks and lean concrete based operations.

Sam Farr - Structural Superintendent, supervises structural concrete projects, the construction of bridges, retaining walls and box culverts for all public and private projects built by the company.

The Ghilotti Fleet and Equipment

**"GCC HAS GROWN AND
IMPROVED ITS FLEET TO STAY
AHEAD OF STATE EMISSION
STANDARDS. WE'VE PURCHASED
NEWER, MORE EFFICIENT AND
ROBUST EQUIPMENT
AND HAVE ADOPTED BETTER
PROCESSES TO SPEED UP OUR
WORK SCHEDULES."
—EQUIPMENT MANAGER
JEREMY MILES**



The Ghilotti Fleet and Equipment

CAPITAL IS CONTINUALLY REINVESTED SO THE FIRM CAN HAVE A FIRST RATE, WELL-MAINTAINED FLEET AT ITS DISPOSAL ALLOWING THE GHILOTTI CONSTRUCTION COMPANY UNPARALLELED FLEXIBILITY IN BIDDING, SCHEDULING AND OPERATIONS. GCC WORKS WITH SOME OF THE BEST EQUIPMENT AND TOOL SUPPLIERS IN THE INDUSTRY, SUCH AS CATERPILLAR, JOHN DEERE, TRIMBLE, WACKER, HILTI, HONDA, STIHL, DEWALT, AND MANY MORE.

The amount and variety of equipment needed by a full-service engineering construction company today is extensive, and keeping a large fleet of off-and-on road vehicles, ancillary equipment and support systems in excellent running condition is a full time job for Equipment Manager Jeremy Miles, supported by a team of maintenance specialists and field mechanics.

"In a nutshell, I'm in charge of anything that moves, or can be moved, as well as the go-to person who sources the best products for the best value that the company needs," Jeremy said. "I'm also personally involved in buying and selling equipment, as well as leasing gear for company applications or for rent to others."



Part of his job involves keeping track of maintenance schedules in order to minimize down time and to keep the company competitive. Samples of oil, hydraulic and transmission fluids are taken regularly to detect wear. Tests are conducted to measure CO₂ (carbon dioxide) and N₂O (nitrous oxide) emissions. Overhauls are made at set intervals based on hours of use.

There are over 100 vehicles in Ghilotti's on-road fleet including automobiles, dump trucks, crew trucks, large and small flat trucks, grease and fuel trucks, pick-ups, mechanic's service and sweeper vehicles, transport and semi-tractors, along with several water trucks.

GCC's off-road fleet includes 135 pieces of heavy construction equipment, such as asphalt grind-

ers, bulldozers, backhoes, curb machines, excavators, forklifts and loaders. The company's ancillary (non-motorized) equipment category encompasses 249 items, such as: Geo Positioning System (GPS) gear, lasers, portable traffic signals, water towers, light towers, office trailers, plus a number of towable generators and air compressors.

Some 390 categories of additional tools — such as compaction wheels, buckets and an array of backhoe devices, hydraulic hammers, breakers and related devices — round out the total inventory list. All equipment is carefully marked, bar-coded, inventoried and safeguarded at project staging areas or contained and secured within company storage yards when not in use.



Environmental Stewardship

GCC IS COMMITTED TO THE PHILOSOPHY THAT ENVIRONMENTAL STEWARDSHIP IS NOT ONLY SMART BUSINESS, BUT IS THE RIGHT THING TO DO. THE COMPANY PIONEERED THE ADOPTION OF GREEN BUILDING PRACTICES AND SUSTAINABLE OPERATIONS AND WAS SONOMA COUNTY'S FIRST HEAVY CONSTRUCTION CONTRACTOR TO USE A BIODIESEL FUEL BLEND IN ITS ON-AND-OFF-ROAD FLEET, RESULTING IN A SIGNIFICANT REDUCTION IN CARBON DIOXIDE EMISSIONS. GHILOTTI ALSO PURCHASED AN ENERGY EFFICIENT, ELECTRIC-POWERED ZAPTRUCK® TO DO ERRANDS AND PARTS RUNS.

The firm's headquarters and administration center in Santa Rosa was redesigned using environmentally conscious materials and furnishings from firms that meet Leadership in Energy and Environmental Design (LEED) standards for sustainable manufacturing.

Products with specific levels of post-consumer recycled content were acquired to furnish carpet,

ceiling and restroom tiles, wall coverings, repurposed granite and glass desk tops, workstation and countertop surfaces, chairs, sustainable wood desks and repurposed rubber wall baseboards, as well as eco-friendly low VOC paints and restroom partitions made from recycled water bottles.

The company recycles jobsite asphalt and concrete materials into high quality, compatible fill. Trash, paper, metal, wood, printer cartridges and batteries are also recycled. GCC utilizes document-imaging systems that significantly reduce paper consumption.

Auto-off and low-voltage lighting is used throughout the facility along with plastic cups, dishes and flatware in the break room and biodegradable hand and dish soap in washrooms. An energy efficient HVAC system was also installed.

In 2007, GCC hosted "Green Week" to promote environmental practices and asked for employee suggestions that resulted in the creation of an electronic library for company publications and other energy and material saving procedures — saving paper and eliminating thousands of files.

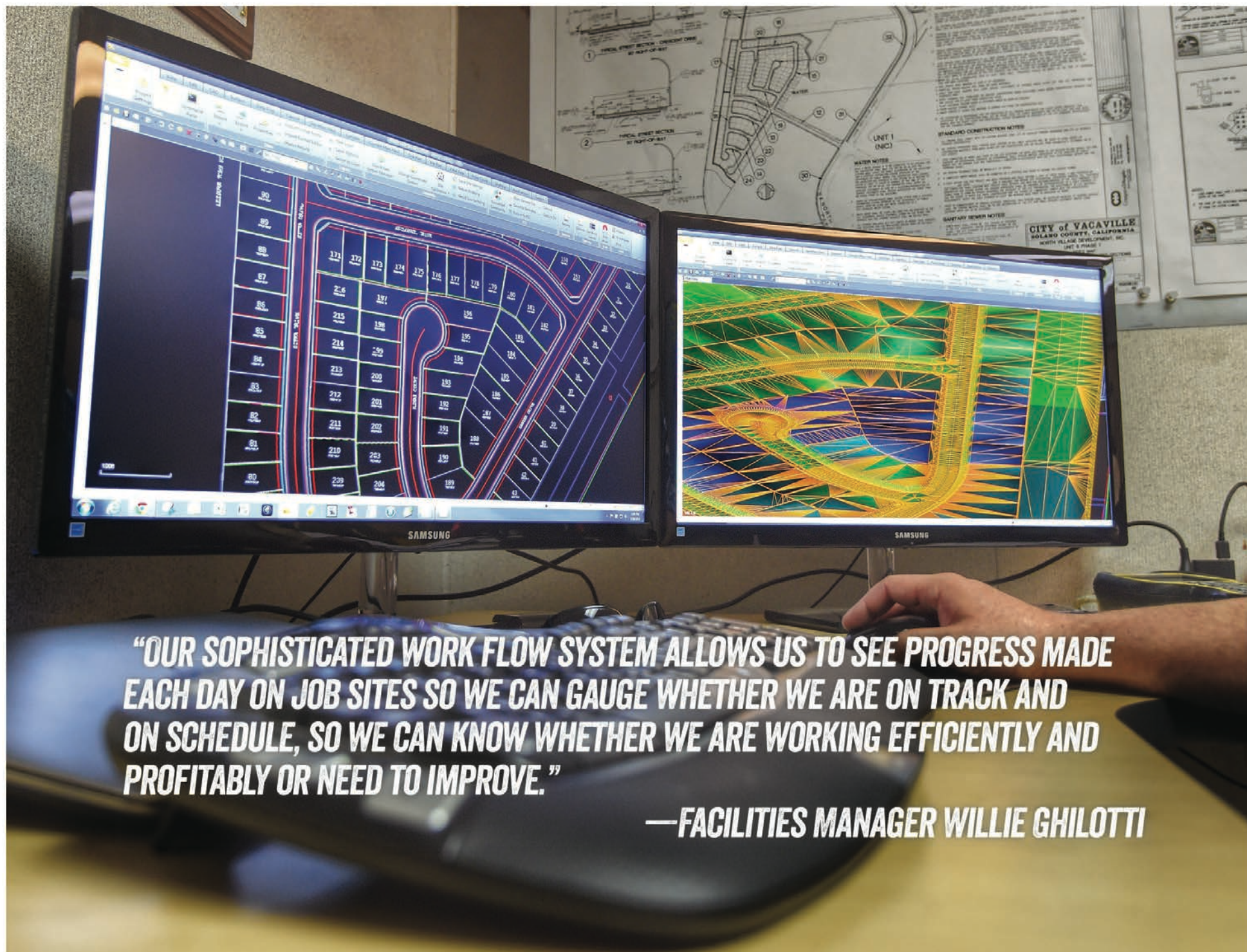
The company also reaches out to the community and schools to help children and parents learn about the benefits of recycling. GCC donates some of its

used paper (with public, non-proprietary drawings only) to schools with a request that they recycle this material after using it.

In 2009, GCC was the recipient of the Business Environmental Alliance's Best Practices Award for voluntarily adopting many innovative and profitable environmental practices that exceed regulatory requirements.

"I'm proud that GCC has been honored with this award. It is very important that we play a part in embracing environmentally-sound practices in all the areas we serve," Richard said.

**"GCC HAS IMPLEMENTED A GEOGRAPHICALLY DIVERSE DIVISIONAL MODEL BEST SUITED TO MEET THE NEEDS OF ALL OUR BAY AREA CLIENTS. WE HAVE STAYED ON THE CUTTING EDGE WITH TECHNOLOGICAL IMPLEMENTATION AND ENVIRONMENTAL SUSTAINABILITY."
—CHIEF FINANCIAL OFFICER AND CPA
STACY MAGILL**



“OUR SOPHISTICATED WORK FLOW SYSTEM ALLOWS US TO SEE PROGRESS MADE EACH DAY ON JOB SITES SO WE CAN GAUGE WHETHER WE ARE ON TRACK AND ON SCHEDULE, SO WE CAN KNOW WHETHER WE ARE WORKING EFFICIENTLY AND PROFITABLY OR NEED TO IMPROVE.”

—FACILITIES MANAGER WILLIE GHILOTTI

Utilizing Advanced Technology

GCC IS HIGHLY INNOVATIVE IN ITS APPROACH TO BUSINESS. THE COMPANY BELIEVES THAT TWO-WAY COMMUNICATION IS A KEY TO EFFICIENT, COST-EFFECTIVE OPERATIONS. GHILOTTI HAS MADE A RAPID TRANSITION OVER THE YEARS FROM PUSH-TO-TALK RADIOS AND PAGERS TO SMARTPHONES, FROM TYPEWRITERS TO COMPUTERS, LAPTOPS AND IPADS, AS WELL AS FROM PAPER TO ELECTRONIC REPORTING, LASERS AND GPS SYSTEMS. NEW IDEAS AND METHODS ARE RESEARCHED AND INCORPORATED, ALONG WITH THE MOST ADVANCED EQUIPMENT.

GCC is highly innovative in its approach to business. The company believes that two-way communication is a key to efficient, cost-effective operations. Ghilotti has made a rapid transition over the years from Push-to-talk radios and pagers to smartphones, from typewriters to computers, laptops and iPads, as well as from paper to electronic reporting, lasers and GPS systems. New ideas and methods are



researched and incorporated, along with the most advanced equipment.

"We use a state-of-the-art security monitoring and dispatch system linked to our foremen so we can see real time performance indicators on a daily basis," said Facilities Manager Willie Ghilotti.

Yard security is handled using special electronic transponders on personal and company vehicles in a detection system that can be programmed to allow access through automated gates to key people based on the time of day they come to work or leave for the field.

DISPATCH ENHANCEMENTS

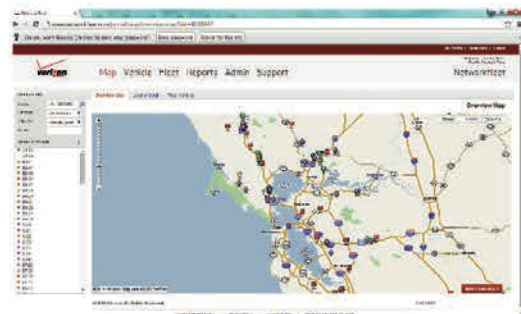
GCC is engaged in more than 50 projects — on average — during a single construction season. To help schedule all activities required for multiple jobs, the company has equipped its Dispatch Department with Heavy Construction Systems Specialist (HCSS) software called "The Dispatcher®," a registered trademark of Carlson Software, Inc.

This software enables the company to have all of its equipment, people, jobs and material in a centralized database with a status board updated daily that can be viewed on 42-inch video monitors. It also shows all concerned what equipment is available or being repaired and stored.

Projectors display dispatch information on a large white wall that can be observed by foreman, superintendents and employees. Google maps can also be projected to show drivers or employees a specific work location and then to print maps with driving directions. Company managers can also remotely access these cameras to view field projects on a daily basis through an external IP address.

TRACKING EQUIPMENT AND ON-ROAD VEHICLES

A second monitoring system displays real-time video updates of vehicles through a GPS-powered software system installed in all on-and-off-road equipment. Detailed reports and up-to-the-minute alerts are received reporting any unsafe behavior behind the wheel, vehicle locations and any stops made. It also provides measurement tools to help GCC keep track of fuel consumption, vehicle idle time, and miles per gallon. In addition, a built-in remote diagnostics system automatically sends back engine trouble/fault code alerts.



The company can also receive recall notices and preventative maintenance assistance using the same system to ensure each vehicle is running at peak efficiency. This also helps the operations/equipment department utilize both owned and rental equipment in a timely manner. Results can

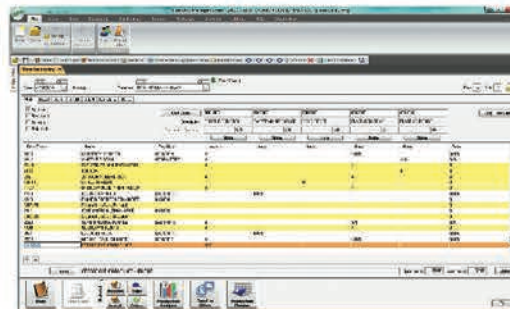
be customized to deliver on-time reports to field personnel onsite, including time on the road and other categories of vital information.

A visual locator system assists GCC in moving equipment efficiently and when fuel must be delivered to key locations in case of emergency. Company field mechanics and low-bed drivers have this computer application on their Smartphones allowing them to see equipment locations for pick up as well as for repair or routine maintenance.

The tire supplier to GCC has this application displaying equipment locations so it can repair or replace tires when needed. This application also enables the claims department to cross reference vehicle information with proposed claims.

STATE-OF-THE-ART FIELD TIMECARD MANAGEMENT

Ghilotti Construction Company uses HeavyJob® HCSS software as a fast and easy way for foremen



to enter time-card entries electronically and compare daily job costs against estimates. A cost and production rate analysis is conducted each day so managers do not have to wait for a monthly round-up to know how their jobs are doing, giving them more budget control to maximize profitability and avoid losses.

With this tool, those without extensive computer experience can enter and send daily timecard data instead of driving long distances to deliver paper time sheets to headquarters. HeavyJob® accelerates the timecard approval process and generates running reports. It facilitates the capture of other essential data, such as daily diaries, photos, weather, quantities, safety meetings, fuel, subcontractors, material, and more.

“THE GCC ESTIMATING TEAM EITHER ‘HARD BIDS’ OR NEGOTIATES OVER 500 PROJECTS PER YEAR TOTALING MORE THAN A BILLION DOLLARS IN VALUE. WHILE TECHNOLOGY IS WHAT ALLOWS US TO REACT QUICKLY AND RESPOND INTERNALLY AS WELL AS TO THE MARKET, THE ESTIMATING TEAM IS WHERE A MAJOR PART OF OUR STRENGTH LIES.”
—ESTIMATING MANAGER THOMAS SMITH

HeavyJob® stores all of these items by job and date for fast retrieval and sends timecard data directly to payroll in real time. Foremen can also review exceptions before submitting time to payroll, allowing for multiple levels of approval to ensure that field personnel are exporting the right data for the right job.

MODERN ESTIMATING TOOLS



HCSS HeavyBid® construction estimating software gives GCC the ability to estimate job costs faster by taking advantage of multiple estimating data sources including past estimates and standardized libraries customized to the company, including historical estimating costs and actual performance data. It can quickly identify 100 percent of subcontracted work and accelerate the quote preparation process.

The ability to import data directly from Excel® software eliminates double entries, while exporting to Excel permits additional manipulation of data and reporting. At the same time, custom calculations can be imported to create Excel-based bid proposals, while keeping the estimate and schedule in sync through bi-directional integration. As changes to the project design scope are made, estimates and schedules are updated. Conversely, as the schedule changes, estimates are updated automatically, allowing GCC estimators to produce more estimates per day or week.

GCC's estimating department stores all incoming plans and specifications in its electronic plan room for future retrieval and use. Ready access is particularly useful when estimators compare current plan versions with previous alterations. Additionally, when plans and specs are needed for field operations, the precise quantities and versions can be printed immediately for use by the operations staff. The ability to quickly access stored plans and specs is a major advantage when it comes to ensuring efficiency in preparing accurate estimates and timely bids.

The company's estimating team also utilizes closed-loop, state-of-the-art take-off and cost analysis AGTEK® computer software as a first step in preparing digitized material estimates. This estimate includes bulk earthwork, paving, and pipe quantities and creating 3D GPS models for machine control.

USING INNOVATIVE SMARTPHONE APPLICATIONS



GCC superintendents, managers, foreman, Teamsters and mechanics have been issued Smartphones and email addresses, allowing key company personnel to communicate with each other quickly and effectively. Mass text or email messages can be sent, or directions given to low-bed drivers, along with a move list for the day. Real time information speeds

“UTILIZING STATE-OF-THE-ART TECHNOLOGY AND EQUIPMENT IN BOTH THE FIELD AND IN THE OFFICE HAS PROVIDED FOR INCREASED EFFICIENCY, PRODUCTIVITY AND QUALITY OF WORK.” —GENERAL MANAGER AND VICE PRESIDENT ALI YAZDI

A yellow Ghilotti motor grader is shown at a construction site, equipped with a GPS system. A surveyor in a high-visibility vest and hard hat is using a handheld device next to a surveying pole. The background shows a dry, hilly landscape under a clear blue sky.

60 FROM STONE WALLS TO SUPER HIGHWAYS

**"GHILOTTI'S ABILITY TO MAKE THE STRATEGIC
DECISION TO SWITCH GEARS, FROM AN EMPHASIS
ON PRIVATE PROJECTS TO PUBLIC PROJECTS
WITHOUT MISSING A BEAT, WAS KEY TO OUR
CONTINUING SUCCESS."**

—AREA SUPERINTENDENT RALPH ARDITO

every business aspect by getting information to the right people at a click of a button.

For example, if an underground foreman has an issue out in the field, he can take a video or snap photos and transmit images to decision makers for review, instead of waiting for a supervisor to reach the job site for a personal inspection. If there is an on-the-job accident, the foreman can take photos and send them immediately to GCC's safety and claims department and preserve a saved document for later review. Smartphones are also an excellent way to obtain Internet information, to calendar and confirm meetings, and to check weather forecasts for multiple locations and more.

GPS GUIDES FOR HEAVY EQUIPMENT

Ghilotti Construction Company has implemented the use of GPS (Global Positioning System) for projects and equipment applied to earthmoving operations. The two main providers of heavy equipment GPS guidance systems are Trimble/CAT Accugrade and Topcon Paving Systems, and Ghilotti uses them both. GPS is a viable asset when it comes to assisting contractors by increasing overall job efficiency — allowing an equipment operator to use GPS positioning data to make decisions based on actual grade and design features.

Operators can obtain accurate fill/grade information based on the GPS position in relation to the

design, which substantially increases overall productivity. Some heavy equipment guidance systems can even operate machines automatically from set designs created for particular jobsites. GPS guidance systems can have tolerances as small as one centimeter, making them extremely accurate compared to relying on operator skills alone. Since the GPS system has the ability to know when heavy equipment is off the design grade, this feature can reduce surveying and material costs.

The key to successfully using GPS in the earthmoving industry is having an accurate site design. The site design, typically created by an engineering firm, is a 3D model created from the engineering firm's CAD files that they use to generate plans. At GCC, all of this is done in-house. The design can be imported from the original design file into the equipment's GPS display. The same features are available for the company's grade checkers and foreman using a hand held unit with a display screen offering a complete jobsite layout.

"GCC supports the local economy by hiring and purchasing concrete, lumber, asphalt, aggregate and other construction supplies within our region. In addition, our focused approach using experienced groups specializing in underground utilities, paving, structures, concrete flat work and soil stabilization contributes to the high quality of what we do." —Senior Area Manager Said Najafi.

TRACKING ASSETS AND MATERIAL

The company uses a software program called Toolwatch®, the most comprehensive system available today for managing tools, equipment, materials and consumables more efficiently. Toolwatch® is a cloud-based application that securely stores critical information on all company satellite yards, warehouses and field operation assets in one centralized database.

Asset ID	Asset Name	Category	Location	Status	Owner	Acquired	Warranty	Notes
1001	Excavator	Heavy Equipment	Site A	Active	Company	2010	5 Years	
1002	Excavator	Heavy Equipment	Site B	Active	Company	2011	5 Years	
1003	Excavator	Heavy Equipment	Site C	Active	Company	2012	5 Years	
1004	Excavator	Heavy Equipment	Site D	Active	Company	2013	5 Years	
1005	Excavator	Heavy Equipment	Site E	Active	Company	2014	5 Years	
1006	Excavator	Heavy Equipment	Site F	Active	Company	2015	5 Years	
1007	Excavator	Heavy Equipment	Site G	Active	Company	2016	5 Years	
1008	Excavator	Heavy Equipment	Site H	Active	Company	2017	5 Years	
1009	Excavator	Heavy Equipment	Site I	Active	Company	2018	5 Years	
1010	Excavator	Heavy Equipment	Site J	Active	Company	2019	5 Years	

By using Toolwatch®, GCC reduces tool costs, manages materials more effectively, enables consistent equipment service management, and provides more accurate job costs and billing. With thousands of small tools and hundreds of equipment attachments, this system ensures that equipment can be located when it is needed, avoiding down time, rental costs and extra expense.

This application also helps when having to report lost, damaged or stolen assets. GCC has multiple handheld units with the Toolwatch® application that can scan equipment based on assigned bar codes or tool numbers. These units send information involving material transfers and locations to a centralized database. All information and transactions are stored and backed up so files can be retrieved if needed.

FACILITY AND JOB SITE SECURITY

Company security systems have been upgraded from analog to digital systems, improving the quality of the video transmission and allowing security personnel to zoom and capture important data, such as license plate numbers, or even a person's face if needed. This system gives GCC the ability to go back and choose the date and time of an incident to review and also to supply evidence to police or insurance companies.



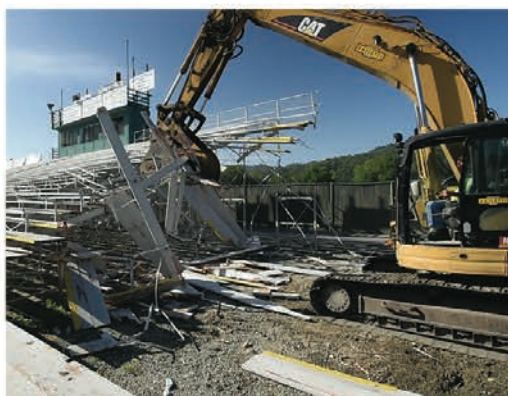
To keep a watchful eye on company assets, a monitor in the dispatch center shows live views from 36 security cameras covering every angle of GCC's main yard and staging area where equipment is stored. Authorized company managers and administrators can access and view videos from these cameras virtually anywhere using their laptops or iPads. Jobsite security is further enhanced using multiple cameras equipped with motion detectors. Security company personnel monitor this 24/7 surveillance system and call the company in the event of a break-in and/or dispatch police if needed.

Giving Back to the Community

Ghilotti Construction Company has made community support and involvement an integral part of its tradition. Money, time, equipment, in-kind services and materials are donated to facilities, events and non-profit organizations throughout the region. In addition, employees at all levels volunteer to help those in need. The company has focused its community giving on charities and organizations that directly aid children.

The current list of non-profit organizations supported by GCC includes the Boy Scouts of America; Boys Town of Italy; The dg Foundation; Girl Scouts of Northern California; Hospice organizations; Madden Mariucci Charities; Marin Abused Women Services; Schools Plus of Santa Rosa and Speedway Children's Charities.

The company also has provided contributions to the Leukemia Society of America; Marin Catholic High School and Alumni; Marin Community Health Foundation; Marin County Public Safety Officers; Neonatal ICU (the Richard Karn Auction); North Bay Children's Center; Petaluma Peace Officers Association; PEP Housing of Petaluma (in memory of Dino J. Ghilotti); Redwood Adventist Academy; Redwood Empire Food Bank; Santa Clara University; Sonoma County 4-H Foundation; Sonoma County Office of



Education; Sonoma County Sheriff's Association; Sonoma State University's basketball program; St. Vincent's School for Boys and the Success Center.

As an example of one of many GCC's in-kind contributions, the company sent a dozen GCC volunteers to the Redwood Adventist Academy (RAA) campus on Mark West Springs Road in 2010 to prepare campus grounds for two key projects - grading more than 40,000 square feet of soil in preparation for a new Redwood Harvest Garden site and constructing 20,000 square feet of parking area.

This garden was an integral part of a student/adult community agricultural education program. In-

come from sales of strawberries, eggplant, sweet pepper, basil, corn and pumpkins helps support RAA with excess produce going to community service organizations.

Company employees have often taken the initiative to help in emergencies. When a grass fire broke out near the Highway 4 San Marco exit near Bay Point in August of 2010, GCC's Jim Davis was operating a bulldozer nearby. Cell towers, a small ranch and the Naval Weapons Station in Willow Pass were in the path of the rapidly spreading fire, so Jim (who has fire-fighting experience) used his bulldozer to create a firebreak — putting him in harm's way.

His quick thinking stalled the progress of the blaze until 85 firefighters, a helicopter and two air tankers could arrive. "It was just another day," he said. "The reward is in doing what I do."

GCC is currently involved in philanthropic projects designed to renovate schools in the North Bay, including site preparation work, grandstand/field house improvements and lighting utilities for the Marin Catholic High School, along with site improvements and the installation of new synthetic play turf for the San Clemente Elementary School in Corte Madera.

Bulldozer operator cuts a fire break to detain wildfire at Bay Point San Marcos near Highway 4

JIM'S QUICK THINKING STALLED THE PROGRESS OF THE BLAZE UNTIL 85 FIREFIGHTERS, A HELICOPTER AND TWO AIR TANKERS COULD ARRIVE. "IT WAS JUST ANOTHER DAY," HE SAID. "THE REWARD IS IN DOING WHAT I DO."



Company Awards and Honors

The numerous awards that have been bestowed to the Ghilottis, and those that work with them, reflect the commitment to community giving, community spirit and family spirit the firm embodies. It all goes back to the values and ideals passed on from generation to generation. For the Ghilotti family in America, that spirit began 100 years ago and is still alive today.

In 2014, GCC was honored by the *North Bay Business Journal* for its corporate philanthropy programs that include financial contributions to non-profit organizations and in-kind donations of time and labor in performing site preparation projects for charitable groups.



"I GIVE THANKS AND PRAISE OUR PREVIOUS GENERATIONS FOR PAVING THE WAY, AND FOR MAKING BOTH THE COMPANY'S AND MY SUCCESS POSSIBLE. THAT'S WHY I GIVE 150 PERCENT EVERY DAY IN APPRECIATION TO MY ANCESTORS AND MANY MENTORS FOR GIVING ME AND OUR EMPLOYEES THE OPPORTUNITY TO HAVE SUCH A LIFE. I WILL NEVER LET THEM DOWN."
—SHAREHOLDER AND FACILITIES MANAGER WILLIE GHILOTTI

Looking to the Future

Why has Ghilotti Construction Company been so successful? The answer lies with its people, their family spirit, skills and organizational abilities combined with the firm's constant investment in the business and human development. At the end of the day, a company is defined by the quality of its work and the strength of its people. Despite substantial growth in volume and areas of operation, the company has managed to maintain the feeling of a small, family-oriented company with emphasis on teamwork, friendship and loyalty.

Multiple generations and members of the same families have worked for, and with, the Ghilotti's. Grandsons have come to work where their grandfathers labored. Many of the company's dedicated and devoted employees have been with the firm for more than 20 and 30 years — a few over 40.

The mission of the company is the same now as it was 100 years ago: "To provide superior quality general engineering construction services that are contracted, scheduled, engineered and managed to obtain maximum value for customers, owners, employees and the community."

Company President Richard Ghilotti continues to motivate and support his management team, staff and employees. He leads by example. In 2007 Richard created a new theme for the company that is still relevant today. Called RPM, the acronym stands



for "Real People Matter."

It also can be defined in a more personal way. "All of you are Resourceful, Professional and Motivated people who make a difference at Ghilotti Construction Company. You are a vital part of our success. GCC is the great company that it is because of you and everything you contribute," he said in a letter from the heart to all employees.

Through the years, Ghilotti Construction Company has grown to encompass operations throughout Northern California and enjoys a reputation as a leader in the heavy construction industry. Working together with a team of skilled professionals, GCC continues to pave the way to the future built on the same traditions that have historically set the company's reputation apart from all others. As the company enters its second century of service, it

continues to build on the legacy, sound practices and strong work ethic established by James Ghilotti and succeeding generations.

"I feel very blessed and extremely fortunate to have been in a leadership role at Ghilotti Construction Company through the years, and especially now as we celebrate our 100th year in business. A huge responsibility comes with this position, and no person could do this job without support from a group that started with our founding fathers and continues today with our dedicated employees.

My grandfather, father and uncles showed their great courage and business expertise in keeping the business going during their lifetimes, and for that our company family, and my family, will be forever grateful.

Looking back at our success, I know GCC would not exist today without the tremendous team of people that came together, both then and now, to work as a cohesive unit to achieve our goals.

This spirit of service starts with our senior managers, area and field managers and superintendents, and permeates the entire company. It includes our administrative staff, office workers, qualified union employees as well as our summer interns and all those in the field and behind the scenes who strive to fulfill our mission."

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WE WISH TO EXPRESS OUR SINCERE GRATITUDE AND APPRECIATION TO THE MANY SPONSORS WHO CONTRIBUTED TO MAKING THIS 100TH ANNIVERSARY COMMEMORATIVE BOOK POSSIBLE. BUSINESSES INCLUDED IN THIS SECTION HAVE SUPPORTED GHILOTTI CONSTRUCTION COMPANY OVER THE YEARS BY PROVIDING SERVICES, SUPPLIES AND MATERIALS THAT HAVE HELPED MAKE GCC A FIRM RECOGNIZED AS THE LARGEST ENGINEERING CONTRACTOR IN THE NORTH BAY. WE ALSO WANT TO THANK EVERYONE WHO EXPRESSED A DESIRE TO BE PART OF THIS CENTENNIAL CELEBRATION EVENT, AND WE LOOK FORWARD TO WORKING WITH EACH ONE OF YOU DURING THE NEXT CENTURY OF THE COMPANY'S HISTORY.

CONGRATULATIONS Ghilotti Construction Company for 100 years of success!

Reaching this remarkable milestone is a testament to their leadership, employees and commitment to excellence. We are proud to be associated with this great company.



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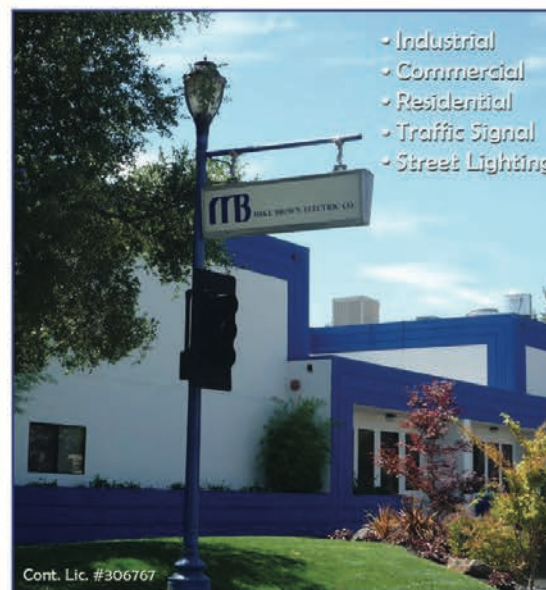


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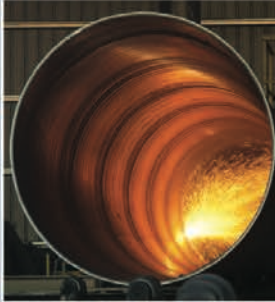




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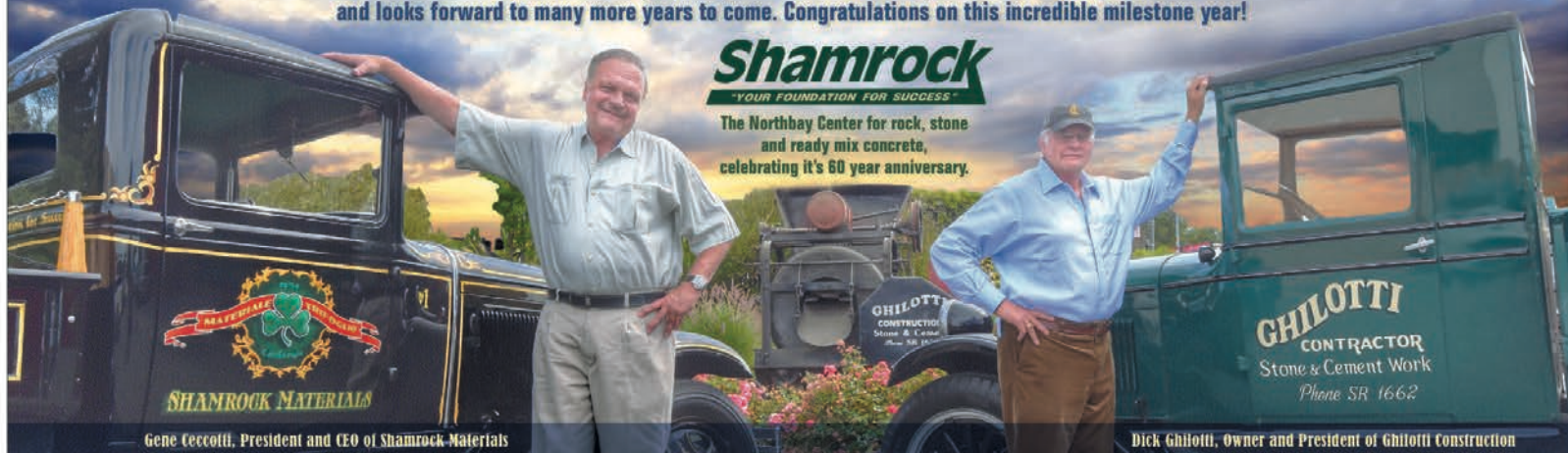
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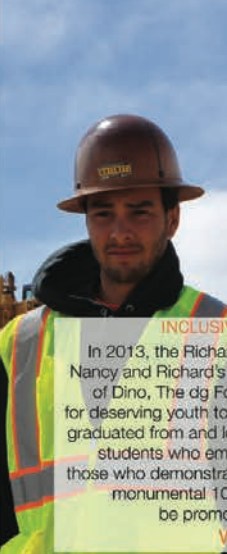
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In 2013, the Richard Ghilotti Family founded The dg Foundation in memory of Nancy and Richard's son Dino, who passed away at just 22 years of age. In honor of Dino, The dg Foundation was created to raise money to fund scholarships for deserving youth to attend Marin Catholic and the University of Miami, where Dino graduated from and loved so much. The scholarships will be provided to deserving students who emulate Dino's love of learning, athletics and the arts and for those who demonstrate a spirit of inclusion, just as Dino did. Ghilotti Construction's monumental 100th anniversary is dedicated to Dino R. Ghilotti, and will be promoting his loving legacy through The dg Foundation.

www.thedgfoundation.org