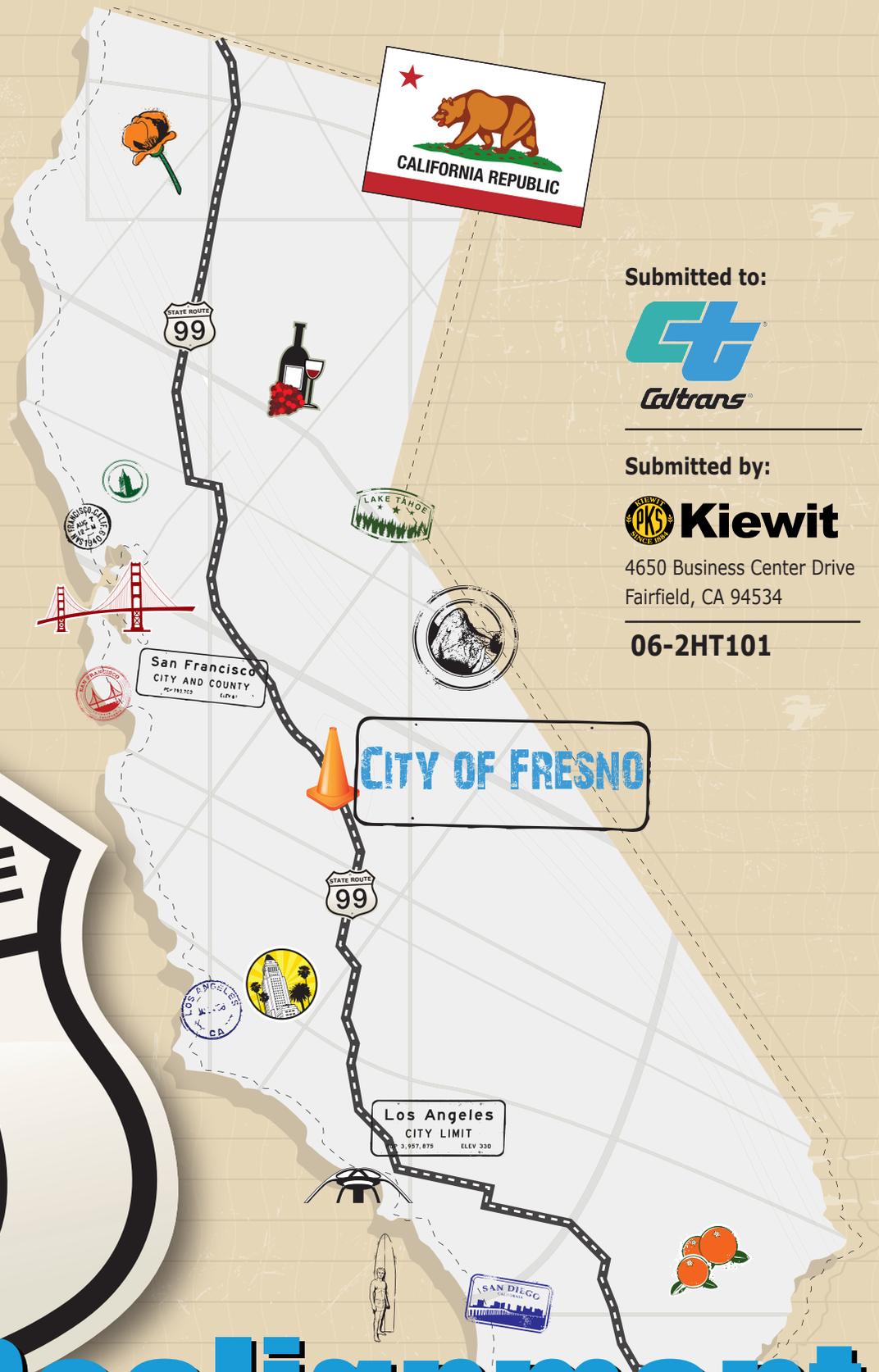


Statement of Qualifications
November 19, 2013



Realignment

CONSTRUCTION MANAGER/GENERAL CONTRACTOR SERVICES



Submitted to:



Submitted by:



4650 Business Center Drive
Fairfield, CA 94534

06-2HT101



Realignment

CONSTRUCTION MANAGER/GENERAL CONTRACTOR SERVICES

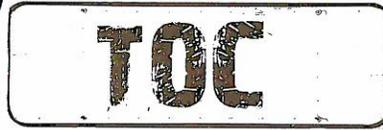


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Section 6 – Project Understanding and Approach.....6-1

Appendix A – Resumes

Appendix B – Legal Documents

Form A
TRANSMITTAL LETTER

SOQ Date: *November 19, 2013*
California Department of Transportation
Division of Procurements and Contracts
1727 30th Street
Sacramento, CA 95816-7006
Attn: *Dementia Floyd-Smith*

The undersigned (“Proposer”) submits this proposal and statement of qualification submittal (this “SOQ”) in response to that certain Request for Qualifications dated as of *November 19, 2013* (as amended, the “RFQ”), issued by California Department of Transportation (“Department”) to provide preconstruction services and construct the related facilities within the State Route [Note to Drafter: Insert Route], as described in the RFQ.

Enclosed, and by this reference incorporated herein and made a part of this SOQ, are the following:

- Transmittal Letter (this Form A)
- Form G, Proposer’s SOQ Certification
- Section 1: Legal Structure
- Section 2: Financial Capacity
- Section 3: Safety Program
- Section 4: Firm Experience and Past Performance
- Section 5: Proposer Organization and Key Personnel
- Section 6: Project Understanding and Approach
- Appendices A & B (Resumes and Legal Documents)

Proposer acknowledges receipt, understanding, and full consideration of all materials posted on the BidSync website (<http://www.BidSync.com>) as set forth in Section 1.3, and the following addenda and sets of questions and answers to the RFQ:

<i>Addendum #1</i>	<i>October 30, 2013</i>
<i>Q&A #1 – 32</i>	<i>October 3 – 23, 2013</i>

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

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

according to the laws of the State of California.

Proposer's business address:

4650 Business Center Drive
(No.) (Street) (Floor or Suite)
Fairfield, CA 94534
(City) (State or Province) (ZIP or Postal Code) (Country)

State or Country of Incorporation/Formation/Organization: Delaware

Kiewit Infrastructure West Co.

By: 

Print Name: Christopher J. Villa

Title: Senior Vice President

CALIFORNIA ALL PURPOSE ACKNOWLEDGMENT

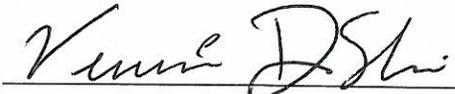
State of California

County of Solano

On 11/19/2013 before me, Verenise Di Salvi, Notary Public, personally appeared Christopher J. Villa who proved to me on the basis of satisfactory evidence to be the person(s) whose name(s) is/~~are~~ subscribed to within the instrument and acknowledged to me that he/~~she/they~~ executed the same in his/~~her/their~~ authorized capacity(ies), and that by his/~~her/their~~ signature(s) on the instrument the person(s) or the entity upon behalf of which the person(s) acted, executed the instrument.

WITNESS my hand and official seal.




Verenise Di Salvi, Notary Public

Notary Public Signature Notary Public Seal

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

Form G
PROPOSER SOQ CERTIFICATION

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

DECLARATION

STATE OF California _____)
)SS:
COUNTY OF Solano _____)

I, Christopher J. Villa, being first duly sworn, state that I am the (title) Senior Vice President of the Proposer. I certify that I have read and understood the information contained in the Request for Qualifications issued by the California Department of Transportation for the *State Route 99 Realignment* Project and the attached Statement of Qualifications (SOQ), and that to the best of my knowledge and belief all information contained herein and submitted concurrently or in supplemental documents with this SOQ is complete, current, and true. I further acknowledge that any false, deceptive, or fraudulent statements in the SOQ will result in denial of pre-qualification status.



(Signature)

Christopher J. Villa, Senior Vice President
(Name Printed)

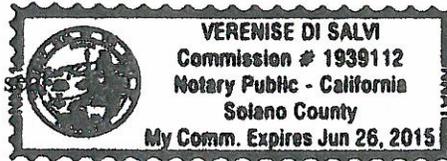
CALIFORNIA ALL PURPOSE ACKNOWLEDGMENT

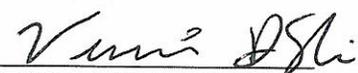
State of California

County of Solano _____

On 11/19/2013 before me, Verenise Di Salvi, Notary Public, personally appeared Christopher J. Villa who proved to me on the basis of satisfactory evidence to be the person(s) whose name(s) is/are subscribed to within the instrument and acknowledged to me that he/~~she/they~~ executed the same in his/~~her/their~~ authorized capacity(ies), and that by his/~~her/their~~ signature(s) on the instrument the person(s) or the entity upon behalf of which the person(s) acted, executed the instrument.

WITNESS my hand and official seal





Verenise Di Salvi, Notary Public

Notary Public Signature Notary Public Seal

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Realignment

CONSTRUCTION MANAGER/GENERAL CONTRACTOR SERVICES

SECTION 1



Legal Structure

Kiewit Infrastructure West Co. (Kiewit) possesses capabilities, capacity and experience completing CMGC projects to successfully execute the SR 99 Realignment Project without the assistance of any external teaming partners. Kiewit is the sole major participant.

Kiewit is a subsidiary of Kiewit Infrastructure Group (KIG). KIG is a subsidiary of Kiewit Corporation, one of the most well-respected, stable and viable general construction firms in North America. KIG is comprised of a number of companies that complete contracts across North America including Kiewit Western Co.

Subsidiaries of KIG share personnel and equipment across company boundaries to assemble the strongest team possible to complete a project. Therefore, the experience of one subsidiary is directly relevant to the experience of another subsidiary when they share resources. For the purposes of this SOQ, Kiewit will include experience of Kiewit Western Co. because people who completed those projects will be included on the SR 99 Realignment Project in similar roles. Kiewit has no conflict of interest regarding RFQ section 3.2.D, page 15.

Kiewit has been completing contracts in California since the early 1940s. Kiewit's first landmark project was the construction of the sunken tube tunnel for the Bay Area Rapid Transit (BART) District. From that early project, Kiewit completed many other projects including the Skyway Segment of the San Francisco/Oakland Bay Bridge. Kiewit has enjoyed a long and close relationship with the California Department of Transportation (the Department).

The SR 99

Realignment Project gives us an opportunity to work with the Department again in the completion of a landmark project using an exciting new delivery method. Additional information on our capacity and capabilities to complete the SR 99 Realignment CMGC Project are presented in Section 4.

Kiewit is a Delaware Corporation organized on May 18, 1982. Effective June 30, 2010, Kiewit Pacific Co. and Kiewit Western Co. changed their names to Kiewit Infrastructure West Co. There were no changes to the capitalization, ownership structure or management of the company. Additional information can be provided to substantiate the name change.

Kiewit Infrastructure West Co. is licensed to do business in the State of California. Kiewit has the legal capability to carry out the Project responsibilities. A copy of our State of California Contractor's License is provided in Exhibit 1-1. The information disclosed in our SOQ does not materially affect our ability to carry out the Project responsibilities potentially allocated to it.

Exhibit 1-1 State of California Contractor's License



Form E
PROPOSER'S ORGANIZATION INFORMATION

Name of Proposer: Kiewit Infrastructure West Co.

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

Proposer (Individual Firm / Joint Venture / Partnership / LLC)	
Name of Entity:	<u>Kiewit Infrastructure West Co.</u>
Address:	<u>4650 Business Center Drive</u> <u>Fairfield, CA 94534</u>
Contact Name:	<u>James Studer</u> Title: <u>Project Construction Manager</u>
Telephone No.:	<u>707-439-7300</u> Fax No.: <u>707-439-7301</u> E-mail: <u>james.studer@kiewit.com</u>
Local / Regional Contact	
Name:	<u>Kiewit Infrastructure West Co.</u>
Address:	<u>4650 Business Center Drive</u> <u>Fairfield, CA 94534</u>
Telephone No.:	<u>707-439-7300</u> Fax No.: <u>707-439-7301</u> E-mail: <u>james.studer@kiewit.com</u>

Form F
**PROPOSER'S SMALL BUSINESS PROJECT GOAL AND COMMUNITY
BENEFITS DECLARATION AFFIDAVIT**

Name of Proposer: Kiewit Infrastructure West Co.

It is understood and agreed by the Proposer that it has carefully examined all documents that form this Request for Qualifications (RFQ) and acknowledges that California Department of Transportation (Department) has established a proposed Small Business goal of 30 % based on the total project value for this CMGC Project. This affidavit further serves to confirm that **KIEWIT INFRASTRUCTURE WEST CO.** will aggressively exercise good faith efforts to the satisfaction of Department to meet the proposed Small Business goal in accordance with Authority's Small and Disadvantaged Business Enterprise Policy and requirements defined in the Construction Contract documents, when issued. Proposer acknowledges that it will comply with the Authority's Community Benefits Policy and related requirements defined in the Construction Contract when issued.

STATE OF California _____)

)

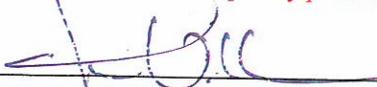
COUNTY OF Solano _____)

Each of the undersigned, being first duly sworn, deposes and says that Christopher J. Villa
(Contact Name)

is the Senior Vice President of Kiewit Infrastructure West Co., the entity making the foregoing Statement of
(Title) (Company)

Qualification.

The Proposer hereby affirms that it will either meet the **DBE Small Business** goals described in this solicitation or exercise and provide demonstrable evidence to the satisfaction of the California Department of Transportation (Department) that it has aggressively exercised Good Faith Efforts to do so in accordance with defined program requirements, including contractual and regulatory provisions ~~set forth under Title 49, Code of Federal Regulations (CFR), Part 26 and subsequently published DBE Federal Regulations.~~



(Signature)

Christopher J. Villa
(Name Printed)

Senior Vice President
(Title)

Subscribed and sworn to before me this 19th day of November, 2013.

[Seal]



Notary Public in and for said County and State

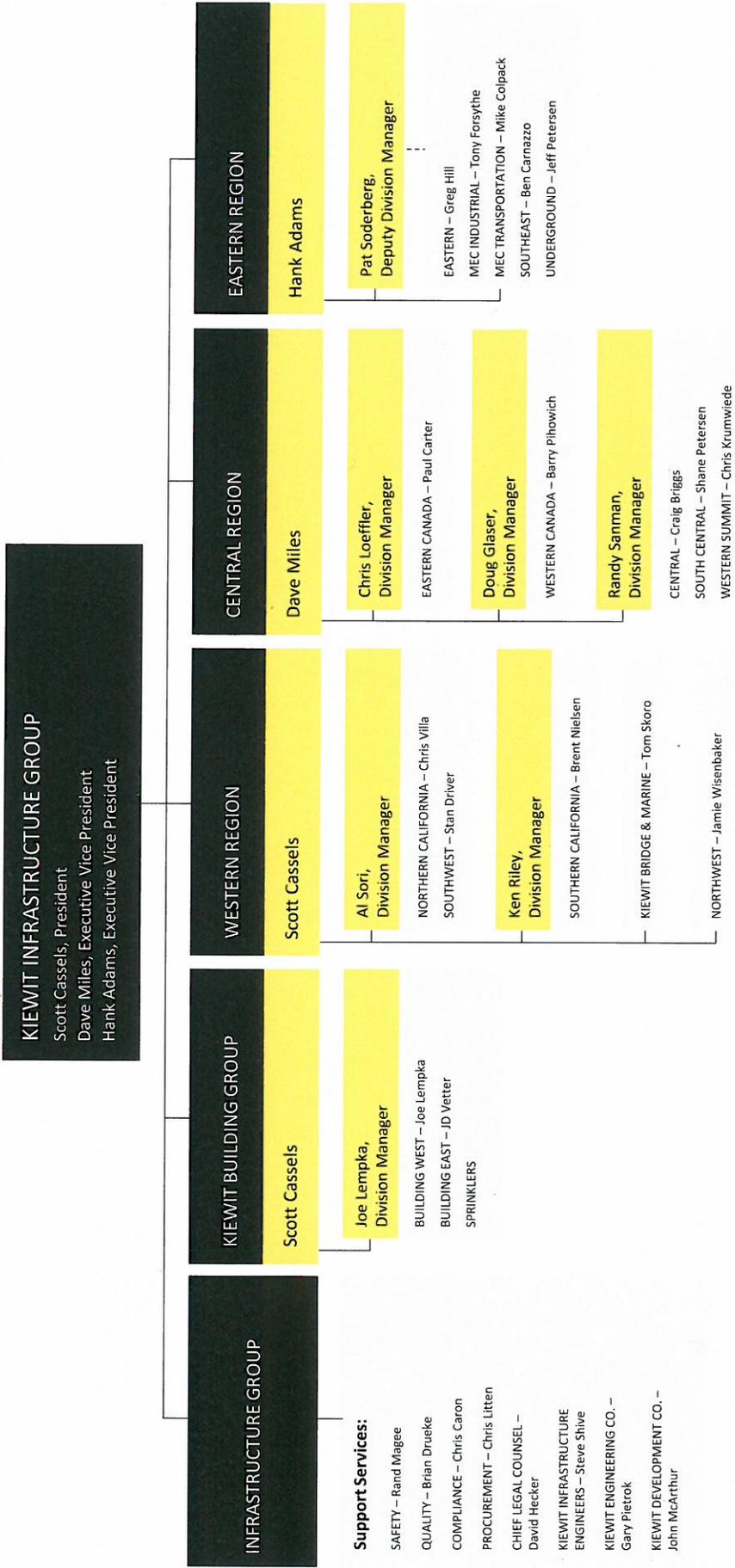
A handwritten signature in cursive script, appearing to read "Verenise Di Salvi".

Verenise Di Salvi, Notary Public

My commission expires: June 26, 2015.

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

Infrastructure Group





Realignment

CONSTRUCTION MANAGER/GENERAL CONTRACTOR SERVICES

SECTION 2

"This was an amazing project. Kiewit did a great job,!!"
Karen Fann | Former Chino Valley Mayor, on Kiewit's performance on the ADOT SR-89 Chino Valley CMAR, the first time that the owner used the CMAR delivery method

Financial Capacity

Kiewit Infrastructure West Co. (Kiewit) has the financial capacity to enter into a contract with the California Department of Transportation (the Department) and the resources to successfully complete the SR 99 Realignment CMGC Project.

Attached is written documentation from our surety, Travelers Casualty and Surety Company of America (TRAVELERS), verifying our ability to provide Kiewit a Payment Bond and Performance Bond to the Department for this Project.

TRAVELERS is licensed to do business in California, and has received a "Best's Credit Rating" of at least "A minus" and "Class VIII" or better by A.M. Best Company. This letter demonstrates our ability to comply with the Project's bonding requirements.

We also included a certificate of insurance which verifies our current policies and/or ability to obtain the required areas of insurance including Commercial General Liability, Auto Liability, Workers' Compensation/Employers' Liability, and Pollution Liability. This certificate provides evidence of our ability to provide insurance as required by the Preconstruction Services Contract.

These documents demonstrate our financial capability to carry out the Project responsibilities.



Travelers
Bond, Home Office
(860) 277-9355
(860) 277-3931 (fax)

One Tower Square
Hartford, CT 06183

November 08, 2013

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

RE: State Route 99 Realignment
Kiewit Infrastructure West Co., Bonding Capacity

Dear Sir or Madam:

We have had the pleasure of extending surety credit to the Kiewit companies over a number of years in connection with contracts aggregating billions of dollars. As a Kiewit operating subsidiary, it is our opinion that Kiewit Infrastructure West Co. is one of the outstanding and reputable construction organizations in North America. Its skill, integrity, and financial responsibility are unquestioned.

As part of an overall work program commitment, we have authorized Kiewit Infrastructure West Co. to bid individual contracts up to \$350 million in size. The total program capacity for all Kiewit companies is \$8 Billion. It is our intention to furnish Kiewit Infrastructure West Co. with 100% Performance and Labor and Material Payment Bonds, if awarded the above-referenced project.

This commitment is subject to our standard underwriting at the time of the bond request, including a review of acceptable bond forms, contract financing and our standard underwriting considerations.

If you have any other questions, please feel free to contact me at (402) 271-2956.

Travelers Casualty and Surety Company of America
A.M. Best Rating A+, XV

A handwritten signature in blue ink, appearing to read "Lisa Buller".

Lisa Buller
Attorney-in-Fact

(Seal)



POWER OF ATTORNEY

Farmington Casualty Company
Fidelity and Guaranty Insurance Company
Fidelity and Guaranty Insurance Underwriters, Inc.
St. Paul Fire and Marine Insurance Company
St. Paul Guardian Insurance Company

St. Paul Mercury Insurance Company
Travelers Casualty and Surety Company
Travelers Casualty and Surety Company of America
United States Fidelity and Guaranty Company

Attorney-In Fact No. 225764

Certificate No. 005470796

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

Philip G. Dehn, Terry K. Bartel, Tammy Pike, Paul A. Foss, Lisa Buller, Marie Huggins, and Traci Sutton

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

IN WITNESS WHEREOF, the Companies have caused this instrument to be signed and their corporate seals to be hereto affixed, this 2nd day of May, 2013.

Farmington Casualty Company
Fidelity and Guaranty Insurance Company
Fidelity and Guaranty Insurance Underwriters, Inc.
St. Paul Fire and Marine Insurance Company
St. Paul Guardian Insurance Company

St. Paul Mercury Insurance Company
Travelers Casualty and Surety Company
Travelers Casualty and Surety Company of America
United States Fidelity and Guaranty Company



State of Connecticut
City of Hartford ss.

By: [Signature]
Robert L. Raney, Senior Vice President

On this the 2nd day of May, 2013, before me personally appeared Robert L. Raney, who acknowledged himself to be the Senior Vice President of Farmington Casualty Company, Fidelity and Guaranty Insurance Company, Fidelity and Guaranty Insurance Underwriters, Inc., St. Paul Fire and Marine Insurance Company, St. Paul Guardian Insurance Company, St. Paul Mercury Insurance Company, Travelers Casualty and Surety Company, Travelers Casualty and Surety Company of America, and United States Fidelity and Guaranty Company, and that he, as such, being authorized so to do, executed the foregoing instrument for the purposes therein contained by signing on behalf of the corporations by himself as a duly authorized officer.

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



[Signature]
Marie C. Tetreault, Notary Public

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

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

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

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

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

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

IN TESTIMONY WHEREOF, I have hereunto set my hand and affixed the seals of said Companies this 8th day of November, 20 13.


Kevin E. Hughes, Assistant Secretary



To verify the authenticity of this Power of Attorney, call 1-800-421-3880 or contact us at www.travelersbond.com. Please refer to the Attorney-In-Fact number, the above-named individuals and the details of the bond to which the power is attached.



CERTIFICATE OF LIABILITY INSURANCE

State Route 99 Realignment

DATE (MM/DD/YYYY)

10/22/2013

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Midwest Agencies, Inc. 3555 Farnam Street Omaha, NE 68131	CONTACT NAME: Traci Sutton	
	PHONE (A/C, No, Ext): 402-271-2956	FAX (A/C, No):
INSURED Kiewit Infrastructure West Co. 4650 Business Center Drive Fairfield CA 94534	E-MAIL ADDRESS: Traci.Sutton@Midwestagenciesinc.com	
	INSURER(S) AFFORDING COVERAGE	NAIC #
	INSURER A : Zurich American Insurance Company	
	INSURER B : American Guarantee & Liability Ins. Co.	
	INSURER C : American Zurich Insurance Company	
	INSURER D :	
INSURER E :		
INSURER F :		

COVERAGES CERTIFICATE NUMBER: 18117368 REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSR	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
A	GENERAL LIABILITY <input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input checked="" type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC			GLO 4641069	3/1/2013	3/1/2016	EACH OCCURRENCE	\$ 5,000,000
							DAMAGE TO RENTED PREMISES (Ea occurrence)	\$ 5,000,000
							MED EXP (Any one person)	\$ 5,000
							PERSONAL & ADV INJURY	\$ 5,000,000
							GENERAL AGGREGATE	\$ 10,000,000
							PRODUCTS - COMP/OP AGG	\$ 10,000,000
								\$
A	AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> HIRED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> NON-OWNED AUTOS			BAP 4641070	3/1/2013	3/1/2016	COMBINED SINGLE LIMIT (Ea accident)	\$ 5,000,000
							BODILY INJURY (Per person)	\$
							BODILY INJURY (Per accident)	\$
							PROPERTY DAMAGE (Per accident)	\$
								\$
								\$
B	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> DED <input checked="" type="checkbox"/> RETENTION \$N/A			AUC 9141395	3/1/2013	3/1/2016	EACH OCCURRENCE	\$ 5,000,000
							AGGREGATE	\$ 5,000,000
								\$
								\$
								\$
C	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N	N/A	WC 4641067 EWS 4641068	3/1/2013 3/1/2013	3/1/2016 3/1/2016	<input checked="" type="checkbox"/> WC STATUTORY LIMITS <input type="checkbox"/> OTH-ER	
							E.L. EACH ACCIDENT	\$ 2,000,000
							E.L. DISEASE - EA EMPLOYEE	\$ 2,000,000
							E.L. DISEASE - POLICY LIMIT	\$ 2,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach ACORD 101, Additional Remarks Schedule, if more space is required)

RE: Evidence of Coverage

CERTIFICATE HOLDER

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

CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

Philip G. Dehn

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CERTIFICATE OF LIABILITY INSURANCE

State Route 99 Realignment

DATE (MM/DD/YYYY)

10/22/2013

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IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Midwest Agencies, Inc. 3555 Farnam Street Omaha, NE 68131	CONTACT NAME: Traci Sutton	
	PHONE (A/C, No, Ext): 402-271-2956	FAX (A/C, No):
INSURED Kiewit Infrastructure West Co. 4650 Business Center Drive Fairfield CA 94534	E-MAIL ADDRESS: Traci.Sutton@Midwestagenciesinc.com	
	INSURER(S) AFFORDING COVERAGE	
	INSURER A : Chartis Specialty Insurance Company	
	INSURER B :	
	INSURER C :	
	INSURER D :	
INSURER E :		
INSURER F :		
		NAIC # A XV

COVERAGES **CERTIFICATE NUMBER:** 18117373 **REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSR	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
	GENERAL LIABILITY <input type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC						EACH OCCURRENCE \$ DAMAGE TO RENTED PREMISES (Ea occurrence) \$ MED EXP (Any one person) \$ PERSONAL & ADV INJURY \$ GENERAL AGGREGATE \$ PRODUCTS - COMP/OP AGG \$ \$ \$
	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS <input type="checkbox"/> NON-OWNED AUTOS						COMBINED SINGLE LIMIT (Ea accident) \$ BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$ \$
	UMBRELLA LIAB <input type="checkbox"/> OCCUR EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> DED <input type="checkbox"/> RETENTION \$						EACH OCCURRENCE \$ AGGREGATE \$ \$ \$ \$
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below		Y/N <input type="checkbox"/> N/A				<input type="checkbox"/> WC STATUTORY LIMITS <input type="checkbox"/> OTHER E.L. EACH ACCIDENT \$ E.L. DISEASE - EA EMPLOYEE \$ E.L. DISEASE - POLICY LIMIT \$
A	Contractor Pollution Liability			CPO1955909	12/1/2012	12/1/2013	\$25,000,000 Each Loss & Aggregate

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach ACORD 101, Additional Remarks Schedule, if more space is required)

RE: Evidence of Coverage

CERTIFICATE HOLDER

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

CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

Philip G. Dehn

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Realignment

CONSTRUCTION MANAGER/GENERAL CONTRACTOR SERVICES

SECTION 3

"You have the right culture to keep improving. I have seen your team address safety and quality issues that other contractors wouldn't even consider talking about."
Alvin Stump | ADOT Resident Engineer,
 on Kiewit's performance on the ADOT SR-89 Chino Valley CMAR Project, the first time that the owner used the CMAR delivery method

Safety Program

Kiewit Infrastructure West Co. (Kiewit) is committed to providing a safe work environment. We maintain a robust, proven safety program that is very effective in preventing accidents. Our safety program is applied to every project we work on and will be an integral part of the SR 99 Realignment Project. This section provides our:

- Safety record for the most recent three-year period
- Participation in alternative dispute resolution processes
- Information on Cal-OSHA and FOSHA citations and penalties
- Workers' compensation history
- Summary of our worker safety program

Kiewit is committed to providing our craft workers and the traveling public an accident-free work place. We strive to perform our projects to the highest standards of safety performance consistent with sound construction practices.

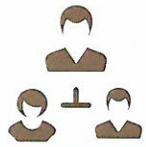
Safety Record for Most Recent Three Years

Kiewit's safety record for the past three years is provided in Exhibit 3-1. This data demonstrates the success of our safety program.

Kiewit's EMR for the past three years is 0.55, well under the industry average of 1.0. Our average total recordable injury/illness rate and average lost work rate does not exceed the applicable statistical standards for our business category.

Having such a low EMR has a strong impact on our business. It means that Kiewit sends people home safely from our project sites. It also means that we have lower workers' compensation insurance premiums.

Exhibit 3-1 Kiewit Infrastructure West Co. Safety Data

	2012	2011	2010
 YEARS			
 MANHOURS WORKED	4,564,616	4,711,667	4,776,296
 EXPERIENCE MODIFICATION RATE (EMR)	0.55	0.58	0.57
 AVERAGE TOTAL RECORDABLE INJURY/ILLNESS RATE	0.83	0.76	0.42
 AVERAGE LOST WORK RATE	0.35	0.17	0.21



Realignment

CONSTRUCTION MANAGER/GENERAL CONTRACTOR SERVICES

Alternative Dispute Resolution System

Kiewit is not a party to an alternative dispute resolution system as provided for in Labor Code §3201.5.

California OSHA (Cal-OSHA) and Federal OSHA (FOSHA) Citations

Kiewit is the sole Proposer and Major Participant that is responding to this Request for Qualifications. Kiewit is a member of a larger organization and has a parent company and affiliates. Based upon the Department’s definition of “affiliate” in the Request for Qualifications, Kiewit is also responding on behalf of:

- Kiewit Infrastructure Group Inc., which owns 25% or more of Kiewit
- Kiewit Western Co., General Construction Company and Kie-Con Inc. because Kiewit owns 25% or more of these entities.
- Kiewit Canada Group Inc., Western Summit Constructors Inc., Kiewit Southwest Co., Kiewit Infrastructure Co. and Kiewit Infrastructure South Co. because Kiewit Infrastructure Group, Inc., Kiewit’s parent owns a controlling interest in these entities.

On June 30, 2010, Kiewit Pacific Co. and Kiewit Western Co. changed their names to Kiewit Infrastructure West Co. This was a change in name only, the financial capacity, management structure and operational capacity of KPC was unaffected. Based upon this definition, we reviewed the Cal OSHA and Fed OSHA website and identified one citation for a serious violation.

- A citation was assessed against Kiewit Infrastructure Group, Inc. in June of 2012 on the Willamette River Bridge project, which was being performed for Tri Metropolitan Transportation District of Oregon. KIG was cited for violating OSHA Standard 1926.1433 D08, Cranes & Derricks in Construction 283851.015.

This was categorized as a serious violation by FOSHA and resulted from openings in a guard on a compressor on the Derrick Barge Alameda that were too large. The penalty for this citation was \$1,500.

Kiewit Infrastructure West Co. has two pending serious citations that are under appeal.

- Both occurred on October 11, 2012. Cal-OSHA issued Kiewit two citations under Inspection No. 314863846. Citation 1 is classified as serious and proposes a \$18,000 penalty and alleges Kiewit “did not correct an unsafe work practice by allowing an employee to work within the employer identified exclusion zone between truck trailers and the concrete ‘K’ rail,” citing Title 8 CCR 3203(a)(6). Citation 2 is classified as serious, and proposes a \$18,000 penalty and alleges Kiewit “did not secure the load against dangerous displacement,” citing Title 8, CCR 3704. Both citations and penalties are under appeal.

Of the legal entities listed above, there were four findings originally categorized as serious, willful or repeat that were reduced and settled as others or deleted. The following is a summary of the citations:

- Kiewit Pacific Co. (now known as Kiewit Infrastructure West Co.) received citation number 314445545 on February 15, 2011. The citation involved a closed step used to access a cross-over on a tunnel invert arch form that exceeded the maximum 12” height allowed. The step was measured at 21”. **This finding was deleted.**
- Citation number 311729172 was issued on February 8, 2010 to Kiewit Pacific Co. It involved closed guarding on the winch and trolley system that is on top of the gantries located inside the tunnel. **It was reclassified as “other” and Kiewit Pacific received a \$1,000 fine.**





Realignment

CONSTRUCTION MANAGER/GENERAL CONTRACTOR SERVICES

- Western Summit Constructors, Inc. received citation number 313717324 on February 9, 2010, which stated, “Employees were not protected from the hazard of cave-ins when entering or exiting the area protected by shields.” **This finding was reclassified as “other” and included a \$6,300 settlement.**
- Kiewit Infrastructure West Co. was issued citation number 311725709 for violating “Posting Requirements Cal/OSHA Notice” on April 15, 2009. **This citation was deleted.**
- Rigorous self-inspection procedures
- Training programs that help our employees adopt a mind-set that identifies and eliminates hazards
- Job Hazard Analysis (JHA) that will be continually updated by craft employees to include all current hazards for each operation
- Effective communication of hazards to all project staff and the traveling public

Workers’ Compensation History

Kiewit’s workers’ compensation experience history for the past three years is provided in the attached letter from Zurich American Insurance Company. The total amount paid for workers’ compensation claims in the past three years is provided in Exhibit 3-2.

Exhibit 3-2 Workers’ Compensation History

YEAR	COUNT	PAID
2010	3	\$415
2011	8	\$106,415
2012	1	\$386
2013 (through Oct2013)	3	\$10,372

Worker Safety Program

Our Worker Safety Program prevents damage, injury and loss to Kiewit employees, our subcontractors, and other persons who may be affected on a project. This includes motorists and pedestrians. An effective safety program preventing damage, injury and loss is characterized by providing:

- Consistent and uniform application of the safety program across the project
- Dedicated, committed and accountable craft leadership



Consistent and Uniform Safety Procedures across the Project. Kiewit requires that our subcontractors and subconsultants adopt our safety program and policies if their safety policies and procedures are not equal to ours. We make safety one of the criteria we use when screening and selecting subcontractors and subconsultants during the pre-qualification phase. We ask them to provide an overview of their statistical performance, citation history and program. As subcontractors and subconsultants are brought on to the project, we review their safety programs to ensure that it meets the standards of the Project Safety Program. If it does not, we work with the subcontractor to elevate their safety requirements to that of the project. As the project progresses, we review their safety performance at regular intervals along with other aspects of their performance including quality and schedule.

Dedicated, committed and accountable craft leadership. Kiewit promotes a philosophy of craft-led safety on all projects. Craftsman on the project are in the best position to set the bar for performance and lead the safety program. In recent years our NOBODY GETS HURT campaign has focused on collaboration with our craftsmen. They are not only the builders of our projects but also integral to our safety efforts. We have many safety leaders at the craft level and we have learned to listen to their recommendations and concerns. Our craft are involved and utilized in the following:





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CONSTRUCTION MANAGER/GENERAL CONTRACTOR SERVICES

- Indoctrination of our new employees
- Presentation training including our monthly mass safety meetings
- Conducting safety tours and observations
- Provide hands on safety training for their peers and our staff
- Project recognition programs
- Our operation planning
- Job Hazard Analysis planning and development

A craft-led safety program promotes buy in at the craft level and does more to stress our belief and importance on safety than any incentive program or management initiative could do. A craft-led safety program helps to build and promote trust, which is the key component in a good relationship between craft supervisors and our craftsmen.

Consistent and effective training programs.

In 2011, the National Safety Council awarded Kiewit the Double Honor Platinum Award in recognition of superior safety performance for over 20 consecutive years.

Our commitment to safety is demonstrated to the crews through the emphasis we place on safety training. Safety training will be provided on an ongoing basis. The first day orientation includes a thorough briefing on the site-wide Safety Plan. Trainings pertinent to general and job specific operations are provided routinely with the assistance of the Safety department staff. Our training programs are multi-dimensional and specific to the employee's level of responsibility. A brief outline of some training offered includes, but

is not limited to:

- Orientation
- Daily, Weekly and Monthly Safety Meetings
- First Aid/CPR
- Supportive Excavation Safety
- Confined Space Safety
- Small Tool Safety
- Fall Protection

Regular safety inspections. Inspections are led by the craftsmen. Corrections are made during these inspection and trends are reviewed at Foreman-only weekly safety meetings. The safety staff is there to support their inspections and provide insight and assistance, but it is up to the craft to identify and address safety concerns.

Effective Job Hazard Analysis (JHA) program. Before the start of any operation, a detailed JHA will be prepared and reviewed with the crew. The JHA thoroughly describes the operation, points out potential safety concerns and risks, and provides preventative measures to implement the safest approach to each and every task. The JHA is continually updated during the work and constantly communicated to the crew. Training is done on hazard recognition and Kiewit encourages an atmosphere where crew members are expected to speak up and look out for their fellow worker.

Effective prevention of hazards. Kiewit will provide information to the Department they can use to communicate closures, upcoming detours and shifts of existing detours to the public so that they know what to expect and when to expect it. Effective communication prevents hazards and maintains safety of the traveling public and all onsite personnel during construction of a project.

Empowerment of employees to recognize and correct hazards. At Kiewit, safety is our number one priority and the responsibility of



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CONSTRUCTION MANAGER/GENERAL CONTRACTOR SERVICES

each employee, starting on the first day. Our empowerment of employees to work and act safely gives them a tremendous ability to recognize hazards and immediately correct them. When it comes to safety, everyone has stop work authority. Employees' hazard recognition is honed and refined as they complete more and more work with Kiewit and adopt our hazard recognition/hazard elimination mind-set.

Effective safety meetings. Kiewit makes use of different meetings to promote safety and working safely. For example:

- Each crew's shift begins with a meeting in which the stretch and flex is conducted to get ready for the day's work. During the stretch and flex exercises, they will review the JHA for a particular operation or discuss some other aspect of working safe.
- Weekly Superintendent meetings provide an opportunity for project superintendents to review specific trends or aspects of safety on the project.
- Monthly Mass Safety meetings give the project team on a shift basis the opportunity assembly to take part in a regular training program and hear what management is thinking about safety for the month.

subcontractors, and owners representatives involved in the project to meet the goal of zero hurts.

Kiewit's Commitment to Safety

Kiewit is committed to the highest standards of safety performance. Kiewit's mission statement is "to be the best contracting organization on earth." This can only be accomplished by recognizing that people are our most important safety asset. Kiewit is committed to offering a safe working environment for its employees, the owners we work with, and the traveling public. We take responsibility for the safety of the public and our employees seriously, and strive to complete every project we construct accident-free. Kiewit recognizes that it takes the effort of staff, craft,



November 08, 2013

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

RE: State Route 99 Realignment
Kiewit Infrastructure West Co., Experience Modification Rate

Dear Sir or Madam:

As a Kiewit operating subsidiary, Kiewit Infrastructure West Co. has been assigned the following current and historical NCCI Interstate Workers' Compensation Experience Modification Rates:

2013	0.53
2012	0.55
2011	0.58
2010	0.57

Sincerely,

Philip G. Dehn
Authorized Representative

Zurich American Insurance Company
550 West Washington Blvd.
Chicago, IL 60661

Telephone 312.496.9510
Internet <http://www.zurichamerican.com>



Realignment

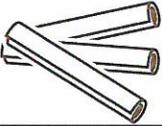
CONSTRUCTION MANAGER/GENERAL CONTRACTOR SERVICES

SECTION 4

Firm Experience and Past Performance

Kiewit has the experience, expertise, competence, capability, capacity, and past record of producing the quality work required for the successful preconstruction and construction of SR 99. We have successfully managed and constructed projects similar in size and complexity, and have a record of completing contracts on time and within budget. Most importantly, we have assisted five owners in effectively using the CMGC delivery method for the first time. The tables on the following pages highlight our qualifications for the SR 99 Realignment CMGC Project.

Exhibit 4-1 Experience

FIRST TIME OWNERS WITH CMGC	
NUMBER OF PROJECTS	TOTAL DOLLAR VALUE
5 	\$989 million 
ADOT, SR 98 Chino Valley, \$19.8 million McDOT, Cotton Lane, \$51.8 million RTC, SouthEast Connector, \$65 million Alaska Railroad Corporation, Northern Rail Extension Phase I, \$153 million MBTA Green Line, \$700 million	

KIEWIT CMGC/CMAR PROJECTS	
NUMBER OF PROJECTS	TOTAL DOLLAR VALUE
36 	> \$3 billion 
AZ Dept. of Transportation (ADOT) City of Phoenix Maricopa County Dept. of Transportation (MCDOT) Utah Dept. of Transportation (UDOT)	
36 projects with no claims to date.	

Exhibit 4-2 Equipment and Personnel Capacity

SUMMARY OF EXPERIENCE WITH CALTRANS	
NUMBER OF PROJECTS	TOTAL DOLLAR VALUE
167 	\$2.9 billion 
Benicia-Martinez Bridge SFOBB Skyway Project Cypress E and Cypress F Contracts	Highway 80/580 Widening and Retrofit Devils Slide Tunnel

Competency

Kiewit has all the qualifications necessary to assist the Department in achieving the goals for the SR 99 Realignment CMGC Project.

Kiewit has extensive experience working with the Department on projects like the Benicia-Martinez Bridge. Exhibit 4-2 shows the extent of our experience with the Department.

Safety – Kiewit has one of the best safety records in the construction industry. Our EMR is 0.55, which is significantly lower than the industry average of 1.0. Our projects log hundreds of thousands of manhours worked with little or no safety incidents.

Mobility – Kiewit’s extensive experience and capabilities in Maintenance of Traffic (MOT) will assure impacts to the motoring public, businesses, and emergency services are minimized during project construction.

Quality – Kiewit exercises stringent quality assurance procedures to ensure we construct high quality, fully functional projects that meet or exceed current design standards.

Environmental – Kiewit complies with environmental regulations. Environmental





Realignment

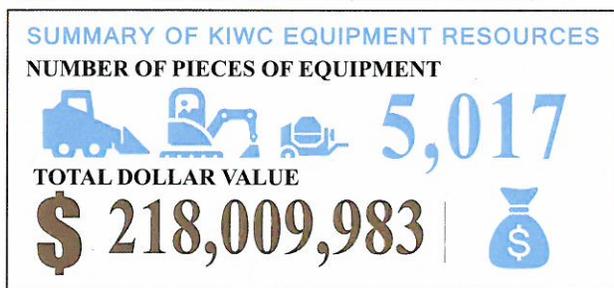
CONSTRUCTION MANAGER/GENERAL CONTRACTOR SERVICES

stewardship is a core value at Kiewit. We understand environmental commitments for air quality, noise, biology, visual, cultural paleontology, and hazardous materials. Environmental compliance will be incorporated into the Construction Contract for the SR 99 Realignment CMGC Project.

Our team will work closely with the Department and regulatory agency personnel to develop an approach to address the environmental requirements. Throughout construction, Kiewit will report to the Department on the effectiveness of our mitigation measures while coordinating any necessary modifications required to maintain compliance.

On the SR 101L HOV Lanes Design-Build project in Arizona, Kiewit bid the project with an aggressive 257 calendar day duration which was 14 months ahead of ADOT's original schedule. To meet this ambitious schedule, more than 1.5-lane miles of freeway had to be designed and constructed on average per week. Kiewit met the schedule, and saved ADOT more than \$12 million, which ADOT then used for various other enhancements throughout the corridor.

Exhibit 4-3 Equipment and Personnel Capacity

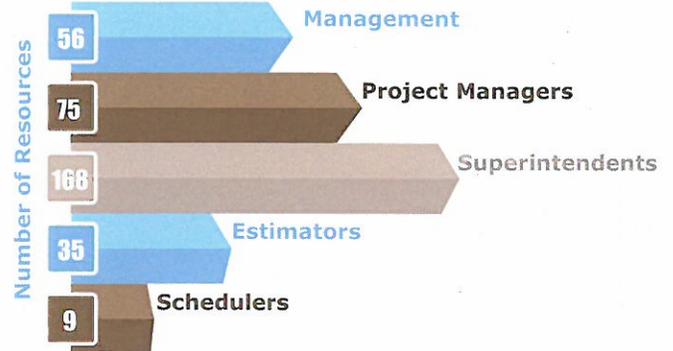


Project Delivery/Schedule – Kiewit will develop and implement innovative solutions to obtain substantial completion by February 2018.



Kiewit has established an excellent reputation for completing projects on time or ahead of schedule.

Exhibit 4-4 Summary of KIWC Personnel Resources



Kiewit is one of the largest owners of construction equipment in the country, and much of it is located in the western US. Kiewit can draw on our depth of resources of people and equipment to successfully complete SR 99.

Record of Producing Quality Work

Kiewit has a solid record of producing quality work. We have developed processes and procedures for assuring and controlling quality. Kiewit's measuring procedures to track quality are similar to tracking safety performance and schedule progress. To ensure consistent quality in all aspects of project work, our quality team will play a key role in coordinating and integrating all construction efforts. Every major quality issue undergoes a thorough root cause analysis. Solutions are then formulated and presented to the management for implementation by work crews in the field.

Firm Experience and Past Performance

Kiewit's performance on projects similar to the SR 99 Realignment CMGC Project demonstrates our depth, knowledge, and skills in the successful execution of alternative delivery projects.



Form B

PROJECT DESCRIPTION

Name of Proposer: Kiewit Infrastructure West Co.

Instructions for Form completion: Form B is limited to a maximum of 3 pages for each completed project.

Name of Firm: Kiewit-Clyde Joint Venture (KCJV)

Project Role: Design-Build General Contractor

Principal Participant: Kiewit Infrastructure West Co. (55%) and W.W. Clyde (45%)

Designer: Parsons Transportation Group

Other (Describe): None

Years of Experience (provide length of activity as it relates to the following three elements):

Roads/Streets: 2 years

Bridges/Structures: 2 years

Utility Relocations: 2 years



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

Pioneer Crossing, Lehi/American Fork Interchange Design-Build, American Fork, UT, Design-Build General Contractor

A Kiewit Infrastructure West Co. led joint venture, Kiewit-Clyde Joint Venture (KCJV) completed the Pioneer Crossing project, which included six miles of a new east/west connector and the first Diverging Diamond Interchange (DDI) in Utah, at the I-15/Main Street interchange in American Fork; a new 60-inch fresh waterline;

bridges over the Jordan River and UTA/Union Pacific Railroad; concrete box culverts, noise and retaining walls; utility relocations, and ancillary traffic signal improvements. KCJV served as the design-build general contractor performing bridge design analysis/modeling, project planning, scheduling and phasing, coordination with thirdparties, value engineering and constructability analysis and completed 55% of the construction on a direct hire, self-perform basis.

Provide Project Description and Describe Site Conditions:

The project passed through environmentally sensitive wetlands, which contained endangered species. KCJV took care to delineate these areas and avoid encroachment into them. Given the site's proximity to the Great Salt Lake, geotechnical settlement was a concern. KCJV's geotechnical mitigation efforts included the application of wick drains with surcharges, stone columns, use of lightweight fill in select fill areas, deep soil mixing, and incorporated drilled shafts and piles to support bridge abutments.

The warranty period for this project started August 2010 and will be completed August 2015.

The DDI is an excellent example of using innovative design and construction methods. KCJV employed a DDI on this project because it increases capacity and enhances safety within an interchange on a smaller footprint. The DDI eliminates signalized left turns at the interchange ramp access points. It is governed by two signal phases as opposed to three or more that govern a more "traditional" interchange. KCJV worked with UDOT to develop guidelines and standards as well as the criteria to assure the FHWA would approve the DDI through a series of workshops that considered safety, geometrics, modeling, signalization and a host of other factors. The DDI was built using two two-span prestressed concrete girder superstructures. KCJV employed Accelerated Bridge

Construction (ABC) techniques where each span was built off-location in a “bridge farm” and then moved into place, span by span, using short-term weekend roadway closures rather than long-term intermittent closures normally used in conventional bridge construction. This was the longest and heaviest bridge moved using this process, and the first DDI built using ABC methods.

In addition, the bridge over the UPRR freight and UTA commuter tracks was built using an innovative four-ramp design with the intersection of Pioneer Crossing and Mill Pond Road, which made use of the natural skew to accommodate the rail lines.

MOT coordination on the project was critical during the construction activities on I-15, American Fork Main Street and the existing Main Street Interchange. Over 110,000 vehicles per day travel on I-15 and Main Street daily. KCJV completed this section of work in 3 phases over a 14-month period. Other techniques included the use of self-propelled modular transporters to transport the DDI superstructures into place over one-night detours, which nearly eliminated restrictions on I-15 during construction, drastically reducing construction related delays.

Our innovative application of the DDI and use of ABC techniques accelerate the construction I-15/ Main Street interchange, enabling the project to be completed two months ahead of schedule.

Using ABC and staged bridge construction methods, KCJV completed the DDI in only four one-night closures. The project required a precise elevation control system to make sure the bridges were constructed precisely. Rolling bridges in place required we develop and implement an active monitoring program to monitor the twist of the bridges. We developed a system that monitored this during transport and provided for active adjustment to accommodate twisting. The project made extensive use of early work packages to accelerate the schedule. Examples of work that were completed using early work package include demolition, rough grading and soil stabilization.

KCJV paved six miles of 5- and 7-lane PCCP pavement and widened portions of I-15 and on- and off-ramps. Asphalt paving accommodated tie-ins with city streets. The project required placement of over 350,000 SY of PCCP.

KCJV employed two-stage MSE walls with stone columns and deep soil mixed foundations to accelerate the schedule and meet settlement and seismic requirements.

KCJV coordinated extensively with four municipalities along with alignment at intersecting cross-streets; with the public to alert them to traffic and changing phases of MOT; with emergency service providers and schools so they knew clear routes through and around the construction zone; and with businesses to make sure they had consistent and well-marked access.

KCJV experienced 50 contract modifications that equaled \$21 million. These contract modifications were the result of owner-directed changes and inclusion of municipal/utility betterments into the contract.

KCJV had no claims on this project.

KCJV reduced the contract duration by 60 days using the DDI, ABC bridge methods and innovative geotechnical methods. KCJV reduced project costs by \$20 million through the application of the DDI, which reduced right-of-way acquisition.

KCJV did not participated in a DRB or alternative dispute resolution process on this project. We had no disputes with the owner that could not be resolved through partnering.

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

2010 Aon Build America Award for Best New Transportation Project

2010 #9 of Top 10 Projects - Roads and Bridges

2010 1st Place - Top Project Mountain States Construction
2010 Silver - Transportation - Mountain States Construction
2010 UDOT Region 3 Nominee - Urban Project
2010 AGC of Utah Transportation Project of the Year
2010 Build America Award - New Transportation

Name of Client (Owner/Agency, Contractor, etc.): Utah Dept. of Transportation (UDOT)

Address: 4501 South 2700 West
Salt Lake City, UT 84114

Contact Name: Bryan Adams

Telephone: 801- 965-4111

Owner's Project or Contract No.: S-R39(42) and
S-R399(59)

Fax No: 801-341-6341

Contract Value: (US\$):\$172,100,000

Final Value: (US\$):\$193,843,418

Percent of Total Work Performed by Company: 45%

Commencement Date: Nov 12, 2008

Completion Date: November 2010

Actual Completion Date: Aug 23, 2010

Amount of Claims: None

Any Litigation? None

Form B

PROJECT DESCRIPTION

Name of Proposer: Kiewit Infrastructure West Co.

Instructions for Form completion: Form B is limited to a maximum of 3 pages for each completed project.

Name of Firm: Kiewit Sundt Joint Venture (KSJV)

Project Role: Design-Build General Contractor

Principal Participant: Kiewit Western Co. (70%) and Sundt Construction (30%)

Designer: Parsons Transportation Group

Other (Describe):

Years of Experience (provide length of activity as it relates to the following three elements):

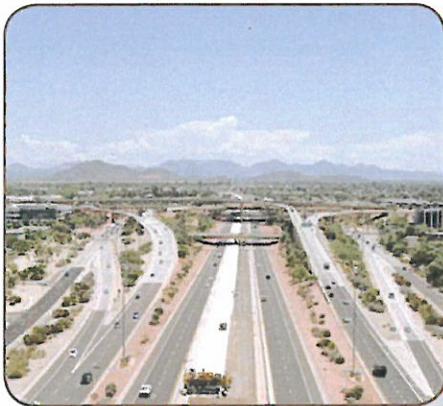
Roads/Streets: 0.7 years **Bridges/Structures:** 0.5 years **Utility Relocations:** 0.3 years

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

SR 101L HOV Lanes Design-Build Project (SR-101), Phoenix, AZ

KSJV performed demolition, grading, drainage, concrete paving, and structures.

Provide Project Description and Describe Site Conditions:



A Kiewit Western Co. led joint venture, Kiewit Sundt Joint Venture (KSJV) completed the SR 101 HOV Lanes Design-Build project, which required the construction of 30 miles of HOV lanes for the Arizona Department of Transportation (ADOT). The project required a combination of inside and outside widening along the heavily-congested SR 101L freeway through Glendale, Peoria and Phoenix.

The project was characterized by tight ingress and egress to the work areas, inside the median and on the shoulder, of an extremely busy freeway. The project encountered substantial

quantities of unsuitable subgrade which required remediation by over excavation and importing suitable material. The project coordinated with five different projects under simultaneous construction.

There was no warranty period on the project.

To meet the aggressive design schedule, KSJV applied a “triage” system to the review of design submittals to make the review process more efficient. KSJV packaged submittals based on sub-segment and discipline basis. This allowed ADOT to separate them based on complexity, size, and urgency and assign realistic review times to each. This “triage” system enabled the project team to process 472 design submittals with an average review time of only 3.2 calendar days. KSJV reduced the number of plan sheets required by providing key data on spreadsheets along with simple geometries when needed. This step eliminated the 15 to 20 manhours typically involved in generating plan sheets for roadway profile grades.

KSJV and ADOT optimized ADOT’s lighting design standards from eight conductors to four conductors per light reducing the cost of the lights. ADOT will use the new conductor configuration on future projects. KSJV introduced wireless paving and intelligent compaction to ADOT on the SR 101L D-B.

Wireless paving was applied on approximately half of the 30-mile-long alignment, allowing ADOT to develop specifications for its use in the future. Kiewit sequenced construction for both segments so all through lanes remain open to traffic during peak hours and performed the majority of the work protected by temporary concrete barriers in the roadway median.

Freeway closures were scheduled to avoid weekend event traffic. For example, we performed outside widening over a section of the project between two important roads that crossed the project providing space for a future HOV interchange. Embankment stabilization at an important intersection was performed at night. After the embankment had been stabilized, we removed the existing concrete pavement and replaced it with precast reinforced concrete panels. The pavement replacement was completed for one direction of traffic over a weekend, with the opposite side being completed the following weekend. Both off-ramps at another road were widened to provide additional capacity. The public was only affected when we installed and removed the temporary concrete barriers along the existing shoulder. We added an additional turn lane along an intersecting road on the southeast side of a traffic interchange. It required the existing right lane to be temporarily closed. We coordinated this operation with ADOT and the local cities so it could be scheduled after the Major League Baseball Spring Training season had passed. We widened existing bridges in three locations. KSJV performed this work at nights or over weekends. Left lanes were closed for deck and closure pour on SR 101L at night. Our approach allowed the majority of the ramps to remain open during construction. This maintained access to residents and businesses as well as hospitals, fire departments, and other civil services. We analyzed anticipated 2011 weekend traffic volumes in order to plan detours, and projected Saturday peak hour volumes to provide adequate MOT. We worked with ADOT to proactively inform the public of closures while they could still divert to alternate routes, reducing impacts. We recognized the potential hazards to construction crews and the traveling public associated with entering and exiting the project median areas. As part of our planning efforts, we developed a Median Ingress/Egress Plan to construct a series of acceleration/deceleration zones where construction vehicles could enter and exit the construction work areas safely.

KSJV accelerated the entire project, designing and building 30 miles of freeway in just 10 months plus bridge and ramp widenings.

Staged bridge construction was not utilized on this project.

KSJV paved 12" PCCP on either subgrade or AC. We placed 9" of reinforced PCCP on AC.

The project incorporated ADOT'S standard cast-in-place walls to accommodate the tight working areas.

KSJV implemented many strategies to coordinate with utilities including using a utility conflict log that provided a continuously updated snapshot of all of issues and relocations. The log included locations, owner of the utility in conflict, nature of the conflict, and the status of relocation plans. We coordinated directly with utility owners to make sure they had ample time within the schedule to review relocation plans, design in-house relocations, construct relocations where appropriate, review relocation plans prepared by our team, and inspect relocations done by our team. We conducted regularly scheduled meetings to provide the utility companies with current project status. KSJV delivered the entire project 406 days faster than ADOT's original schedule. Unsuitable subgrade, which extended the full length of the project corridor, required case-by-case consultation between KCJV and ADOT to determine the most appropriate of three possible remediation methods. Anchor bolts, which were out of tolerance by millimeters, were replaced with properly sized bolts with no delay to the project, thanks to partnering efforts among KSJV, ADOT, and the supplier.

The D-B team worked closely with thirdparty stakeholders such as BNSF Railway Company, utilities, municipalities, and entertainment venues to maintain the schedule, which sometimes involved accommodating last-minute special events.

KSJV incurred 20 contract modifications that equaled \$9 million. These contract modifications were related to owner directed change orders and the unsuitable subgrade. The project was completed without any claims being filed.

The significant cost savings resulting from KSJV's low bid allowed ADOT to add auxiliary lanes, widen several ramps, and replace rubberized asphalt, while still giving the traveling public access to the roadway 13 months early. Although five additional weekends were needed to complete the additional AR-ACFC paving, the schedule absorbed most of that potential 35-day increase. These owner-initiated changes extended the proposed project schedule by 17 days and increased the budget by \$3 million—still well under ADOT's original schedule and initial \$15.5 million.

Kiewit did not participate in a DRB or alternative dispute resolution process on this project. We had no disputes with the owner that could not be resolved through our direct relationship.

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

- 2012 AGC (National) Build America Merit Award
- 2012 Arizona Transportation Partnering Excellence Award
- 2012 DBIA National - a Design-Build Honor
- 2012 Regional Excellence Award, Design Build Institute of America, Western Pacific Region
- 2012 ENR Southwest States 2012 Best Projects
- 2011 AGC Build Arizona Award (Highway Construction over \$10 Million), Arizona Chapter

Name of Client (Owner/Agency, Contractor, etc.): Arizona Dept. of Transportation

Address: 1221 S. 2nd Ave, MD T100, Tucson, AZ 85713

Contact Name: Steve Mishler

Owner's Project or Contract No.:

101MA001H745601C 101101MA001H745601C

101MA001H745601C 1101MA001H745601C

101MA001H745601C101MA001H745601C

S-R399(59)

Contract Value: (US\$):\$89.9 million

Percent of Total Work Performed by Company: 55%
70%

Completion Date: 10/20/2011

Amount of Claims: None

Telephone: 520-429-4993

Fax No: None

Final Value (US\$): \$98.9 million

Commencement Date: 1/19/2011

Actual Completion Date: 11/20/11

Any Litigation? None

Form B

PROJECT DESCRIPTION

Name of Proposer: Kiewit Infrastructure West Co.

Instructions for Form completion: Form B is limited to a maximum of 3 pages for each completed project.

Name of Firm: Kiewit Sundt Joint Venture (KSJV)

Project Role: Design-Build General Contractor

Principal Participant: Kiewit Western Co (70%) and Sundt Construction (30%)

Designer: URS Corporation

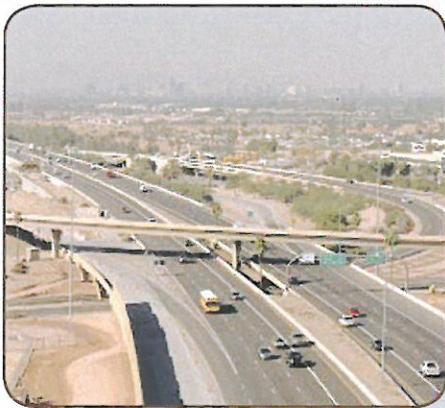
Other (Describe): Design Subconsultants: HDR Engineering, Inc, T.Y. Lin International, Lee Engineering, Corral-Dybas Group, AMEC, J2 Engineering, Michael Baker, Terracon

Years of Experience (provide length of activity as it relates to the following three elements):

Roads/Streets: 1.2 years **Bridges/Structures:** 0.8 years **Utility Relocations:** 0.9 years

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

SR 202L Red Mountain Design-Build, Phoenix, AZ



Provide Project Description and Describe Site Conditions:

A Kiewit Western Co. led joint venture, Kiewit Sundt Joint Venture (KSJV), completed this design-build project to widen 10 miles of the SR 202L freeway through Phoenix and Tempe. The scope of this project included adding general purpose and auxiliary lanes, 22 bridge widenings and 18 on- and off-ramps. Other scope elements included: outside pavement widening; retaining and noise wall construction; intersection, ramp, drainage and landscaping improvements; utility relocations; signing and marking rehabilitation; and Freeway Management System (FMS) upgrades.

Portions of the project spanned over protected wetlands and Tempe Town Lake, a popular recreational area within the Phoenix Metropolitan Area. The protected wetlands have been habitat to several protected bird species including the Bald Eagle, California Brown Pelican, Southwestern Willow Flycatcher, and Yuma Clapper Rail. Many migratory bird species, particularly cliff swallows, nest on the bridge structures around the wetlands.

The warranty period for this project was from August, 2010 to August, 2011.

The project used “hybrid” bridges, that consisted of “drop-in” precast concrete members on the sections spanning live traffic and cast-in-place (CIP) end sections that were not over traffic. At other bridge locations with restricted vertical clearance over traffic, KSJV employed a “cast high and lower” construction method. This method allowed KSJV to build these CIP bridges using cost-effective falsework techniques while providing the necessary overhead clearances for the traveling public. Two of the project’s bridge widenings spanned Tempe Town Lake and the Indian Bend Wash. The original plan created access and staging areas by placing temporary fill under the bridge and in the lake, removing the fill when construction was completed. This created a substantial risk if the Indian Bend Wash flowed during a storm event and caused the fill material to be washed into the lake. To eliminate the environmental and financial risk, KSJV used a portable cofferdam system that eliminated the need to place temporary fill material in Tempe Town Lake. The portable cofferdam was installed and the bridge widenings were completed over a seven-month period.

During construction, the Indian Bend Wash had two large flows that discharged into Tempe Town Lake. Because of KSJV's innovative use of the portable cofferdam over conventional temporary fill, environmental and financial impact was avoided.

The SR 202L freeway connects downtown Phoenix with the East Valley. The project ran through the center of Tempe and adjacent to Arizona State University (ASU) and Tempe Town Lake, Tempe's main venue for special events. KSJV made our Incident Management Team (IMT) available around the clock to respond to any issue. IMT contact information was conveyed to emergency service providers and the traveling public via specialty signs along the corridor. KSJV installed clearly marked safety pullouts along the project corridor at regularly-spaced intervals for disabled vehicles. To relieve congestion we allowed traffic to run on surfaces of varying skid resistance by opening newly constructed lanes of eastbound and westbound SR 202L with traffic running on tined PCCP until we could construct the final Asphaltic Rubber Asphalt Concrete Friction Course (AR-ACFC). Impact on vehicular traffic on SR 202 was minimized by breaking the corridor into smaller segments and areas and phasing each segment/area in order to maintain traffic flow. We maintained business access by using design software to verify turning radii ensuring trucks could negotiate detours. The project was close to Sky Harbor Airport and we included a representative from the airport to ensure that the rental car companies notified customers of construction related restrictions on SR 202L.

The ADOT original schedule was 845 calendar days to design and construct the project. Kiewit proposed completing the project within 600 calendar days.

Our innovative use of "hybrid" and "drop-in" bridges made use of staged bridge construction techniques.

The new pavement consisted primarily of 11-inch thick Portland Cement Concrete Pavement (PCCP). The PCCP then overlaid with a 1-inch thick AR-ACFC or "quiet pavement" that substantially reduces the noise generated by vehicles.

Due to the proximity of the new retaining walls and the inability to construct traditional cantilever wall footings, KSJV designed and constructed modified cast-in-place retaining walls that connected the footing of the new wall to the base to the existing retaining wall footings. We employed a lightweight structure-mounted noise barrier that was designed and constructed at the outside edge of many of the overpass bridge widenings. This system consisted of patterned foam panels faced with an epoxy stucco and supported with an internal steel core. This system weighed less than 15 pounds per square foot and provided the architectural appearance specified for this project.

There were no claims on this project.

Substantial completion of the original contract work was achieved on July 28, 2010, nine days ahead of the required contract completion date. The final completion of the project was delayed until June 2011 due to an owner enhancement change order that required approval of the design from several outside agencies before construction of this item could begin. The final approval of the design by the outside agencies was received in May 2011 and construction began immediately. The construction was completed on June 17, 2011. The project was completed in 913 days, which is within the extended contract time.

Kiewit did not participated in a DRB or alternative dispute resolution process on this project. We had no disputes with the owner that could not be resolved through our direct relationship.

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

2011 Marvin M. Black Award for Excellence in Partnering, AGC Public – Renovation Highway Construction

2011 AGC Build Arizona Award

2011 APWA Project of the Year

2011 Arizona Transportation Award for Partnering Excellence

Name of Client (Owner/Agency, Contractor, etc.): Arizona Department of Transportation (ADOT)

Address: 205 S. 17th Avenue, MD 611E, Room 133
Phoenix, AZ 85007

Contact Name: Annette Riley

Telephone: 602-712-7360

Owner's Project or Contract No.:

Fax No:

202MA000H687101C 101101MA001H745601C

Final Value (US\$): \$190,860,756

101MA001H745601C 1101MA001H745601C

Commencement Date: 12/17/08

101MA001H745601C101MA001H745601C

Actual Completion Date: June 2011

S-R399(59)

Any Litigation? None

Contract Value (US\$): \$188,895,000

Percent of Total Work Performed by Company: 55%

Completion Date: March 2011

Amount of Claims: None

Form B

PROJECT DESCRIPTION

Name of Proposer: Kiewit Infrastructure West Co.

Instructions for Form completion: Form B is limited to a maximum of 3 pages for each completed project.

Name of Firm: Kiewit Western Co. (KWC)

Project Role: Construction Manager at Risk

Principal Participant: Kiewit Western Co. (KWC) **Designer:** T.Y. Lin International

Other (Describe): None

Years of Experience (provide length of activity as it relates to the following three elements):

Roads/Streets: 2 years **Bridges/Structures:** 2 years **Utility Relocations:** 1 year

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

SouthEast Connector CMAR; Truckee River Bridge Phase between Greg Street and Clean Water Way
 Cities of Reno and Sparks, Washoe County, NV



Provide Project Description and Describe Site Conditions:

The \$65 million Phase1 of the SouthEast Connector is the initial phase of a new 5.5-mile long, six-lane high access control arterial that includes the construction of a 1,400 LF long-steel girder bridge/viaduct over the Truckee River, a cast in place structure over Clean Water Way, precast box culverts, installation and relocation of utilities, PCCP paving, installing MSE walls and other improvements.

The entire project resides within the Critical Flood Zone 1 as identified by the Truckee River Flood Management Agency.

Additionally the project alignment runs parallel with Steamboat Creek and crosses the Truckee River at the northern terminus where the roadway connects to a high volume industrial area and is an arterial for truck and commuter traffic from I-80.

The warranty period for this project is from September 2014 through September 2015 (estimated).

KWC worked with T.Y. Lin during design development and through the CMAR process to implement a drilled shaft load test program for the two bridges on the project. This load test program reduced the overall length of the drilled shafts by approximately 20%, resulting in a \$750,000 savings for the owner.

Construction of the Greg Street/Sparks Boulevard intersection required complex staging over multiple phases as initially planned. During design development, KWC developed a new phasing plan that allowed the intersection to be constructed in a shorter period of time, and in a more cost effective manner, and still accommodated commercial trucks to complete all major turning movements.

KWC accelerated a number of major elements on this project including construction of the Greg Street and Sparks Boulevard intersection. This allowed KWC to complete this work prior to the start of winter and eliminated the need of maintaining temporary traffic control devices through winter. This move enhanced the safety of the traveling public, the maintenance workers and our craftsmen.

Staged bridge construction was not required on this project.

The pavement of the Greg Street/Sparks Boulevard intersection and the section of the SouthEast Connector roadway between the Truckee River Bridge and the Greg Street/Sparks Boulevard intersection consisted of 11- to 15-inch thick Portland Cement Concrete Pavement (PCCP).

The pavement of the SouthEast Connector roadway south of the Truckee River Bridge consisted of 7-inch thick Asphaltic Concrete Pavement.

KWC employed conventional single stage MSE walls on this project.

The Greg Street/Sparks Boulevard intersection contained a substantial number of existing underground utilities. The proposed reconstructed and widened intersection included new underground storm drain, traffic signal and lighting, creating potential conflicts with the existing utilities. During design development, KWC worked with the owner to identify and pothole existing underground utility lines that could be in potential conflict with the new lines.

Where conflicts were discovered, KWC worked with the owner, T.Y. Lin, cities of Sparks and Reno and the affected utility company to develop a design that eliminated conflicts (where possible) and avoided costly relocations. In those instances where a conflict could not be avoided, KWC collaborated with the utility company to schedule their relocation work that minimized the utilities relocation costs and reduced potential schedule conflicts with KWC's operations.

KWC adopted a best value procurement methodology to select drilled shaft and structural steel subcontractors. This methodology included price and schedule acceleration as a few of the selection criteria. Adopting this approach provided subcontractors with an opportunity to get creative and innovative in their approach and pricing. This resulted in KWC being able to accelerate the project's schedule by several months. KWC held internal brainstorming sessions to shorten the schedule. We naturally looked for areas that were available for early work. By changing the sequence of construction and adopting new means and methods, KWC was able to shave over 100 days off the schedule. Kiewit worked closely with the owner and T.Y. Lin during preconstruction to review the project's proposed construction schedule. This review specifically focused on right-of-way acquisition dates and dates regarding relocation of third party utilities, traffic impacting operations, and construction phasing. This review effort allowed KWC and the owner to agree on milestones, deadlines, and an efficient and effective project phasing plan. This allowed KWC to develop a settlement monitoring plan that reduced the settlement durations by over four months.

This project, to date, has not had any contract modifications. The project is currently 60% complete. Both contractor and owner contingencies are still fully available for use.

There have been no claims on the project. The project is 60% complete and we do not foresee any issues at this time that could become a claim. We have an outstanding relationship with the owner and have been able to successfully work through all issues at the project level.

There have been no claims on the project. The project is 60% complete and we do not foresee any issues at this time that could become a claim. We have an outstanding relationship with the owner and have been able to successfully work through any issues at the project level.

To date, neither KWC nor the owner has taken any issues to alternative dispute resolution.

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

The project is currently 60% complete. We have not received any formal citations or awards for the project to date. However, the project has received many accolades from the State of Nevada for the environmental protection of the Truckee River and Steamboat Creek. The project has also received outstanding comments from Nevada OSHA during a three-day visit to the project. We envision submitting for the following awards upon completion:

Marvin M. Black Excellence in Partnering Award

Build America Award

AGC Transportation Project of the Year

ENR Transportation Project of the Year ENR Top Project of the Year	
Name of Client (Owner/Agency, Contractor, etc.): Washoe County Regional Transportation Commission (RTC)	
Address: <u>1105 Terminal Way, Suite 300</u> <u>Reno, NV 89502</u>	
Contact Name: <u>Garth Oksol, Project Manager</u>	Telephone: <u>775-332-2137</u>
Owner's Project or Contract No.: <u>532011</u> <u>S-R399(59)</u>	Fax No: <u>775-348-1051</u>
Contract Value (US\$): <u>\$65 million</u>	Final Value: <u>Ongoing</u>
Percent of Total Work Performed by Company: <u>55%</u>	Commencement Date: <u>3/19/12</u>
Completion Date: <u>11/30/14</u>	Actual Completion Date: <u>Ongoing</u>
Amount of Claims: <u>None to date and none anticipated</u>	Any Litigation? <u>None to date</u>



Realignment

CONSTRUCTION MANAGER/GENERAL CONTRACTOR SERVICES

SECTION 5

Proposer Key Personnel

Kiewit's experienced personnel have a demonstrated history of delivering large, complex CMGC and CMAR infrastructure projects with minimal disruptions.

Kiewit has completed 36 infrastructure projects using the CMGC or CMAR as the delivery method. Of these 36, five were for owners implementing their first CMGC contract. This is a people business. People are what separate a good project from a great project. Recognizing that and the importance of this project, Kiewit has assigned a first class team of CMGC and construction professionals to the SR 99 Realignment Project.

Our experience has led us to supplement the five key personnel with three additional positions.

These positions are:

- Preconstruction Services Manager – who will be critical to driving constructibility and identifying and reducing risk across the project
- Railroad/Utilities Manager – who will be key to interacting with utilities and railroad in maintaining the schedule and permitting
- Maintenance of Traffic Manager – who will be key in developing effective and efficient traffic control plans and keeping the public informed

Our team organization is shown in Exhibit 5-1, Project Organization Chart. These eight individuals have a strong history of working together on other CMGC or CMAR projects. All of them have completed similar roles on alternatively delivered projects. Many have assisted owners deliver their first CMGC project. This team brings a combined 142 years of construction experience.

"Once construction began, it was obvious Kiewit had controls in place for each phase of construction. Every person on the jobsite was always professional, due in large part to the example set by the on-site management,"

Jim Conlee | Arcadis U.S., on Kiewit's performance on the City of Somerton Wastewater Reclamation Facility CMAR project



Project Principal Jody Schott's experience serving as the project executive on CMGC projects will ensure we are responsive throughout project delivery



Project Manager Nick Wiatrowski's experience delivering CMGC projects will assure we meet all of the Department's goals



Construction Manager Jim Studer's experience building complex projects and attention to detail will assure the work is well planned and well executed



Preconstruction Services Manager Vicki Engleman has managed the development of over 19,000 plan sheets and helped four owners deliver their first CMGC projects





Realignment

CONSTRUCTION MANAGER/GENERAL CONTRACTOR SERVICES



MOT Manager Adam Barrier's experience developing and implementing MOT plans will make sure they are efficient and the public is informed so they can plan for closures and detours



Utilities/Railroad Coordinator Luke Ridder's experience working with utilities and railroads will assure these potential problem areas do not negatively impact price or schedule

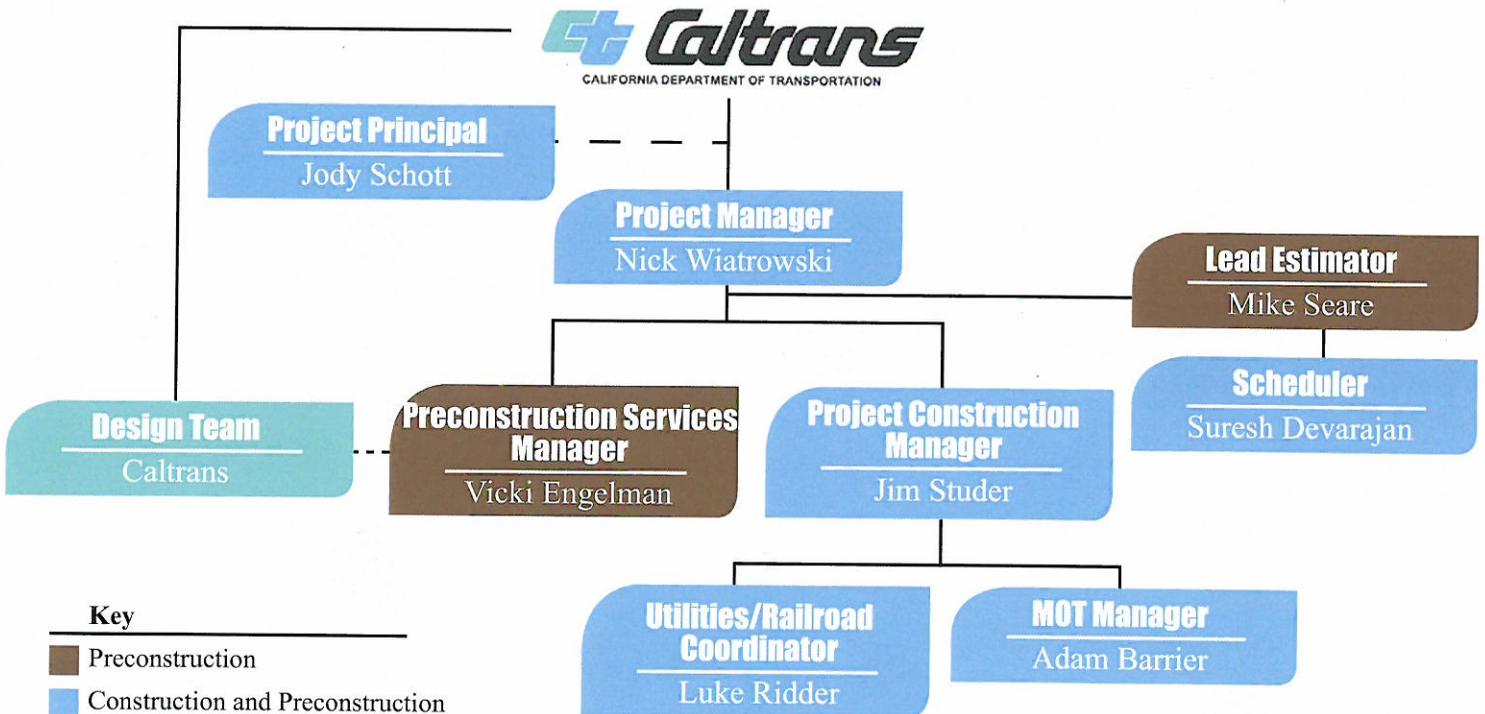


Lead Estimator Mike Seare's experience leading estimates and serving in this role on other CMGC projects will give the Department confidence in our estimates



Scheduler Suresh Devarajan's experience on complex schedules and his accuracy, attention to detail, and innovative ideas will assure the Department our schedules will be fact-based and accurate

Exhibit 5-1 Project Organization Chart



Form D

PROPOSED KEY PERSONNEL INFORMATION

Name of Proposer Kiewit Infrastructure West Co.

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

Position	Name	Years of Experience	Education and Registrations	Parent Firm Name
Project Principal	Jody Schott	16	B.S., Civil Engineering, University Of Wyoming, 1997	Kiewit Infrastructure West Co.
Project Manager	Nick Wiatrowski	16	High school diploma	Kiewit Infrastructure West Co.
Project Construction Manager	Jim Studer	18	B.S., Construction Engineering Technology, Montana State University, 1994	Kiewit Infrastructure West Co.
Lead Estimator	Mike Seare	37	B.S., Civil Engineering, University of Utah	Kiewit Infrastructure West Co.
Scheduler	Suresh Devarajan	15	M.S., Architecture, California Polytechnic University, 2003; B.S., Architecture, University of Madras, 2000	Kiewit Infrastructure West Co.
Preconstruction Services Manager	Vicki Engelman	14	B.S., Civil Engineering, Arizona State University, 1997	Kiewit Infrastructure West Co.
Utilities/Railroad Coordinator	Luke Ridder	7	B.S., Construction Engineering, University of Nebraska, 2006	Kiewit Infrastructure West Co.

MOT Manager	Adam Barrier	18	Undergraduate Studies, Civil Engineering, Phoenix College <ul style="list-style-type: none"> • ATSSA Traffic Control Technician • ATSSA Traffic Control Supervisor • ATSSA Flagman Trainer Certification • ATSSA Flagman Certification • City of Phoenix Right Of Way Management Program 	Kiewit Infrastructure West Co.
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None of our key personnel have any professional registrations.



Realignment

CONSTRUCTION MANAGER/GENERAL CONTRACTOR SERVICES

SECTION 6

"Kiewit is a model company for the CMAR process,"
Alvin Stump | ADOT Resident Engineer,
on Kiewit's performance on the ADOT SR-89 Chino Valley CMAR Project, the first time that the owner used the CMAR delivery method

Project Understanding and Approach

Kiewit understands the challenges owners face when using the CMGC delivery method for the first time. Our staff has worked side by side with owners new to the CMGC process on a number of similar projects, including the Regional Transportation Commission (RTC) on SouthEast Connector in Reno, Nevada. We also worked with the Arizona DOT in Chino Valley, Arizona. Those same CMGC experts from previous projects will be on the SR 99 team. We will provide the Department the same guidance and support.

Kiewit will apply our experience in preconstruction services to assist in:

- ✓ Reducing project risk
- ✓ Developing innovative cost savings ideas
- ✓ Successfully negotiating the GMP

Kiewit develops an integrated project team by:

- ✓ Maintaining a consistent project team from preconstruction through construction
- ✓ Utilizing the principles of partnering to develop a cohesive collaborative team

- Constructing 2.5 miles of high speed train infrastructure from approximately Fresno Yard Overhead to north of Ashlan Avenue Overhead
- Shifting SR 99 to the west and adding auxiliary lanes between Ashlan Avenue and Clinton Avenue
- Constructing high speed rail infrastructure from Fresno Yard to Ashlan Avenue

Kiewit recognizes the most critical aspects of the project are:

- Optimizing the phasing of the project to achieve the schedule completion and minimize impact to the traveling public
- Bridge and retaining wall design and construction
- Paving of the SR 99 mainline

Phasing

During preconstruction Kiewit will spend considerable time working with the designer to analyze the phasing of the ramps and city streets to develop a MOT phasing plan that provides the least impact to mobility and creates the safest work area possible. For example, the Ashlan Avenue overcrossing could be constructed in two stages instead of three as shown in Exhibit 6-1. Modifications of the traffic layout will allow for all traffic to be placed on the new portion of the Ashlan Avenue. Two-stage construction will eliminate the need to construct the second phase of the bridge with live traffic on both sides; thereby improving the safety of the construction workers and the mobility and safety of the traveling public.

A. Understanding of the Project Scope

The Project proposes to realign SR 99 from Ashlan Avenue to Clinton Avenue to accommodate the future High Speed Rail (HSR) project. The work is bordered to the east by the Union Pacific Railroad (UPRR) and to the west by SR 99.

The Project will require:

- Constructing overhead structures over the Clinton Avenue Fresno Yard and Ashlan Avenue to improve vertical and horizontal clearances





Realignment

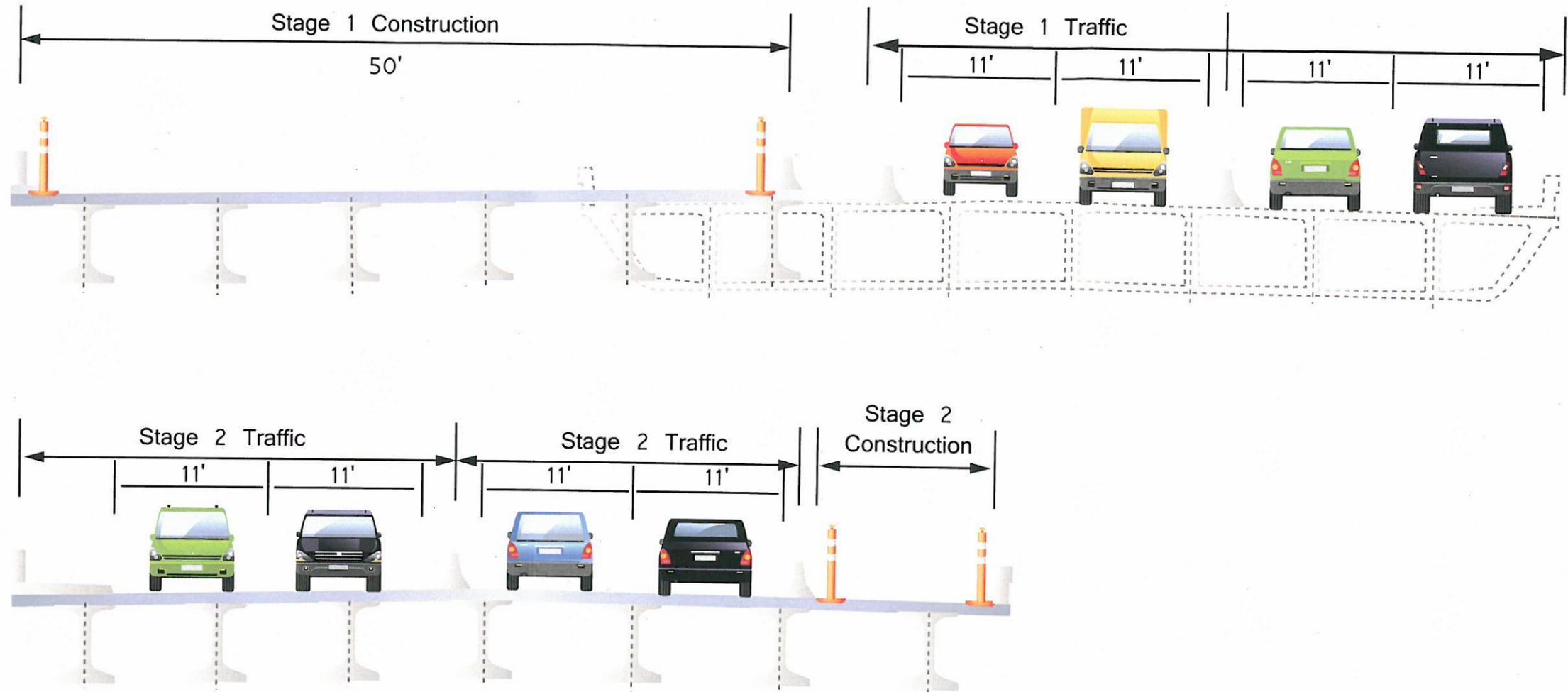
CONSTRUCTION MANAGER/GENERAL CONTRACTOR SERVICES

Project phasing will be vital to maintain the mobility of the traveling public during construction. Traffic control will be clearly delineated and communicated to the public through a strong Public Information Program. Access to businesses will be maintained to limit the impact to businesses and residents in the construction area.

Maintenance of Traffic

Maintenance of traffic will be a major challenge throughout the project, especially on the SR 99 mainline. During preconstruction, optimization of the phasing will reduce the number of traffic switches. This will allow the traveling public to travel through the work area in a clear, safe, and predictable manner. Comprehensive MOT plans and diligent maintenance of all devices in the work area will ensure safety and mobility for the public.

Exhibit 6-1 Phasing



Risk:
Disruption to traffic

Solution:
A strong PI effort to effectively communicate current construction impacts and potential detour routes to the public and the on-site construction workforce, and to increase the mobility and safety of the traveling public.

- Eliminates need to split traffic reducing confusion for public
- Reduces risks associated with working with traffic on both sides for workers and traveling public
- Construction traffic does not need to cross live traffic to enter or exit work area
- Reduces need for road closures and traffic interruptions to perform significant operations like setting girders or pouring concrete
- Overall schedule and cost advantage
- Simplifies MOT plans
- Less impact to the traveling public



Realignment

CONSTRUCTION MANAGER/GENERAL CONTRACTOR SERVICES

Public Outreach Strategies

A comprehensive, well planned public outreach strategy is an essential component of any construction project. The traveling public, local business owners along the corridor, and stakeholders such as PG&E and City of Fresno Public Utilities must be kept well informed on the project’s activities and planned sequencing. To facilitate this communication, Kiewit will work with the Department to develop a comprehensive outreach strategy that will include:

- A project position with the sole purpose of administering the Public Information Program.
- A transparent, collaborative environment with the public to build confidence and trust through community meetings, door-to-door visits with homeowners, businesses, and schools to explain construction work and its effects on traffic and safety
- Serving as an advocate for the Department and HSRA for both the SR 99 and HSR project goals
- A project hotline to receive comments from the public during construction. Communicating with the public in an open, honest manner on a consistent basis will build consensus and public support for projects which otherwise could be viewed as disruptive or unnecessary. The Department will be viewed in a positive light by a supportive public that feels vested in the infrastructure improvement projects in their community.

Bridge and Wall Elements

Kiewit will work with the designers to select the appropriate type of retaining walls for the required locations. Kiewit successfully incorporated many different types of retaining walls into similar projects. The Pioneer Crossing project used: cast in-place concrete, precast concrete post and panel, gabion basket, single-stage and two-stage MSE walls. Kiewit worked with the owner on the Pioneer Crossing project to eliminate the need to

relocate several hundred feet of 24” sewer line by performing deep soil mixing adjacent to the line to eliminate the risk of settlement and damage to the line, saving \$250,000 and additional right-of-way acquisition. This savings was realized by the project. Kiewit’s knowledge of retaining walls will assist the design team in choosing the best wall type with the most cost effective option.

Kiewit can add value during preconstruction design of the Ashlan Avenue and Clinton Avenue overcrossings. Kiewit and the Department can use their combined knowledge of the design and construction of precast girder bridges to optimize the bridge based on phasing, number and size of girders, to produce the most cost effective bridge design possible while still achieving the clearance requirements. Kiewit is experienced in bridge construction using precast concrete girders on projects like the 192 ft. long precast girders used on Pioneer Crossing. Kiewit possesses expertise in casting of precast concrete girders through its subsidiary, Kie-Con. Kie-Con is a Department certified precaster. Kie-Con recently cast the longest precast super girder ever to be used in California. It is over 160 ft. long and was used for the Porter Creek Road Bridge Replacement in Santa Rosa, California.

Exhibit 6-2 Super Girder



Kiewit has a history of implementing innovative construction methods. Kiewit has successfully completed Accelerated Bridge Construction



Realignment

CONSTRUCTION MANAGER/GENERAL CONTRACTOR SERVICES

techniques on numerous projects including the SR 202L project. On this project, Kiewit completed six bridge widenings using the cast high and lower bridge construction method where vertical clearances under the bridges were critical.

Also critical to success of the cast high and lower method, is a detailed as-built of the existing bridge to ensure the camber of the new bridge matches the existing structure and provides a smooth ride for the public.

Exhibit 6-3 Cast High and Lower Method



Paving the SR 99 Mainline

The design and construction of the mainline is a critical scope element of the SR 99 Realignment CMGC Project. SR 99 is a vital transportation link between northern and southern California in the Central Valley. SR 99 carries approximately 100,000 vehicles per day, which will be affected by the SR 99 Realignment Project. Of those 100,000 vehicles, nearly 14,000 are trucks transporting farm commodities and other goods to California and the country. Well-planned phasing and MOT will be critical to the success of the Project. We have performed paving in similar settings to that of SR 99 and understand what it takes to co-exist with the traveling public.

Design of an efficient and cost effective pavement section, while not compromising on durability and performance, is critical to this scope of work. On the Pioneer Crossing project, Nick Wiatrowski worked with designers and UDOT to design the



paving. This included using the MEPDG method of pavement design for I-15. This method yielded over a million dollars savings to the project. Our knowledge and experience will be applied to the SR 99 Realignment Project to deliver value to the Department.

RISK:

Visual and noise disruption associated with night work

SOLUTION:

Replace back up alarms with flashing lights on equipment and trucks. Use full time water trucks and street sweepers during construction to help eliminate dust.

Utilities/Railroad (Stakeholders)

B. Construction Manager's Approach to CMGC Project Contracting

Kiewit's approach to CMGC project contracting maximizes the benefits of this delivery method. As the Department's Construction Manager, we will provide input regarding estimating, constructability, scheduling, and phasing to assist the Department in designing a more constructible project. Our advisory role during preconstruction will help the Department reduce risk and achieve greater schedule and cost surety.

The success of the CMGC model is dependent upon collaboration between the two parties as early in the preconstruction phase as possible. Kiewit partners with owners soon after NTP to establish project goals and a shared vision for the project. We build a cohesive team through communication and collaboration early in the process, and maintaining both throughout the Project. Our goal is simple: do what is in the best interest of the Project.





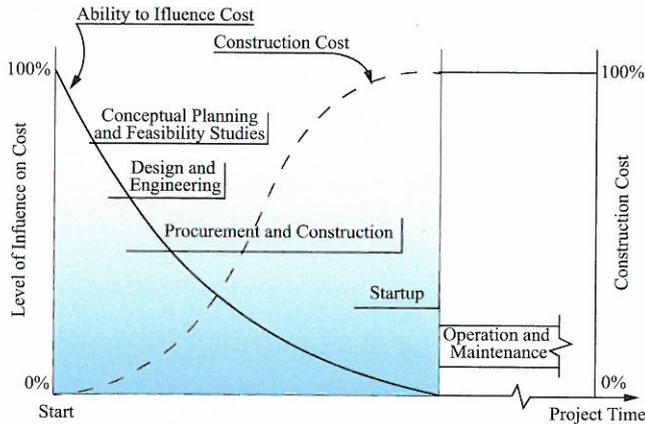
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We have identified three elements we consider essential for success:

- Creating an Integrated Project Team
- Maximizing Preconstruction Value
- Construction Execution

Exhibit 6-4 CMGC Preconstruction Services



1. Fully Integrated Project Team

Kiewit’s management approach to the SR 99 Realignment CMGC Project is founded on the core philosophy of creating and sustaining an integrated management team that focuses on innovation and providing benefit to the Department. Our project management team of construction professionals will work together with the Department to produce the best project possible while achieving all the goals of both parties.

Creating an integrated, seamless team during preconstruction is essential to successfully executing construction. Co-location with all team members including owner, designer and contractor personnel, results in an environment that is transparent and rewards innovation. A fully integrated team atmosphere encourages frequent, open and clear communication.

The best way to achieve an integrated project team is through the partnering process. Kiewit is committed to partnering during both preconstruction and construction to help the project achieve the best results possible. Kiewit

has a history of partnering success and is a 12-time winner of the AGC Marvin M. Black Award for Partnering. Together with the Department, Kiewit won the 2008 Marvin M. Black award for the Benicia-Martinez Bridge project.

It is critical to maintain a consistent team on the project throughout preconstruction and construction. Retaining key staff through this transition preserves established relationships, enhances communications and eliminates learning curves. Kiewit is committed to maintaining our team of key personnel throughout the entire project to ensure a seamless transition. Please see the information in Section 5, Proposer Key Personnel and Appendix A, Resumes for more detail on our proposed project team.

2. Preconstruction Approach

Kiewit will apply our proven methods of preconstruction management to the SR 99 Realignment CMGC Project.

Performing Design and Constructability Reviews.

The opportunity to affect the cost of the project decreases as the design nears completion as shown in Exhibit 6-4. Our goal is to maximize cost and schedule savings by performing thorough design reviews and site investigations early in the preconstruction phase. Conducting constructability reviews in conjunction with an early site investigation will facilitate a comprehensive value engineering analyses of the early design plans. This will aid the Department’s designers in achieving an optimized design that not only results in the lowest possible construction costs and shortest construction schedule; but also minimizes impacts to the public and impacts to the overall design costs by avoiding late design changes. Early involvement and timely, effective coordination between the design and construction teams is vital to achieve this. The experience and knowledge of our Preconstruction Services Manager, Vicki Engelman, will be critical to creating integration between the design and construction groups to optimize the design early





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in the project. Vicki has assisted four owners with the CMGC delivery method for the first time with great success: Maricopa County on Cotton Lane Bridge in Goodyear, AZ; Arizona DOT on Chino Valley, AZ; Regional Transportation Commission (RTC) on the SouthEast Connector in Reno, NV; and Massachusetts Bay Transportation Authority (MBTA) on the Green Line Extension in Boston, MA. We will analyze the comprehensive, detailed phasing the Department included in the RFQ documents to develop innovative phasing ideas that will benefit the project schedule. An important aspect to working in a dense urban environment around active freeways and rail lines, is stakeholder coordination and keeping affected stakeholders in the loop regarding the impacts of construction. Early development of project phasing allows the project team to communicate and receive feedback from all affected parties. Stakeholders include UPRR, PG&E, AT&T, Comcast, Kinder Morgan, City of Fresno sewer and water operations, Fresno Irrigation District, as well as local business and property owners.

Kiewit will conduct discipline specific meetings in which the Department, the construction team and stakeholders can address phasing concerns. We will explore opportunities to accelerate or expand a portion of any phase that will ultimately make the user more efficient and save the project schedule and budget.

Conducting Innovation Management. Kiewit develops cost saving alternatives and solutions by using the knowledge and experience of the entire project team. Kiewit has used innovation workshops to formally explore innovation

opportunities. An Innovation Workshop will be scheduled before the design reaches 50%. This workshop will result in a list of ideas that will be explored further for consideration to be implemented on the project. These cost savings ideas are not reductions in scope, but ideas that add value to the project by reducing cost to produce the same result. Our SouthEast Connector project in Reno provided 23 innovation proposals. The RTC ultimately accepted 12, resulting in over \$7,000,000 in savings to the owner.

Kiewit will maintain an innovation register to track the results of innovations on the Project. Exhibit 6-5 shows the savings resulting from innovations registers from past projects.

Developing Integrated Preconstruction/ Construction Schedule. Kiewit will work closely with the Department to develop and maintain a thoroughly detailed preconstruction schedule. This detailed preconstruction schedule will be consistent with, and include all the elements of the Department’s requirement for substantial completion by February 2018. The preconstruction schedule will be integrated with the construction schedule to comprise an overall project schedule that includes all necessary activities, resources, interim, milestones, sequencing, logic design, permits, and owner milestones. The project schedule will highlight the relationships between tasks such as long lead items and their effects on construction. Progress will be monitored closely. Regularly scheduled review meetings will be held to keep all parties informed on schedule performance.

Development of Subcontracting Plan. Kiewit will oversee the review of specifications and drawings to ensure they are complete and enhance constructability and biddability for ease of subcontractor procurement. Our Project Manager Nick Wiatrowski, and Preconstruction Services Manager Vicki Engelman, will be instrumental in reaching out to local specialty subcontractors, minorities and suppliers early to engage them

Figure 6-5 Innovation Savings

Project	Delivery Method	Owner Savings
Pioneer Crossing	D-B	\$17,000,000
Southeast Connector	CMAR	\$7,000,000
Cotton Lane Bridge	CMAR	\$3,100,000
SR 85 Landfill	CMAR	\$2,760,000
Sky Harbor Taxiway D & E	D-B	\$2,100,000
Sky Harbor Taxiway S	D-B-B	\$1,100,000
I-10 Reconstruction	D-B-B	\$1,000,000





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and receive input during constructability reviews. Informational workshops similar to the ones Kiewit hosted on the California HSR CP-1 project will be held to educate the local industry on the CMGC delivery method. Kiewit will assist in developing and awarding critical early bid packages identified by the project team.

Cost Estimating. Cost modeling will fall under the supervision of our Lead Estimator Mike Seare. Kiewit will provide complete cost estimates at the major design milestones, or more frequently as agreed to by the project team. We will work with the Independent Cost Estimator (ICE) for the Department beginning with the Initial Approach to Cost Meeting. At that meeting, we will develop an organized and transparent method for estimate preparation and comparison. Kiewit frequently requires two independent estimates be completed for projects we bid. This process requires checks of quantities and productions for all estimate categories. The experience of aligning independent cost estimates will help Kiewit when working with the ICE to compare estimates. Our estimating team will provide accurate estimates for the cost of construction by using relevant and accurate past cost data from similar projects. Competitive pricing information will be gathered and used in the cost models for subcontracted work and material supply. We maintain one of the largest and most comprehensive past cost databases in the construction industry. Our cost model for the SR 99 Realignment Project will contain labor, equipment and material costs based on historical past cost data from similar projects. Our past cost database and experience with similar projects is a solid supporting basis for efficiently providing cost models at the various stages of design. The cost models will be used to establish a baseline for accuracy and consistency in budget evaluation. Kiewit believes the way to perform this project function well, depends on our estimates being presented in a clear and transparent way. **We have reached GMP agreements on all 36 of Kiewit's CMCG/CMAR projects.**

3. Construction Execution

The Project Construction Management Plan is developed during preconstruction and outlines all processes to be followed during construction. Team continuity from preconstruction to construction makes certain the project team is familiar with the details of the plan and the intent of the design, and can respond quickly when construction activities begin. As shown on our organization chart in Section 5, many of our personnel are involved in both preconstruction and construction including:

- Project Principal - Jody Schott
- Project Manager - Nick Wiatrowski
- Project Construction Manager - Jim Studer
- Utilities/Railroad Coordinator - Luke Ridder
- MOT Manager - Adam Barrier
- Scheduler - Suresh Devarajan

Kiewit will use our fundamentals to plan, schedule and manage the SR 99 Realignment project. Our planning will focus on safety, quality, work procedures and cost control. Scheduling of the project is vital to the project team and all stakeholders involved in the Project. During construction our team will manage the Project with a focus on:

- Protecting the safety of all project workers and the public
- Delivering a quality product to Caltrans
- Managing subcontractors on site
- Coordination of public information program
- Cost control

The tools used to execute the safety, quality, environmental compliance, schedule and cost control are shown on the following page. These tools have proven to be very effective in producing projects under budget, on-time, safely with superior quality and will be used to manage the SR 99 Realignment project to completion.



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EXECUTION TOOLS

Planning

- Work planning matrix
- Pre-activity meetings
- Operation work plans
- Operation hazard analysis
- Survey plan
- Safety/Quality/Environmental Plans

Scheduling

- P6 CPM Baseline Schedule
- 90 Day schedules
- 3 week look ahead schedules
- "Play of the Day" meetings
- Commodity curves
- Linear schedule

Managing

- Safety, quality, environmental compliance programs
- Safety and Quality tours
- Cost and quantity tracking
- Weekly labor reports
- Monthly cost reports
- Method analysis/time studies
- SBE Utilization/Community Benefits utilization
- Document control systems

"I have worked with Kiewit on several mega projects and was impressed by their attention to the smallest details when it came to the safety of their employees and visitors,"

Randy Iwasaki, Executive Director, Contra Costa Transportation Authority.

phases but we treat them as two parts of one whole. The success of each phase is inter-related. An effective preconstruction phase will facilitate construction with no surprises.

CMGC delivery promotes a better understanding of project goals, risks and opportunities; provides a strong potential to lower costs; educates team members on alternative delivery methods; and promotes organizational learning for the Department and its partners. CMGC encourages partnership and team-building, which in turn fosters innovation. By maximizing the capabilities of our staff at the appropriate times during the preconstruction and construction phases, Kiewit will ensure that the Department realizes these benefits and meets all of the goals for the SR 99 Realignment Project.

Maintain Safety during Construction of the Project

The CMGC process allows for the consideration of the safety of construction operations during the design phase of the project. Our preconstruction team will evaluate the design with regard to safety during design reviews, value engineering and constructability reviews. Utilities/Railroad Coordinator Luke Ridder will work with Union Pacific Railroad to coordinate construction impacts to their operations during the preconstruction. This will enable Kiewit to build safety into the design, and to optimize our means and methods to the design to reduce our time around the tracks, making the work safer to execute.

During the preconstruction services, our team will

C. How the Proposer will use its Organization and the CMGC Process to Ensure a Successful Project

Kiewit's approach to successfully achieve the Department's goals for the Project is based on our organization presented in Section 5. We have structured our team to ensure the right person is brought in at the right time during preconstruction and construction. These may be two distinct





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consider staging and access to the work to improve safety. Safety will be an important consideration when reviewing plans from designers. Safety risk can be mitigated or reduced in the design phase. For example, the phased bridge construction at Ashlan Avenue provides an opportunity to reduce the number of phases which would eliminate the need to construct the second phase of the new bridge surrounded by live traffic. A work area surrounded by traffic increases the safety risk of the workers and exposes the traveling public to unsafe conditions. During construction, our Project Construction Manager Jim Studer will be responsible for ensuring the project is constructed safely for both the project workforce and the traveling public.

Minimizing Impacts to Motorists, Businesses and Emergency Service Providers during Construction

Kiewit will brainstorm the phasing and sequencing of the project to optimize the phasing requirements with the Department during preconstruction. Our MOT Manager Adam Barrier will review, validate and/or propose alternative traffic handling concepts. He will rely on his 18 years of experience in traffic control to minimize impacts to the motoring public. Kiewit will designate a public information professional who will ensure accurate, timely communication with the public. That person will report to the project manager to receive the latest progress on the project.

Constructing a High Quality, Fully Functional Freeway that Meets Current Design Standards

Our Preconstruction Services Manager Vicki Engelman has the skills necessary to effectively coordinate this CMGC project based on her significant experience in working with designers on a variety of Kiewit's D-B and CMAR/CMGC projects. She is uniquely qualified to serve as Preconstruction Services Manager on this project having served in the same role on a total of 14 projects, including four where it was the owner's first experience with CMGC or CMAR. The

"They work well in collaborative manner with owner, engineers to come up with cost-effective, quality-driven solutions. I'm particularly impressed with their attention to safety and quality overall on projects."

SouthEast Connector | Gallup Owner Survey

Preconstruction Services Manager is critical to integrating design and construction. Our Project Construction Manager will be responsible for ensuring that the project is constructed in accordance with the design and project requirements. Kiewit has a strong culture of quality and experience to construct a high quality project.

Complying with Environmental Commitments and Permits

Kiewit will comply with environmental commitment and permit requirements by first understanding the requirements contained within the permit. As commitments and requirements are finalized they will be put into a database that correlates them to their specific location on the project. This database will be used by the Preconstruction Services Manager, Lead Estimator, Scheduler, and Utilities/Railroad Coordinator to ensure our design reviews consider these important project commitments. During construction, the Project Construction Manager and his team will ensure compliance with these requirements throughout the Project.

Developing and Implementing Innovative Solutions to Achieve Substantial Completion

Kiewit has a history of implementing construction innovations to achieve successful project deliveries as demonstrated on the Pioneer Crossing and SouthEast Connector projects. Kiewit's Project Manager Nick Wiatrowski will bring his experience from those projects to SR 99. The CMGC process is an ideal environment to utilize a collaborative approach to deliver projects on





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time and below budget. Nick and Suresh Devarajan, our Scheduler, will work closely with the Department team to develop and maintain a detailed preconstruction schedule. This schedule will be produced and updated at every stage of the design and estimating process. The schedule will include all necessary activities, milestones, resources and logic. The preconstruction schedule will be integrated with the construction schedule to build an overall project schedule. The progress of the project will be monitored closely against this schedule to allow the project team to be proactive in ensuring an on-time project completion.

D. Top Construction, Design, Right of Way, Environmental and Stakeholder Risks

The CMGC contract is the most effective method of eliminating or mitigating risks on construction projects. Kiewit will lead the process of risk analysis and work with the Department to eliminate or mitigate the identified risks during preconstruction.

Design Risk

Geotechnical conditions:

Kiewit will assist in gathering geotechnical information not assembled during design. Additional geotechnical investigation will reduce construction costs. The complete understanding of the geotechnical conditions help produce the lowest cost design by identifying contingency cost items and removing them from the base price. Mitigation measures can then be put into place to account for conditions like hazardous material, unsuitable soil conditions and the presence of groundwater. Thorough site investigation saves the project money by optimizing the design of the project based on superior knowledge. During preconstruction at our SouthEast Connector project, Kiewit and its subcontractor performed a test shaft at the bridge location to verify the actual subsurface conditions. Based on the test results, the drilled shaft lengths were shortened by 20% from the original design resulting in a savings of \$750,000. Eliminating geotechnical risks from the design of SR 99 will ensure project completion in February 2018.

Kiewit has an excellent record of developing innovative solutions to geotechnical challenges. We

have used wicks and surcharge to accelerate settlement, deep soil mixing, traditional surcharge settlement, stone columns, stone trenches, timber pile, lime stabilization, and many other methods to mitigate complex geotechnical issues.

We also have experience working with railroads and handling hazardous materials. We understand the permitting process and proper management of these materials. Our proposed project team has worked together in railroad right-of-way and we understand the importance of coordinating with the railroad.

Underground/overhead utilities:

The SR 99 Realignment Project has many underground

and overhead utilities that if not dealt with properly and thoroughly, will affect the success of the project. Kiewit will work with the Department and the stakeholders to brainstorm ways to protect-in-place, work around, or relocate utilities to minimize impacts to the stakeholders and minimize the safety risks to the project. Accurate information is critical Kiewit will assist in the investigation of the existing conditions with additional potholing and other methods of investigation. The least expensive option when dealing with a utility is to not relocate utilities if possible. On the SouthEast Connector project, Kiewit worked during the preconstruction phase to eliminate the need to relocate 2,500 lf of 30" waterline, which

saved the owner \$750,000.

Right-of-Way acquisition:

Kiewit understands the acquisition of right-of-way is a major cost to the Department and it will be considered when making design and constructability comments. Changes to phasing or ramp layouts could be a major cost saving opportunity for the Department. Kiewit has experience making these recommendations. At the Pioneer Crossing project, Kiewit proposed and constructed a DDI that saved UDOT millions of dollars in right-of-way acquisition costs. These recommendations will be made at the earliest stages of the design to eliminate delays and costly redesign.

Exhibit 6-6 Risk Register

Example of Risk Register Detail									
ID	Risk/ Opportunity	Description of Issue	Affected Project Component	Correlation Among Dependent Components	Probability of Risk Occurring	Distribution	Expected Value of Cost	Distribution	Expected Value of Delay
1	Permitting and Interagency Agreements	Permits required from approval agencies could be delayed; agreements between grantee and other agencies might not be conducted on schedule	Design & Permitting D. Construction	Positive between Cost & Schedule of Both A & D	25% (0.25)	Triangular A. Design \$1.0m = 10% \$2.5m = Mode \$4.0m = 90% D. Construction \$10.0m = 10% \$30.0m = Mode \$50.0m = 90%	A. \$1.8m D. \$21.0m	Discrete A. Design 1 mos. = 25% 2 mos. = 50% 3 mos. = 25% D. Construction 2mos. = 50% 5 mos. = 40% 10 mos. = 10%	A. 2 mos. D. 4 mos.
2	Utility Relocations	Locations of certain utilities are unknown and their relocation could be required	D. Construction		20%	Lognormal	\$5.0m	Uniform 1-5 mos. = 20%	6 mos.



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Stakeholder Risk

The mitigation of stakeholder risk will be a consideration during preconstruction when reviewing phasing, utility relocation and mobility of the traveling public but it can never be eliminated. Communication with the UPRR during preconstruction will eliminate surprises during construction and provide the relationships necessary for success. During construction, stakeholder risk will be reduced by:

- Proactive and open coordination with stakeholders like the HSR Contract, Utility Companies, UPRR and the City of Fresno
- An active and visible Public Information Program to communicate phasing changes and clear maintenance of traffic plans

Environmental Risk

Environmental risk will be a major focus during construction. Kiewit will adhere to our commitment to environmental excellence during all field operations. Developing relationships with regulatory agencies and environmental experts will prevent unforeseen environmental issues like archeological finds or hazardous material discovery from delaying the project if they arise. To eliminate violations related to dust, noise or visual impacts measures will be implemented like full time water trucks, street sweepers and modifications to equipment.

Construction Risk

Construction risks will be analyzed and a plan to reduce risks will be developed during preconstruction. During preconstruction, risk can be mitigated through implementation of strict underground utility locating procedures that reduce the risk of utility damage. These procedures will dictate the frequency of potholing and marking of utilities, the type of equipment allowed to be used, the required clearance from the utility, or the positive barriers that need to be present when work is being performed. These procedures will ensure the stability of the underground or overhead utilities. These procedures will protect the

construction workers and the public, and prevent any incidents that could cause inconvenience to area residents should a utility strike.

MOT policies of inspection, documentation and correction will be strictly adhered to ensure that the safety of the traveling public. Our strong public information effort and excellent communication will make the phasing and traffic switches smooth with no delays.

Kiewit will apply our experience with cast high and lower construction techniques gained on the SR 202L project to guarantee the quality of the bridge structure and safety of the traveling public in the area.

E. Proposer's Approach to Managing Risks

Risks are first identified and assessed during preconstruction. The entire project team, led by the Preconstruction Services Manager, will assess risk during each design review. Over the course of our CMGC experience, Kiewit has developed a risk evaluation procedure. We conduct risk workshops with the entire team and develop a risk matrix or register. This collaborative process includes the following steps:

- Identify – This is a team effort with a sole purpose to identify project risks
- Classify - Risks are classified relative to the project plan
- Quantify – The risks are priced and assessed for schedule impact
- Allocate – Risks are assigned to the party who can best manage each individual risk
- Manage/Mitigate – Determine if risks can be eliminated entirely. If not, the risks must be mitigated. Include allowances or contingency estimates to cover cost of risk occurrence.
- Retire - Risks are retired as they become no longer relevant. Contingency budgets are reassigned to other identified risks if needed
- The owner keeps all unused contingency or allowance budgets not used





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RISK:

Working Around Utilities

SOLUTION:

Complete thorough investigation to identify all existing utilities before construction begins to eliminate delays. Relocate or protect if needed.

RISK:

Hazardous material in railroad right-of-way/geotechnical conditions

SOLUTION:

Thorough investigation of existing conditions to eliminate risk of delays

The risk register developed during preconstruction is a dynamic, living document that is constantly monitored and updated. The Preconstruction Services Manager initiates the risk register and it is passed to the Project Construction Manager during the construction. The risk contingency is assigned based on the expected cost of a specific risk. It is equal to the cost of that risk times the probability of its occurrence.

A sample of the detail provided in a risk register is provided on page 10 in Exhibit 6-5.

Risk Analysis and Mitigation Planning:

Kiewit, in partnership with the Department, will manage the risk register. Our approach provides for:

- Separation of risks from the cost models by isolating the risk and its impacts separate from the direct cost of the work. Separating the risk from the cost model maintains transparency of the individual bid items within the cost model. This results in a more efficient cost comparison process and lower preconstruction costs

- Allocation of the risk to the party that can best manage the risk increases the likelihood the risk will not occur.
- Allocation and assignment of the correct contingency for risks that cannot be eliminated by jointly agreeing to the potential impacts of the risk occurrence. This also allows the Department to retain any money not spent when risks are eliminated.

Assigning a risk level and probability enables the project team to focus on those items that represent the largest risks to the project and provides the best opportunity for cost reduction. The result of this collaborative and transparent process to identify and manage risks from the beginning of the design process, allows the team to eliminate and mitigate known risks, and ultimately reduce the cost of the project.

F. Construction Manager's Approach to Implementing the Authority's Small and Disadvantaged Business Enterprise Policy and Achieving the Project's Small Business Goal

Kiewit understands the requirements of the Authority's Small and Disadvantaged Business Enterprise Policy and the Authority's program developed under 49 CFR 26. Kiewit was the managing partner of California High Speed Ventures, a team that pursued the CP-1 contract. In the pursuit of that contract, Kiewit developed a plan that achieved the Authority's goals. We understand the level of effort it will take to achieve the goal on this project. Kiewit is committed to taking all necessary and reasonable steps to ensure Small Businesses have the maximum opportunity to compete for and perform on any construction contract as part of the SR 99 Realignment Project contract.

To achieve the goal, Kiewit will:

Kiewit will work with the Department to target scopes of work for Small Business participation.

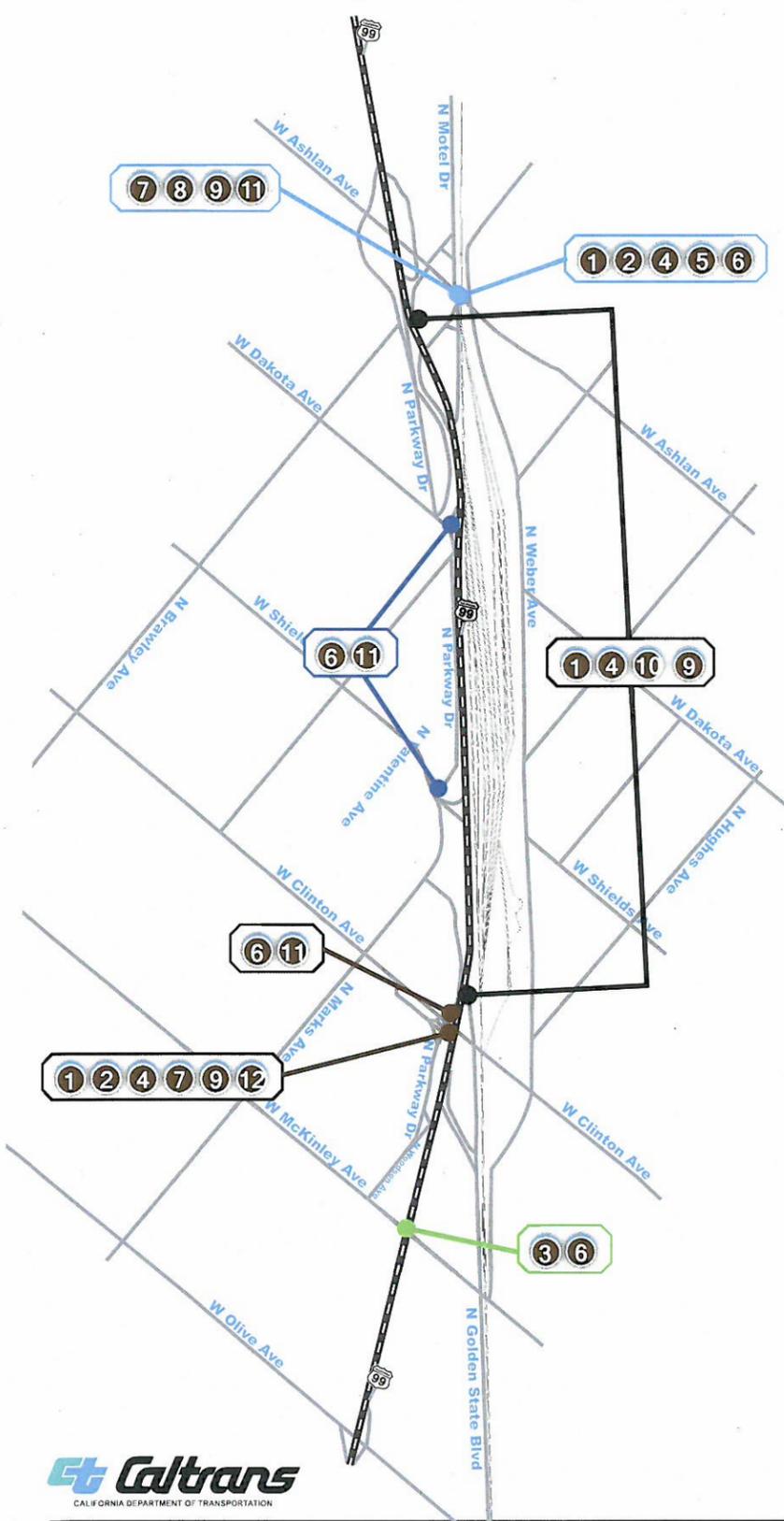




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Exhibit 6-7 Project Risk Summary



RISK TYPE	RISK	PROPOSED SOLUTION
1 Construction	MOT on mainline SR 99 and city streets	Analyze phase drawings to minimize traffic switches. Prepare quality MOT plans with input from stakeholders. Strong public information effort to communicate routes and eliminate confusion of public.
2 Construction	Railroad and High Speed Rail project coordination	Create relationship with agencies early in project. Get railroad buyoff of design as it progresses. Regularly scheduled meetings to communicate plans and schedules.
3 Construction	Cast high and lower bridge section/post tensioning camber matching existing bridge	Employ lessons learned from SR 202L project to ensure success. Detailed as-builts of existing structure before construction starts.
4 Construction/Design	Working around overhead and underground utilities	Coordinate with stakeholders to identify and relocate or protect utilities before construction begins. Complete thorough investigation of existing conditions that captures all utilities and their locations.
5 Construction/Design	Project safety and public safety constructing second phase of bridge between live traffic both sides	Resequence phasing to eliminate working between live traffic on both sides.
6 Design/Construction	Delays to traveling public related to ramp construction/ramp phasing	Strong Public Information department to communicate changes to ramps to public. Detailed study of phasing during preconstruction to limit traffic switches.
7 Design	Unknown or differing geotechnical conditions	Confirm preliminary geotechnical results prior to design completion to eliminate risk of existing geotech condition delaying the project.
8 Environmental	Hazardous material present from railroad ROW	Perform additional testing of material to identify hazardous material classification and identify disposal location prior to construction to reduce the risk of hazardous material delaying the project.
9 Environmental	Environmental violation related to dust, SWPPP, archaeology, noise or visual impacts	Make changes to equipment to minimize noise at night. Full time water trucks and street sweepers. Retain environmental consultant to deal immediately with archaeological find if needed.
10 ROW	Project delay due to late ROW acquisition/cost of additional ROW needed	Validate ROW needs early in design to eliminate delays due to ROW unacquired. Identify high priority properties to acquire to not delay early work.
11 Stakeholder	Maintaining business access and resident access	Visit schools in the affected communities to explain the project and review safety precautions. Conduct door to door visits to inform residents and businesses of potential impacts and traffic patterns. Schedule community meetings to inform local residences of planned construction activities.
12 Stakeholder/Construction	Protection and relocation of existing water line in bridge	Engineered design to protect water line during construction. Coordinate with stakeholder to relocate into new bridge to prevent disruption of service.

Key Location

- Ashlan
- Clinton Ave Bridge
- SR 99 Mainline
- McKinley
- Other City Streets
 - W Shields Ave
 - N Motel Dr
 - W Ashlan Ave





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We will set these scopes of work aside and earmark them for these firms. Some of the areas we identified for potential Small Business subcontracting on the SR 99 Realignment Project include:

- Barrier, curb and gutter
- Precast girders
- Rebar and P/T
- Asphalt paving
- Lighting, signals and FMS
- MOT
- Striping/signage
- Fencing
- Landscaping

Additional scopes can be added or removed as necessary to achieve the goal.

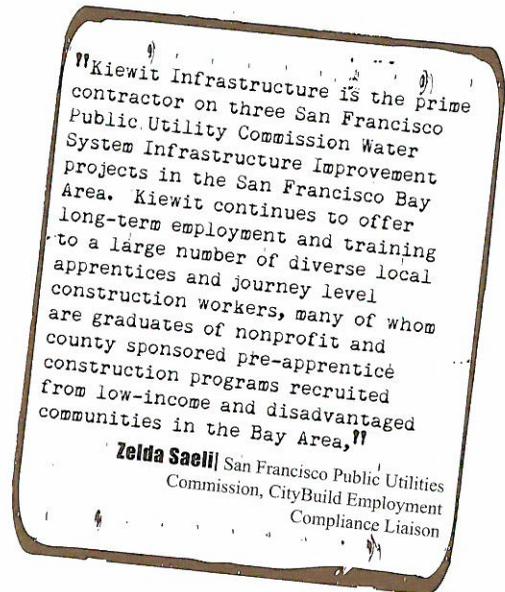
Kiewit will conduct extensive outreach with the local Small Business community. These outreach events will give Kiewit an opportunity to meet potential Small Businesses and tailor the scopes of work and bid packages to meet their needs.

As bid packages are developed, Kiewit will work with the Department to choose qualified Small Business subcontractors to perform the identified scopes of work. The progress of these subcontractors and the percentage of participation will be closely monitored throughout the Project. Every effort will be made to ensure success for the Small Business participants.

Community Benefits Policy Implementation:

Kiewit is aware of and understands California High Speed Rail Authority's Community Benefits Policy. We will ensure all reasonable steps will be taken to ensure California communities, Small Businesses and residents benefit as fully as possible during the construction of SR 99 Realignment CMGC Project. We support the Authority's commitment to adopt and implement programs designed to promote and advance construction employment and training

opportunities for all individuals, especially those residing in economically disadvantaged areas, and veterans returning from military service. We will actively pursue these workers through community outreach and networking. We will implement the Authority's Community Benefits Policy by keeping the community informed and engaged in the project as it progresses.





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APPENDIX A

Resumes

The resumes for the Kiewit project team are presented herein in the following order:

Project Principal – Jody Schott

Project Manager – Nick Wiatrowski

Project Construction Manager – Jim Studer

Preconstruction Services Manager – Vicki Engelman

Lead Estimator – Mike Seare

Scheduler - Suresh Devarajan

Maintenance of Traffic Manager – Adam Barrier

Utilities/Railroad Coordinator – Luke Ridder



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Exhibit A-1 Personnel Time Commitment

Preconstruction Phase
(Jan 2014 - June 2015)

Construction Phase
(July 2015 - March 2018)

Percent of Time Committed to Other Projects (including description of these projects)



Jody Schott
Project Principal



Jody currently serves as the project principal on three active CMGC projects: SouthEast Connector Phase 1 for the Washoe County Regional Transportation Commission (RTC); ARS/Broadway Reconstruction between 19th and 51st Avenues for the City of Phoenix; and Arizona Department of Transportation Black Mountain Boulevard, SR 51/SR 101L Pinnacle Peak Road project, which will connect the Black Mountain Boulevard northbound and southbound ramps with the existing SR 51 northbound and southbound ramps. Those occupy 15% of his time. Jody manages Kiewit's Salt Lake City, UT office. Based on the preconstruction tasks described, Jody will dedicate 5% of his time to the project.



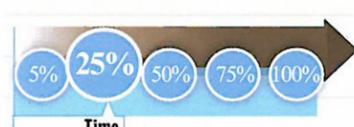
Nick Wiatrowski
Project Manager



Nick is Project Manager on the SouthEast Connector Phase 1 project for the Washoe County Regional Transportation Commission (RTC). He is fully committed to the SouthEast Connector Phase 1 project until January 2014 when his time commitment will be reduced to 50% through March 2014 when it will be reduced to 25%, through August 2014. Nick will be available to allocate 50% of his time through Preconstruction and 100% of his time through construction.



James Studer
Project Construction Manager



Jim leads our centralized subcontracting and scheduling efforts for Kiewit's Fairfield, CA office. Upon Notice of Award, we will transition Jim to his role as Project Construction Manager. This will give him 15 months to train his successor before he fully transitions to manage the SR 99 Realignment Project construction in July 2015.



Vicki Engelman
Preconstruction Services Manager



Vicki is serving as a Subject Matter Expert/Consultant on the Massachusetts Bay Transportation Authority (MBTA) Green Line project, a new 4.2-mile rail extension project and the first CMGC project for the MBTA, which is currently 35% complete. Her time commitment to MBTA Green Line is less than 15% through December 2013. Vicki is available to begin this key role January 2014.



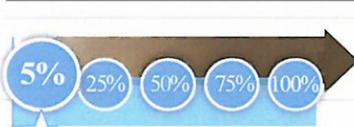
Mike Seare
Lead Estimator



Mike is serving as the Lead Estimator on the Ogden Canyon Siphon Rehabilitation CMGC project in Utah for the South Ogden Conservation District, which involves the replacement of a 31-inch diameter, 1,100 ft. long welded steel pipeline. Preconstruction services are scheduled to be completed April 2014. Mike is available to allocate 25% of his time to this project beginning January 2014.



Suresh Devarajan
Scheduler



Suresh is currently assigned to the I-405 Sepulveda Pass project for the LACMTA, a design-build project involving the construction of a 10-mile HOV lane northbound on I-405 from I-10 to US 101. He is fully committed to that project through February 2014, when his commitment will be reduced to 50%. Suresh will be available to meet his time commitments to this project. The I-405 Sepulveda Pass project is scheduled for completion in late 2014.



Adam Barrier
MOT Manager



Adam is the MOT Manager on the Central Mesa LRT project in Mesa, AZ for Valley Metro Rail, which involves extending the existing track by 3.1 miles and includes four stations, power substations, and signals and communications systems. He is fully committed to the project until December 2014 when his commitment will be reduced to half time through March 2015. Adam's availability meets the SR 99 Realignment Project schedule.



Luke Ridder
Utilities/Railroad Coordinator



Luke is currently fully committed as Pontoon Superintendent to the WSDOT SR 520 Floating Bridge and Landing project, which includes the design, construction and installation of a 7,710 ft. long floating bridge, approach spans, and auxiliary pontoons. Luke is scheduled to be on this project through project completion, anticipated 2016. The project is currently 45% complete. If Kiewit is awarded the SR 99 Realignment project, we will develop and implement a transition plan on that project to make Luke available for this project.

The percentages of time for each team member were calculated using the requirements and deliverables described in the Preconstruction Services Agreement and on Kiewit's CMGC preconstruction service experience. These percentages of time can be increased based upon the project needs.





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Jody Schott
PROJECT PRINCIPAL

- **Relevant Licensing and Registration:** None
- **Years of Experience Performing Similar Work:** 16
- **Education:** B.S., Civil Engineering, University of Wyoming, 1997

Job Description

- The Project Principal is the person who has executive oversight of delivery of a project.
- Also referred to as Project Director.
- Is concerned that our project execution meets the Department's goals.
- Communicates the satisfaction of the Department with our team to his superior.
- Management strategies must align with the Departments District Directors.

Responsibility

- Carefully monitors the overall status of the project and satisfaction of the client.
- Skilled management of the project is accomplished through establishment of effective organization, proper staffing of organization, management of staff and verification that all project controls are in place.

Jody was selected to be the Project Principal on the SR 99 Realignment Project because of his success in this role on other projects. Not only is Jody recognized by Kiewit as a leader in CMGC delivery, but in 2010, the Utah Chapter of the Associated General Contractors (AGC) named Jody the Transportation Division's Project Manager of the Year for his leadership on a CMGC and design-build project. We selected Jody for this key role because he brings more than 16 years of experience in heavy civil and transportation projects and has a vast wealth of construction management knowledge and experience. Jody has completed projects as the Project Principal, Project Manager, Construction Manager, Project Superintendent, General Superintendent and Roadway Superintendent. We selected Jody because he brings an intense, motivational style and a focus and attention to detail in every aspect of his work that makes CMGC projects successful. Jody understands the benefits that a collaborative approach yields to project delivery. We selected Jody because CMGC projects are very appealing to him. Jody enjoys the freedom CMGC contracting affords to the owner, designer and contractor to work in a collaborative environment that results in unparalleled outcomes. Jody enjoys being able to explore risks and work as a team to mitigate them before they impact the project.

Work Examples:

Project Principal, SouthEast Connector CMAR: Greg Street to Clean Water Way, Project Number: 532011, Washoe County Regional Transportation Commission (RTC), Reno, NV, Project Number: 532011, March 2012 – July 2013, Time committed 20%. The \$65 million SouthEast Connector is a new six-lane high access controlled arterial. It is approximately 5.5 miles in length and includes the construction of a 1,500 LF long-steel girder bridge/viaduct over the Truckee River. The project included utility installation and relocations and other improvements. Jody attended early meeting with subcontractors and suppliers to assist and help them understand CMAR delivery method to help them prepare their bid packages to better suit their capabilities. This helped the RTC develop standards for their future use. During preconstruction it was determined that the project needed a source of import material. Jody directed the project team to find a solution. Nick Wiatrowski and his team found a solution in the construction of a nearby water treatment plant that need to excavate material behind the existing plant to accommodate a future expansion. Jody and Nick saved





Realignment

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- Ensures the Project Manager has adequate resources to complete the project.
- Responsible for Kiewit's overall performance.

Authority

- Reports to the Kiewit District Manager.
- Subordinates include the Project Manager.
- Empowered to act on behalf of Kiewit in all matters.

References

SouthEast Connector

CMAR: Greg Street to

Clean Water Way

Contact: Garth Oksol,

Project Manager

Phone: 775-742-6851

Email: goksol@

rtcwashoe.com

State Route 114 Geneva

Road Widening

Design-Build

Contact: Bryan Adams,

Region 2 Deputy Director

Phone: 801-360-4451

Email: bryanadams@

utah.gov

Mountain View Corridor

(MVC) CMGC

Contact: Teri Newell,

Region 3 Director

Phone: 801-910-2112

Email: tnewell@utah.gov

the project time and money by agreeing to take the import the waste as fill for the cost of the haul. On this project, Jody worked with Vicki Engelman, Preconstruction Services Manager and Nick Wiatrowski, Project Manager who have been nominated to fill key roles on the SR 99 Realignment Project.

Project Principal, SR-14 Emergency Landslide Repair CMGC, Utah Department of Transportation, Canyon, UT, Project Number: F-0014(34)6 (PIN 10398) September 2012–June 2013, Time committed 20%.

A landslide destroyed 0.3 miles of SR-14 in Cedar Canyon leaving the road impassable and blocking portions of Coal Creek. SR-14 connects Cedar City of US-89 and a number of towns from Kanab to Panguitch. The scope of work required landslide removal, reconstruction of SR-14 and creek restoration. This \$12 million project included repair for three additional slides requiring slope stabilization and pavement repair. When access for local ranchers was impacted while the slide was still active, Jody directed his project team to build temporary grade that would support cattle trucks. Because the slide was still active, the area was continuously monitored to make sure there was no unexpected movement. Coordination with the local community was an important concern. When UDOT arranged a town hall meeting prior to the temporary opening so we could understand community needs and set expectations for the temporary opening, Jody participated and lead aspects of this meeting. During remediation of the landslide, another landslide occurred. The community could not take another delay in opening the road because the canyon is their main source of access. Jody got personally involved and worked with the designer and UDOT to develop a construction plan. The job was completed on time while moving nearly double the expected cubic yards of slide material and met the early completion deadline, opening to the public ahead of schedule. Under Jody's leadership, the project won the 2013 Award of Merit Best Intermountain Highways/Bridges Project. On this project, Jody worked with Mike Seare who filled the role as the Lead Estimator. Both Jody and Mike have been nominated to fill key roles on the SR 99 Realignment Project.

Project Principal, Mountain View Corridor (MVC) CMGC Project, Utah Department of Transportation, Project Number MP-0182(6) Contract No. 108216, June 2010 – December 2010, Time committed 20%.

This \$246 million project included the construction of a 15-mile segment of the Mountain View Corridor, a planned highway, transit-way and trail system in western Salt Lake and northwestern Utah counties, servicing 13 municipalities in the project area. There was limited budget to complete this project. Under Jody's leadership, his project team generated millions of dollars in savings that allowed UDOT to advance the project further north





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Pioneer Crossing, Lehi/

*American Fork Inter-
change Design-Build*

Contact: Daniel Avila,
Region 2 Deputy Director

Phone: 801-227-8024

Email: davila@utah.gov

than ever expected. Jody's team adopted a risk matrix that was extremely successfully in eliminating risk during preconstruction and was able to return these dollars to UDOT. This enabled UDOT to advance the project further north. During preconstruction, it was apparent that substantial quantities of native material would need to be crushed and that crushing was a significant risk on the project. Jody asked his team to carefully plan this aspect of the project with the UDOT testing laboratory. This detailed planning resulted in the crushing proceeding much better than anticipated, resulting in lower rejection and lower cost. On this project, Jody worked with Mike Seare, Lead Estimator and Vicki Engelman, Preconstruction Services Manager who have been nominated to fill key roles on the SR 99 Realignment Project.

Project Manager, Pioneer Crossing, Lehi/American Fork Interchange Design-Build, Salt Lake City, UT, Project Number: S-R39(42)

S-R399(59), November 2008 – November 2010, Time committed 100%.

This \$194 million design-build project included six miles of new east-west connector between American Fork and Saratoga Springs, a new interchange at I-15 and Main Street, a 60-inch fresh waterline, a new bridge over the Jordan River and Union Pacific Railroad (UPRR). An innovative Diverging Diamond Interchange (DDI) bridge at I-15 replaced the existing diamond interchange and included new ramps and I-15 widening. At the time, the DDI was the second in the US and first in Utah. Jody directed his team to collaborate with UDOT's geotechnical designers to develop an innovative mitigation approach that led the team to overcome geotechnical issues indigenous to the area. Key Personnel for the SR 99 Realignment Project that were involved in this project include: Luke Ridder, Utilities/Railroad Coordinator; Jody Schott, Project Principal; Mike Seare, Lead Estimator; James Studer, Project Construction Manager and Nick Wiatrowski, Project Manager.



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Nick Wiatrowski
PROJECT MANAGER

- **Relevant Licensing and Registration:** None
- **Years of Experience Performing Similar Work:** 16
- **Education:** High School Diploma

Job Description

- The Project Manager is the person who professionally manages all aspects of the project through the preconstruction phase including: constructability reviews, schedule / estimate development and the construction phases including quality, safety, client satisfaction, and permit compliance.
- Is concerned with completion of the project in compliance with the project goals and specifications.
- Communicates the status of the project through regularly generated project reports and meetings with the project team to the Department and the Project Principal.
- Management strategies must align with his Department counterpart.

Nick was selected to lead the SR 99 Realignment project because of his proven experience leading alternate delivery projects. Nick served is the Project Manager on the \$65 million SouthEast Connector CMAR project. We selected Nick to fill the critical role as the Project Manager because of his experience building projects and his directly applicable experience and combination of building heavy transportation and rail projects. We selected Nick because he has led over 1.6 million manhours of construction virtually accident free. We selected Nick because he is very good at building and maintaining cohesive working relationships in a project team. Two of Nick’s projects have been recipients of Marvin M. Black Awards for Excellence. Nick’s project teams have developed significant cost savings for their project owners. Nick is focused on the successful integration of project components including safety, quality, environmental compliance and value engineering. One of the most appealing aspects of CMGC delivery to Nick is the opportunity it provides for the project team to find innovative ways to reduce project costs, especially when an owner and the CMGC contractor are committed to a true project partnership. Nick believes CMGC projects come with the responsibility to collaborate in the development of constructable plans and specifications, reducing project risks, developing value engineering ideas and building the project at the lowest cost possible. Nick believes that the success of a project team is not based on the number of issues they face, but how effective the team is in managing those issues to help the project reach its goals.

Work Examples:

Project Manager, SouthEast Connector CMAR; Truckee River Bridge Phase between Greg Street to Clean Water Way, Washoe County Regional Transportation Commission (RTC), Reno, NV, Project Number: 532011, March 2012 – Current, Time committed 100%. The \$65 million SouthEast Connector is a new six-lane high access control arterial approximately 5.5 miles in length and includes the construction of a 1,400 LF long-steel girder bridge/viaduct over the Truckee River. The scope included utility installation and relocations and other improvements. The SouthEast Connector project ties into the existing Greg St. and Sparks Blvd. intersection adjacent to Interstate 80. This beginning of the project was paved with PCCP and required reconstruction and widening, while maintaining the high volume of truck traffic and commuter traffic associated with



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Responsibility

- Carefully monitors the development and execution of the plan to complete the project.
- Skilled management of the project is accomplished through his knowledge of Kiewit systems and procedures and his vast experience completing similar projects.
- Responsible for execution of all CMGC Services.
- Provides continuity between preconstruction and construction.
- Provides continuity between preconstruction and construction.

Authority

- Reports to the Department Project Manager.
- Subordinates include the entire project team. Direct subordinates include the Preconstruction Services Manager, Construction Manager, Lead Estimator and Scheduler.
- Authority over the project and the project team.

Interstate 80 and the City of Sparks and Reno. During the preconstruction phase of the project, Nick recognized that due to the complexity of the work and high volume of traffic, the MOT plan needed to be brainstormed, and developed collaboratively with all parties involved. Nick worked closely with the RTC, designers and local agencies to develop a phased traffic control plan to move traffic efficiently and maximize the construction zones to allow lower cost production rates to be used in the GMP development. Nick and RTC representatives used Magnetic Imaging Technology (MIT) to evaluate dowel placement in the concrete paving on the project. Through the use of the MIT scanner, Nick and his team demonstrated successful dowel placement on over 17,000 SY of concrete pavement on the SouthEast Connector. During the preconstruction phase, Kiewit worked with the RTC, designer, Kiewit Subject Matter experts and reduced project cost by over \$7 million through value engineering. These savings were developed in all aspects of the project from utilities to roadway improvements and structures. Nick was responsible for coordinating with multiple third parties and utilities including the city of Reno, Sparks, Truckee Meadows Waste Water Reclamation Facility, Truckee Meadows Water Authority, NV Energy and multiple communication companies. Nick was responsible for leading the cost estimating, cost comparison, contract negotiations, schedule development, and project execution. Key Personnel for the SR 99 Realignment Project that were involved in this project include Jody Schott, Project Principal and Vicki Engelman, Preconstruction Services Manager.

Construction Manager, Pioneer Crossing, Lehi/American Fork Interchange Design-Build, Utah Department of Transportation, Salt Lake City, UT, Project Number: S-R39(42) & S-R399(59), November 2008 – August 2010, Time committed 100%.

This \$194 million design-build project included six miles of new east-west connector between American Fork and Saratoga Springs, Utah, a new interchange at I-15 and Main Street, a 60-in fresh water line, a new bridge over the Jordan River and Union Pacific Railroad (UPRR), new box culverts at Dry Creek and Lehi Trail crossing, noise walls, retaining walls, and utility relocations. An innovative Diverging Diamond Interchange (DDI) bridge at I-15 replaced the existing diamond interchange and included new ramps and I-15 widening. At the time, the DDI was second in the US and the first in Utah. Nick managed the project schedule, held daily schedule/coordination meetings and the detailed 120-day and five-week schedule meetings involving all superintendents and engineers. Nick oversaw and managed the daily, weekly and monthly cost vs. budget tools and ensured the safety and quality programs were implemented. He ensured production and schedule goals were met and he had the authority to stop work to ensure quality and safety measures were followed. Nick ensured daily communication occurred with UDOT staff to keep all parties



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- Has authority to stop work over any aspect of the project.

References

SouthEast Connector

CMGC: Greg Street to Clean Water Way

Contact: Garth Oksol, RTC Project Manager

Phone: 775-742-6851

Email: goksol@rtcwashoe.com

Pioneer Crossing,

Lehi/American Fork

Interchange Design-Build

Owner: Bryan Adams, Region 2 Deputy Director

Phone: 801-360-4451

Email: bryanadams@utah.gov

Valley Metro Rail (VMR)

Line Section 1

Contact: Russ Smith, VMR Manager, Procurement and Risk Management

Phone: 210-362-2092

Email: RSmith@metrolightrail.org

State Route 114 Geneva

Road Widening D-B

Contact: Bryan Adams, Region 2 Deputy Director

Phone: 801-360-4451

Email: bryanadams@utah.gov

Yuma CV-2 Border Fence

Contact: Troy Olsen, USACE Project Manager

Phone: 602-230-6870

Email: Troy.Olsen@usace.army.mil

up-to-date on project status. Nick led the development of early work design packages that enabled construction to begin without having a completed design. For example, demolition, early grading and soil stabilization were completed before the plans for the entire project were completed. Under Nick's leadership, Kiewit completed over 350,000 SY of PCCP paving on the project. In 2010, the project received the following prestigious awards: Build America Award, Utah AGC Transportation Project of the Year, ENR Mountain States Transportation Project of the Year, and ENR Mountain States Top Project of the Year. Key Personnel for the SR 99 Realignment Project that were involved in this project include Jody Schott, Project Principal; Vicki Engelman, Preconstruction Services Manager; Jim Studer, Construction Manager; Mike Seare, Lead Estimator; and Luke Ridder Utilities/Railroad Coordinator

Construction Manager/Project Manager, Valley Metro Rail (VMR) Line Section 1, Valley Metro Rail, Phoenix, AZ, Project Number: LRT-04-020-LS1, November 2005 – June 2008, Time committed 100%. This project

required the construction of over 2.2 miles of new LRT guideway in Phoenix, AZ. Work included utility redesign and schedule re-sequencing, as well as roadway reconstruction and widening preparation, and installation of concrete embedded track, three station platform foundations, roadway improvements, drainage modifications, systems wide duct bank installation to the substation site interface, traffic signals, signage, striping, street lighting, overhead contact system pole foundation, demolition, landscaping, and irrigation. Line Section One was one of the most challenging utility relocation projects in the City of Phoenix. Kiewit relocated over two roadway miles of utilities to clear a corridor for the light rail commuter train. With over 2,000 utility conflicts Kiewit worked with Valley Metro's designers, City of Phoenix and other third party utility owners to design and relocate all utilities. Nick kept his construction team focused and despite these impacts, met VMR's grand opening milestone and completed over 400,000 manhours of work accident free. As the Construction Manager, Nick supervised the planning and execution of all work packages on the project and was critical in resequencing to mitigate utility conflicts. Key Personnel for the SR 99 Realignment Project that were involved in this project include Adam Barrier, MOT Manager.

Project Manager, State Route 114 Geneva Road Widening Design-Build, Utah Department of Transportation, Orem, UT, Project Number: F-0114(21) 0, January 2011 – May 2012, Time committed 100%. This fast-track project included the reconstruction and alignment of Geneva Road. The main overcrossing was a steel girder bridge that had a single span of 260' over the Union Pacific Railroad (UPRR) and Utah Transit Authority (UTA) railroad tracks that run through town. His responsibilities included





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managing the project schedule, coordinating with third parties, attending the weekly superintendent meetings and monitoring cost vs. budget. The Geneva Road Project parallels I-15, in Utah County. During the Geneva Road project, UDOT was completing the I-15 CORE mega-project within a mile of Geneva Road. Under Nick's leadership, coordination occurred directly with the I-15 CORE team to minimize impacts to the public. Traffic phasing was well coordinated and controlled and assumed control of traffic closures, lane shifts, and detours both projects shared. During design development, the team became aware that right-of-way, quantities of embankment and retaining walls were being negatively impacted in one area of the project. Nick and other Kiewit Subject Matter Experts worked directly with the project's design team to mitigate these impacts which resulted in the development of several Alternate Technical Concepts (ATCS). One in particular was the Timber Pile Load Transfer pad. This ATC combined timber piles, reinforced soil pads, single stage MSE walls and sidewalk overhangs to reduce right of way and embankment quantities resulting in a more efficient wall design and a three month schedule savings. The project had many a large amount of complex utility relocations. The project received the following prestigious awards under Nicks management: 2011 AGC/UDOT Best Partnering Project of the Year, 2012 ENR Mountain States Merit Award for Best Transportation Project, and Utah AGC Project of the Year over \$10M, and 2013 Marvin M. Black Excellence in Partnering Award. Key Personnel for the SR 99 Realignment Project that were involved in this project include Jody Schott, Project Principal and Vicki Engelman, Preconstruction Services Manager.

Project Manager, Yuma CV-2 Border Fence, US Army Corps of Engineers (USACE), Welton, AZ, Project Number: W912BV-07-D-2031, Task Order CQ 01, October 2008 – January 2009, Time committed 100%. Project scope included constructing nine miles of three different types of Permanent Vehicle Fence, access roads and associated wash crossings, as well as, the rough grading and maintenance of over 50 miles of road. Even with the project in a very remote area and in hostile conditions, the job finished ahead of its aggressive schedule in just 55 days, under budget and without an OSHA recordable accident. Nick was tasked to manage one of the USACE's most challenging pieces of Border Fence. This \$21 million project was located 30 miles into the desert on the Cabeza Prieta National Wildlife Refuge and the Barry Gold Water Bombing Range on the Mexican border. Nick's responsibilities included working with the USACE, Yuma Sector Border Patrol and US Fish and Game. Under Nick's supervision, the schedule was accelerated and completed by January 1, 2009.



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Jim Studer

PROJECT CONSTRUCTION MANAGER

- **Relevant Licensing and Registration:** None
- **Years of Experience Performing Similar Work:** 23
- **Education:** B.S., Construction Engineering Technology, Montana State University, 1994

Job Description

- The Project Construction Manager is the person who professionally manages the plans and procedures intended to build the project and then oversee the execution of those plans and specifications in the field.
- Also referred to as the General Superintendent.
- Communicates the status of construction through daily communication, schedule updates, work progress reports, cost reports and owner meetings.
- Manages strategies to align with the Department Resident Engineer.

Jim was selected to be the Project Construction Manager on the SR 99 Realignment Project because he brings over 23 years of experience managing projects. Jim has filled many roles and has excelled at project management utilizing alternate delivery methods. Jim began his career estimating work on large infrastructure projects; since then, he developed into a strong construction manager. We selected Jim as the Project Construction Manager because of his wide and varied experience. He successfully managed highly complex, challenging projects involving highways and bridges on transportation projects including components of the Benicia-Martinez Bridge. We selected Jim because he is a leader in environmental compliance and safety. Jim's projects have never incurred a Notice of Violation or citation from an environmental regulator. Jim is highly focused on safety and working safely. Jim has achieved an enviable safety record. He has been in direct charge of over 1.2 million manhours in which his recordable frequency is less than 1.0 and his lost-time accident rate is 0.00. Jim has experience in project controls, including project administration and scheduling. He has excellent commercial and communication skills. On the Pioneer Crossing project, where Jim served as the Structures Manager, he established and maintained a precise elevation control system used project wide to assure the bridges were constructed correctly.

Work Examples

Structures Manager, Pioneer Crossing Lehi/American Fork Interchange Design-Build, Utah Department of Transportation, Salt Lake City, UT, Project Number: S-R39(42), S-R399(59), October 2008-June 2010, Time committed 100%. This \$194 million design-build project included the design and construction of six miles of new east-west connector, rehabilitation of the interchange of I-15 with a major arterial street, a new 60-inch fresh waterline, and bridges over the Jordan River and Union Pacific Railroad (UPRR). Kiewit employed an innovative Diverging Diamond Interchange (DDI) on this project, the first time that type of interchange has been employed in the United States. As the Structures Manager, Jim was in direct charge of the planning and construction of all bridges; the four that compose the DDI, and the bridges over the UPRR and the Jordan River. The project made extensive use of Accelerated Bridge Construction (ABC) techniques. Jim managed this multiple step process beginning with design and construction of the bridge farm, construction of the false-work towers, and construction of the





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Responsibility

- Carefully monitors all construction related activities.
- Skilled management of the project is accomplished through his knowledge of means and methods that will complete each task safely.
- Responsible for ensuring the project is constructed in accordance with the design and project specification.
- Present at the site at all times, during construction
- Manages the implementation of all labor, equipment, services, and support facilities to complete construction.
- Participates in design reviews to enhance constructability
- Provides real-time cost information on the project during construction to ensure the project is within budget.

superstructure. Jim was in charge of rolling the spans into their permanent position. Jim managed the critical crane picks on the project which started with the development of a precise elevation control system. Throughout the course of construction, 36 type 2400 girders, 190 feet in length, were set on temporary false work. Bridge abutments were constructed and final spans were set to precise elevations, all to the elevation control system Jim established. Jim developed an active monitoring program that monitored the allowable twist of the bridges as they were rolled into place. Jim developed a simple string-line system to accomplish this. Prior to lifting, diagonal string lines were placed on the spans at the SPMT supports. During lifting and transport, any movement in a support would change the location where the string lines intersected. Personnel, placed on the span, monitored the string lines during transport and made active adjustments to the supports as the span progressed. This monitoring plan resulted in the span being rolled into place within tolerance. Upon final setting of the spans, preparations began for the necessary closure pours to tie the structure together at the center pier and abutments. Jim developed a scheme that accomplished this almost immediately and facilitated a traffic switch from the existing structure, so that foundation work could begin to complete the twin structure. Jim led the planning efforts of the accelerated schedule and executed this clockwork-style progression of activities to ensure timely project delivery. Although the implementation of two-way traffic operations on the newly built structure limited capacity during the remaining construction, traffic analysis provided that minimum required traffic flow was maintained for this interim condition. Thanks to Jim's efforts in structures management, the project completed the successful implementation of two major milestones: the second DDI, and the longest and heaviest (2,178 tons) documented precast prestressed spans moved into place using SPMTs in the U.S. Key Personnel for the SR 99 Realignment Project that were involved in this project include: Vicki Engelman, Preconstruction Services Manager; Luke Ridder, Utilities/Railroad Coordinator; and Nick Wiatrowski, Project Manager.

Structures Superintendent, Benicia-Martinez Bridge, California Department of Transportation, Benicia and Martinez, CA, Project Number: 04-006034, February 2001 – September 2005, Time committed 100%. The Benicia-Martinez Bridge project is the longest of its type in California. It involved the construction of a new five-lane, 8,790-ft.-long toll bridge. The project required the construction of piers founded on steel piles extending into bedrock. Precast footings were lowered onto the piles and topped by columns that extended to the cast-in-place pier tables. The superstructure includes segmentally, erected bridge superstructure consisting of 335 cast-in-place segments, erected in a balanced-cantilever method using a launching traveler. Jim was the Structures Superintendent responsible for



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Authority

- Reports to the Department Project Manager.
- Direct subordinates include the Preconstruction Services Manager, Construction Manager and Lead Estimator and Scheduler.
- Authority over the project and the project team.
- Has authority to stop work over any aspect of the project.

References

*Pioneer Crossing,
Lehi/American Fork
Interchange Design-
Build*

Contact: Bryan Adams,
Region 2 Deputy
Director

Phone: 801-360-4451
Email: bryanadams@
utah.gov

*Highway 80/580
Interchange Widening
and Retrofit*

Contact: Ken Solak,
Project Manager
Phone: 707-445-6600
Email: Ken_Solak@dot.
ca.gov

the southern and northern approaches main bridge construction. Personnel that completed key roles on this project that will be assigned to the SR 99 Realignment Project include Suresh Devarajan, Scheduler.

Structures Engineer, Highway 80/580 Interchange Widening and Retrofit, California Department of Transportation, Albany, CA, Project Number: 04-180054, 1996 – 1997, Time committed 100%. This project involved the widening and rehabilitation of 1.5 miles of interstate highway. The bridge widening required the installation of steel pipe pile using low overhead pile-driving techniques and concrete pile using conventional techniques. The project met the contract's stringent schedule constraints and the relationship between Kiewit, the Department, the railroads, the City's of Albany, Berkeley and Golden Gate Fields was a very successful example of partnering.

Commercial Manager, Harry Tracy Water Treatment Plant, San Francisco Public Utilities Commission, San Bruno, CA, Project Number: WD-2596, April 2012 – November 2013, Time committed 100%. This \$175 million project will enhance the delivery and reliability of this regional water treatment plant. The contract will complete much need seismic upgrades to the existing facility. The improvements will assure the plant has a sustained capacity of 140 MGD over 60 days, and will provide 140 MGD within 24 hours of a seismic event on the San Andreas Fault. The work involves decommissioning the existing treated water reservoirs, constructing a new treated water reservoir, new filters, replacing the wash water tank, converting wash water clarifiers to equalization basins, and improvements to various other treatment units. As the Commercial Manager, Jim was responsible for all submittals, contract administration, schedule management and subcontractor management.

Project Manager/Lead Estimator, Lower Crystal Springs Dam Improvements, San Francisco Public Utilities Commission, San Mateo, CA, Project Number: WD-2591, September – October 2010, Time committed 100%. This project was necessary to enable floodwaters to safely spill over the dam. The improvements included widening the spillway, raising the parapet wall and increasing the capacity of the stilling basin. Enlargement of the stilling basin required a battered wall to be poured against a soil nailed wall. The battered wall was 35 feet high. Jim worked with the owner, designer and concrete supplier to develop a single sided form that could be restrained from an external truss with pour windows throughout the 35 foot height of the form. The project schedule was extremely tight. Jim led his team to overcome major challenges that could have significantly delayed the project. He reduced a projected 100+ day delay impact to the original





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Harry Tracy Water Treatment Plant

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Manager

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Lower Crystal Springs Dam Improvements

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WISP

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Waterman Water Treatment Plant

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Benicia-Martinez Bridge

Contact: Mike Forner,
District Chief (retired)

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schedule to only 15 days. Jim was the owner's single point of contact and responsible for all field operations. Jim formed a cohesive team that overcame several major schedule challenges to this fast paced project. The project is located immediately adjacent to the environmentally sensitive San Mateo Creek, the drinking water supply for the peninsula region of the San Francisco Bay. Under Jim's leadership the project was completed without any environmental issues.

Project Manager/General Superintendent, Waterman Water Treatment Plant, City of Fairfield, Fairfield, CA, Project Number: 1511228, January 2007 – April 2008, Time committed 100%. This \$49 million project upgraded the water treatment plant for the City of Fairfield from 15 MGD to 30 MGD. During the contract, Jim served as the Project Manager. As General Superintendent, Jim was responsible for managing all construction operations. A major component of the scope of work was the addition of ozone to the plant as well as Actiflo® clarification process equipment. The plant modernization required that Jim develop and implement a complex phasing plan to accommodate continuous operations. During the project, a pipeline failed, filling an electrical gallery with water, shutting down the plant. Jim mobilized 35 electricians and 12 laborers to get the plant back in operation. Jim worked tirelessly over the next four days to remove the water and repair the damage, orchestrating the repairs himself. The City of Fairfield was within hours of starting water rationing when the plant was brought back on-line. The project was completed without a single recordable accident. Jim developed and implemented a very successful start-up plan with City of Fairfield personnel. Jim started coordinating with City personnel months in advance of project completion to ensure the dry and wet testing plan, as well as, the start-up and commissioning plans were well sequenced and the City was on-board. The dry and wet testing, and start-up and commissioning of the plant was completed without incident thanks to Jim's detailed planning and focus on inclusion of the City's staff. Key Personnel for the SR 99 Realignment Project that were involved in this project include Suresh Devarajan, Scheduler.



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Vicki Engelman

PRECONSTRUCTION SERVICES MANAGER

- **Relevant Licensing and Registration:** None
- **Years of Experience Performing Similar Work:** 15
- **Education:** B.S., Civil Engineering, Arizona State University, 1997

Job Description

- The Preconstruction Services Manager is the person who professionally manages the review of the design to enhance constructability and speed project delivery.
- Also referred to as Preconstruction Services Coordinator.
- Is concerned with the optimization of the design to enhance constructability, maintainability, operability and mitigating of risk.
- Communicates the status of design reviews to the Resident Engineer.
- Management strategies must align with the Department Resident Engineer.
- Assures coordination is optimized between the Department and CMGC.

Vicki was selected to be the Preconstruction Services Manager because of her vast experience in this role. Vicki has been employed by Kiewit for 15 years. For 14 of those years, Vicki has been involved in the design oversight, enhancing the value and minimizing risk in the delivery of CMGC, CM at Risk or design-build projects. We selected Vicki because she has managed the design development on 19 projects totaling over \$3.7 billion in contract revenue. Vicki has overseen and coordinated over 19,000 design sheets. Vicki understands this key role and how this role can make the biggest impact on a project. We selected Vicki because she helped the MBTA in Boston, the Washoe County Regional Transportation Authority, the Arizona Department of Transportation and the Maricopa County Department of Transportation to successfully deliver their first CMGC projects. We selected Vicki because she has natural leadership skills and excels at coordinating with designers and leading task force meetings, that reduce risk, optimize constructability and find meaningful value engineering opportunities. Most recently on the \$480 million Metro Gold Line project, Vicki assisted the project team with adopting a virtual plan room. In this virtual plan room, the owner, participating municipalities and engineers have the ability to use electronic signatures and review sheets in real time. This has made the design review process more efficient and effective. We selected Vicki to serve as the Preconstruction Services Manager because she has a proven track record of knowing how to get the most from a CMGC project.

Work Examples:

Preconstruction Services Manager, SouthEast Connector CMAR: Truckee River Bridge Phase between Greg Street and Clean Water Way, Project Number: 532011, Washoe County Regional Transportation Commission (RTC), Reno, NV, March 2012 – July 2013, Time committed 100%. The \$65 million SouthEast Connector requires the construction of a new 5.5 mile, six-lane high access control arterial, a 1,500 LF long-steel girder bridge/viaduct over the Truckee River as well as utility relocations and other improvements. Vicki guided the project through the CMGC process by helping the RTC, Independent Cost Estimator (ICE) and the community stakeholders understand the process by leading meetings that discussed everyone's role and responsibility in the project. She led the team in refining those processes and procedures, and defining the frequency of events. This helped everyone to get a feel for expectations and established



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Responsibility

- Carefully monitors the development and review of the design.
- Skilled management of the project is accomplished through detailed knowledge of design standards, construction means and methods and Kiewit systems.
- Investigates the feasibility design alternates to optimize the design.
- Reviews Environmental Commitments and Permits to identify the ability of the design to meet those requirements.
- Recommends which design packages should be completed first to ensure that pricing can be locked in on the packages.
- Manages constructability review process, identifies aspects of the design that add value or whose value may be enhanced by modifying them.

a comfort level among the team. Vicki coordinated preconstruction activities including constructability reviews, development of the guaranteed maximum price (GMP) and schedule, and establishing document control procedures. Vicki established a robust subcontracting program by working with the local community to help them understand how we would solicit, prequalify and select subcontractors. This gave them confidence in the program. On this project, Vicki worked with Nick Wiatrowski who was the Project Manager. Vicki and Nick have been nominated to assume key roles on the SR 99 Realignment Project.

Preconstruction Services Manager, State Route 114 Geneva Road Widening Design-Build Project, Project Number: F-0114(21)0, Utah Department of Transportation (UDOT), Orem, UT, December 2010 – July 2011, Time committed 100%. This project included the reconstruction and realignment of five miles of Geneva Road and construction of a steel girder bridge over the Union Pacific Railroad (UPRR) and Utah Transit Authority (UTA) tracks. Vicki was responsible for managing the designer, coordinating constructability reviews and document control. The project was very close to the Great Salt Lake and settlement was a concern. When the design team eliminated stone columns and surcharging as remedies, Vicki led the design team in developing a solution that drove over 1,200 timber piles a few feet apart to stabilize the subsurface conditions. This innovative solution had the added benefit of avoiding utility conflicts which included a high-pressure gas lines. Vicki led the MOT phasing that enabled Kiewit to complete construction of the bridge over the UPRR and UTA tracks quickly. This project team had a strong spirit of innovation that earned the project multiple awards including the 2011 AGC/UDOT Best Partnered Project, 2012 ENR Mountain States Best Transportation Project, Merit Award and Utah AGC Project of the Year over \$10M, and the 2013 Marvin M. Black Excellence in Partnering Award. Jody Schott, Project Principal, and Nick Wiatrowski, Project Manager worked with Vicki on this project and are nominated to assume key roles on the SR 99 Realignment Project.

Design-Build Coordinator, Pioneer Crossing, Lehi/American Fork Interchange Design-Build, Project Number: S-R39(42) & S-R399(59), Utah Department of Transportation, Salt Lake City, UT, November 2008 – October 2010 , Time committed 100%. This \$194 million design-build project included six miles of new east-west connector between American Fork and Saratoga Springs, Utah, a new interchange at I-15 and Main Street, a 60-in fresh waterline, a new bridge over the Jordan River and Union Pacific Railroad (UPRR), new box culverts at Dry Creek and Lehi Trail crossing, noise walls, retaining walls, and utility relocations. Vicki was responsible for





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- Leads value engineering sessions to enhance performance, quality, safety, and life-cycle costs of the facility.
- Helps the designer reduce right-of-way acquisitions.

Authority

- Reports to the Project Manager.

References

Greenline Extension

CMGC Project

Contact: Mary Ansley,
Senior Director of
Design and Construction
Phone: 617-222-6124
Email: mansley@mbta.com

*Pioneer Crossing,
Lehi/American Fork
Interchange Design-
Build*

Contact: Bryan Adams,
Region 2 Deputy
Director
Phone: 801-360-4451
Email: bryanadams@utah.gov

*S-R 114 Geneva Road
Widening Design-Build*
Contact: Bryan Adams,
Region 2 Deputy
Director

Phone: 801-360-4451
Email: bryanadams@utah.gov

SouthEast Connector

managing the designer, coordinating constructability reviews and document control. Vicki established the Independent Quality Firm organization. Under Vicki's leadership, the team completed the first Diverging Diamond Interchange (DDI) in Utah. Vicki coordinated development of the traffic models and geometric design that confirmed the DDI could be safely applied. Vicki's involvement was critical in obtain approval from the Federal Highway Administration and in educating the public on how to use the DDI and the benefits of the DDI. This highly successful project earned numerous awards including the 2010 Build America Award, Utah AGC Transportation Project of the Year, ENR Mountain States Transportation Project of the Year and ENR Mountain States Top Project of the Year. Vicki worked on this project with Luke Ridder Structures Superintendent; Jody Schott, Project Principal; Mike Seare, Pursuit Lead/Lead Estimator; James Studer, Structures Manager and Nick Wiatrowski, Construction Manager on this project who have all been nominated for key roles on the SR 99 Realignment Project.

CMGC Control Manager, Green Line Extension CMGC, Project Number CMGC-E22, Massachusetts Bay Transportation Authority (MBTA), Boston, MA, August 2013 to Present, Time committed 100%. The \$700 million Green Line Extension includes the relocation of commuter rail tracks along a 4.2 mile long corridor, relocation of an existing station and construction of six new stations, reconstruction of bridges along the corridor, new viaducts, retaining and noise walls, installation of signal, communication and traction power systems. The contract includes construction of a new maintenance facility. The MBTA is using CMGC for the first time on this project. Vicki is providing CMGC assistance and conducting workshops for the entire team. She provides direction in the development of the Preconstruction Management Plan and participates in design reviews, value engineering and risk management workshops. The project team has adopted an innovative approach to formally reviewing design and VE suggestions that help the MBTA track the value associated with the CMGC process so that they can identify value to third parties and other stakeholders. Vicki was the only person that worked on this project that has been nominated for a key role on the SR 99 Realignment Project.

*CMAR; Truckee River
Bridge Phase between
Greg Street and Clean
Water Way*

Contact: Garth Oksol,
RTC Project Manager
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Mike Seare

LEAD ESTIMATOR

- **Relevant Licensing and Registration: None**
- **Years of Experience Performing Similar Work: 37**
- **Education: B.S. Civil Engineering, University of Utah, Salt Lake City, UT, 1976**

Job Description

- The Lead Estimator is a person who professionally manages the development of quantity take-offs.
- Also referred to as Estimator.
- Is concerned with developing a financial model of project construction that reflects the design.
- Communicate the status of quantities or work, likelihood and probable impact of risk on the scope, commodities, market conditions of suppliers and subcontractors.
- Manages pricing strategies to align with the Department and the Independent Cost Estimator.

Responsibility

- Carefully monitors the development of the cost of construction with the design and schedule.
- Skilled management of the project is accomplished through the development of

Mike was selected to be the Lead Estimator on the SR 99 Realignment Project because of his vast experience estimating projects and executing CMGC projects. Mike brings his technical expertise gained from building projects of similar size, scope and complexity for more than 37 years. Mike is recognized in the industry as a CMGC expert. Mike was a key member of the Associated General Contractors of America (AGC) joint task force that developed the Utah Department of Transportation's CMGC process. He is the current Chairman of the Highway Committee for Utah Chapter of AGC. We selected Mike because he is an authority in the development of Opinion of Probable Construction Costs (OPCC). In his role as the Lead Estimator, Mike will be responsible for developing an understanding of the quantities of work. Then he will be required to evaluate how those quantities will be completed and assign historical costs to arrive at a direct cost for the work. Mike will be required to consider and evaluate the cost to supervise that direct work. Finally, he will need to be able to assess the myriad of risk that could impact the project, the likelihood of that risk and the impacts of that risk to cost and contingency before assigning each risk to the party that can be manage each risk. We selected Mike for his 20 years of experience estimating and leading estimates as the District Engineer and Area Engineer in Kiewit offices throughout the Western United States.

Work Examples

Lead Estimator SR-14 Emergency Landslide Repair CMGC, Utah Department of Transportation, Canyon, UT, Project Number: F-0014(34)6 (PIN 10398) September 2012–June 2013, Time committed 100%. A landslide destroyed 0.3 miles of SR-14 in Cedar Canyon. Large boulders, trees, and soil removed entire portions of the roadway leaving the road impassable and blocking portions of Coal Creek. SR-14 connects Cedar City of US-89 and a number of towns from Kanab to Panguitch. Primary efforts for this project required landslide removal and reconstruction of SR-14 and creek restoration. This project included repair for three additional slides requiring slope stabilization and pavement repair. As the Lead Estimator, Mike participated in constructability review meetings, established the OPCC, the final GMP and was a key person involved in the final GMP negotiations. During constructability reviews, Mike recognized that structure design was going to take the most time to complete and that the grading and paving designs could be advanced. If the grading and paving could be





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accurate quantities, application of historical costs and consideration of the likelihood and impact of risk against the project scope.

- Verifies the quantities generated.
- Optimizes bid packages to get competitively priced subcontract bids
- Evaluates material, labor, equipment and commodities pricing and availability.
- Predicts cash flow.
- Provides the

Department with information on project financing availability to avoid delay, cost items that have the greatest probability of being exceeded and if the scope can be executed within the constraints of the budget.

Authority

- Reports to Project Manager.
- Provides the Opinion of Probable Construction Cost (OPCC)
- Authority over the estimating team.

accelerated, the access up Cedar Canyon could be accelerated. Mike led the effort to break the estimate and contract into three Guaranteed Maximum Price (GMP) packages. This accommodated simultaneous operations in the canyon and resulted in acceleration of the project. Mike also recognized during constructability reviews that the horizontal and vertical alignment did not let us use the best tool for the project. To remediate the slide meant that the CMGC needed to get into the area and move as much material as quickly as possible. This necessitated using Cat 777 off-highway dump trucks and a 5130 excavator. This equipment required a wider roadway to work efficiently. Under Mike's leadership, the project team worked together to revise the horizontal and vertical alignment of the project. This revision resulted in a reduction in the quantity of material to be moved of 600,000 CY and optimized the new roadway geometrics to accommodate the contractor's equipment fleet. This project won the 2013 Award of Merit Best Intermountain Highways/Bridges Project. Jody Schott served as the Project Principal on this project and has been nominated to fill a key role with Mike on the SR 99 Realignment Project.

Lead Estimator, Pioneer Crossing, Lehi/American Fork Interchange Design-Build, Utah Department of Transportation, Salt Lake City, UT, Project Number: S-R39(42) & S-R399(59), October 2008-June 2010, Time committed 100%. This \$194 million design-build project included the design and construction of six miles of new east-west connector, rehabilitation of the interchange of I-15 with a major arterial street, a new 60-in fresh waterline; bridges over the Jordan River and Union Pacific Railroad (UPRR). Kiewit employed an innovative Diverging Diamond Interchange (DDI) on this project, the first time that type of interchange has been employed in the United States. As the Pursuit Lead, Mike worked with the design subcontractor to complete the preliminary design, develop our technical proposal and establish the project budget. He participated in the preparation of the initial cost report and prepared cost code identification while maintaining detailed forecast tracking of all associated labor, material, equipment and sub-trade costs. Upon NTP, Mike reviewed and oversaw the final document submission to the client. Key Personnel for the SR 99 Realignment Project that were involved with Mike on this project include Vicki Engelman, Preconstruction Services Manager; Luke Ridder, Utilities/Railroad Coordinator; Jody Schott, Project Principal; James Studer, Project Construction Manager, and Nick Wiatrowski, Project Manager.

Project Engineer, State Route 85 Landfill CMAR, City of Phoenix, Phoenix, AZ, Project Number: P217800001, April 2005 – August 2006. The \$27.8 million State Route 85 Landfill project is located 48 miles southwest of downtown Phoenix. The project included the entrance facility,





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References

Pioneer Crossing,

Lehi/American Fork

Interchange Design-Build

Contact: Bryan Adams

Region 2 Deputy Director

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utah.gov

SR-14 Emergency

Landslide Repair CMGC

Contact: Daryl W. Friant,

P.E., Region 4 District

Engineer

Phone: 435-979-4547

Email: dfriant@utah.gov

State Route 85 Landfill

CMAR

Contact: Marty Arambel,

Project Manager

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phoenix.gov

State Route 260

Christopher Creek

Reconstruction

Contact: Jack Tagler,

Project Manager

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Phoenix Sky Harbor

International Airport

Third Runway (7R-25L)

Construction

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upgrades to Patterson Road and the excavation and lining of Cell 1. Kiewit moved 5.6 million CY of earth in eight months. The entrance facility work consisted of five buildings with a combined total of over 12,000 SF of space. Mike was part of the design phase services team that provided constructability reviews, subcontracting packages, cost modeling and final GMP pricing. Construction responsibilities included contract administration, subcontract administration, project engineering functions and change order pricing.

Project Engineer, State Route 260 Christopher Creek Reconstruction, Arizona Department of Transportation, Payson, AZ, Project Number: ACNH-053-2(33)B, November 2001 – June 2004. This \$38 million project involved the construction of a 5.3-mile-long, 4-lane divided highway through mountainous terrain. Major items of work included 14 concrete bridge structures, three million CY of rock excavation, asphaltic concrete paving and asphalt rubber friction course paving, pipe culverts, and erosion control measures. As project engineer, Mike was responsible for all engineering functions and subcontract administration.





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Suresh Devarajan

SCHEDULER

- **Relevant Licensing and Registration:** None
- **Years of Experience Performing Similar Work:** 10
- **Education:** M.S., Architecture, California Polytechnic University, San Luis Obispo, CA, 2003, B.S., Architecture, University of Madras, Chennai, 2000

Job Description

- The Scheduler is a person who professionally manages the development and update of a project schedule.
- The Scheduler is concerned with the sequence, duration, interaction and resources required to complete the projects individual activities or tasks.
- Communicates the status of planned versus actual performance in the field, providing regular updates that monitor and predict project completion.
- Manages strategies to align with the Departments.

Responsibility

- Carefully monitors the development and updating of the schedule.
- Skilled management of the project is accomplished through close attention to detail and previous experience

Suresh was selected Suresh to be the Scheduler on the SR 99 Realignment Project because he is one of our most experienced and knowledgeable schedulers. He has managed projects that required very complex, resource loaded schedules. Suresh is currently managing the schedule of the \$830 million I-405 Sepulveda Pass Widening Project. This is one of the most challenging and high-profile projects under construction in Southern California. We selected Suresh because since 2009, he has created and managed transparent resource loaded and leveled, revenue loaded schedules to mitigate delays, reduce conflicts, and manage production on complex projects. We selected Suresh because he has developed multiple schedules to evaluate different scenarios and potential solutions when complex delays have manifested themselves. The SR 99 Realignment Project will require a sophisticated level of creativity and schedule experience during the preconstruction phase. During the construction phase, the schedule will require a scheduled that is very competent in managing and updating the schedule. We selected Suresh because he is a very good communicator and a creative, out-of-the box thinker. Suresh excels in understanding the schedule requirements of very complex structures as demonstrated on both the I-405 Sepulveda Pass Widening and the \$758 million Benicia-Martinez Bridge for the California Department of Transportation. We selected Suresh because he is able to draw upon his background in architecture, and his construction field experience to visualize project components during design to optimize sequencing and implement details that result in comprehensive fully integrated schedules that reduce risk for the owner.

Work Examples:

Schedule Manager, I-405 Sepulveda Pass Widening Design-Build, Project Number: Contract Number CO882, Los Angeles County Metropolitan Transportation Authority (LACMTA), Los Angeles, CA Contract Number: C0882, May 2009 – Present, Time committed 100%. This \$830 million design-build project involves the construction of a 10-mile, high-occupancy vehicle in the northbound lane of Interstate 405 from I-10 to US-101, the addition of 10-ft. shoulders, and the restriping of all lanes to standard 12-ft. widths. The project realigns existing on and off ramps, reconstructs 23 bridge and ramp structures, builds approximately 16 miles of retaining walls, and performs road improvements on the adjacent city streets. Since May 2009, Suresh has worked with the designers, builders, and



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managing complex schedules with over 1,000 activities.

- Responsible for creating and updating the preconstruction and construction schedules.
- Defines key phases, milestones, and dependencies of the work.
- Evaluates if the current scope of work can be executed within the constraints of the schedule.
- Prepares schedules throughout the design phase to validate alternative schedule concepts.
- Coordinates with Lead Estimator to develop cash flow curve with P6 schedule.

Authority

- Reports to Project Manager.
- Creates the model the Lead Estimator and Project Manager use to make the “time equals money” determination in the construction phase
- Furnishes the Department with information regarding those activities that have the greatest probability of delay or loss of float.

LACMTA to build and update the cost integrated design and construction schedule. Suresh is responsible for reviewing and reaching agreements with owner representatives on the monthly progress estimate generated from the schedule. Suresh supervises and reviews monthly updates and revision schedules completed by the segment schedulers. This resource loaded and leveled schedule comprises over 13,000 activities. The monthly pay applications are generated from this revenue loaded schedule. Suresh works with LACMTA to integrate the cost breakdown structure into the approved baseline schedule. He coordinates with LACMTA regularly and communicates the current project progress and the impacts of current changes. Suresh is successfully managing 10 schedulers to meet the project needs. Suresh has successfully implemented 120-day detailed construction planning schedule integrating design, planning, procurement, quality, and construction elements for successful construction of the Project which involves a complex fabric of designers, reviewers, and builders. No other key personnel from this project have been assigned to the SR 99 Realignment Project.

Project Engineer, Bakersfield Wastewater Treatment Plant No. 3 Expansion, Project Number: E4K114, City of Bakersfield, Bakersfield, CA, August 2007 – May 2009, Time committed 100%. This \$219 million project upgraded and expanded the existing 16 MGD treatment plant to a 32 MGD. The scope of work included a new head works, expansion of the primary facility, new secondary treatment facilities, solids handling, odor control, a two MGD tertiary treatment facility and all associated mechanical, piping, and electrical control systems. A critical element to the success of this project was the development and maintenance of a realistic schedule. The schedule needed to integrate preconstruction and construction activities, including post-design support, multiple subcontractors, vendors, and other resources. Suresh worked with the Construction Manager (Jacobs Engineering) and the City to successfully build the baseline schedule. Using a streamlined approach to develop the baseline schedule that provided for continuous involvement of all project partners. The schedule was approved on its first review by Jacobs Engineering. Suresh developed and managed the resource loaded and leveled 2,400 activity CPM schedule. The revenue loaded generated the monthly pay application. No other key personnel from this project have been assigned to the SR 99 Realignment Project.

Schedule Engineer, Benicia-Martinez Bridge, California Department of Transportation, Benicia and Martinez, CA, Project Number: 04-006034, Dates: May 2003 – May 2007, Time committed 100%. The project involved construction of a five-lane 7,500 feet long bridge. The new bridge runs parallel to the existing six-lane Benicia-Martinez Bridge and the Union





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References

*I-405 Sepulveda Pass
Widening Design-Build,
Project*

Contact: Vahid Saedi,
Deputy Project Director

Phone: 310-846-2400

Email: saediv@metro.net

*Bakersfield Wastewater
Treatment Plant No. 3
Expansion*

Contact: Thomas
Buckman, Project
Manager

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buckman@jacobs.com,

Benicia-Martinez Bridge

Contact: Mike Forner,
District Chief (retired)

Phone: 925-212-7693

Email: mforner@zoon-
eng.com

Pacific Railroad Bridge. The substructure work required construction of 17 piers, 12 of which are in water. Piers are founded on concrete and steel piles that extend nearly 300 ft. into the bedrock below. The bridge's 1,700-ton footings were constructed offsite, floated into place, and supported on the piles. Suresh was responsible for scheduling, updating, logging, creating, and maintaining master copies of revised drawings, three week schedule, impact analysis schedules, resource histograms, and linear schedules for monthly updates for the project. As the Schedule Engineer, Suresh worked with the Department on the monthly updates and identified and communicated issues that impacted the project's progress. Suresh developed various recovery schedules to mitigate the impacts to the best possible outcome. As a field engineer on the cast-in-place box girder bridge section of the project, Suresh performed and managed engineering, cost control, scheduling, procurement, subcontractor management, safety, quality, environmental compliance, daily equipment coordination, as-builts, survey requests, and assisted the structures superintendent. Jim Studer completed an assignment on this project as the North and South Approach Superintendent with Suresh.



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Adam Barrier

MAINTENANCE OF TRAFFIC (MOT) MANAGER

- **Relevant Licensing and Registration:** See below
- **Years of Experience Performing Similar Work:** 18
- **Education:** Barry Goldwater High School, Phoenix, AZ, 1993

Relevant Licensing and Registration:

- ATSSA Traffic Control Technician
- ATSSA Traffic Control Supervisor
- ATSSA Flagman Trainer Certification
- ATSSA Flagman Certification
- City of Phoenix Right-of-Way Management Program
- OSHA 30 HR certification

Job Description

- Professionally manages the implementation of traffic staging and phasing plans that detours pedestrians and the traveling public around areas of the project that are under construction.
- Also referred to as MOT Coordinator.
- Is concerned with maintaining the flow of pedestrian and vehicular traffic through and around the area impacted by construction.
- Communicates the status of the effectiveness of the

Adam was selected to be the MOT Manager on the SR-99 Realignment Project because he brings more than 18 years of experience in planning, implementing and supervising maintenance of traffic plans on complex transportation projects. Adam excels at and brings a detailed approach to managing construction and the flow of pedestrian and vehicular traffic in heavily congested areas. Adam has served as the MOT Manager on projects involving highway construction, transit construction and Class I rail all in urban environments. We selected Adam because prior to joining Kiewit, he served as the Chief Engineering Technician for the City of Phoenix Street Transportation Traffic Operations Right-of-Way Management Division. In that role, he coordinated traffic control issues, inspected traffic control devices, worked with other agencies within the City of Phoenix and drafted revisions to the City's Traffic Barricade Manual. Adam has been on both sides of the fence, with a City Department approving permissions, inspecting MOT schemes in the field and with a contractor seeking the permissions, developing the MOT plans, and executing a plan. We selected Adam because he brings extensive experience in planning, developing, implementing and maintaining MOT plans and exceeding the public's expectations on large urban design-build projects. Adam brings experience coordinating with various municipalities and other stakeholders in projects that were delivered using design-build and alternative delivery methods.

Work Examples

MOT Manager, Central Mesa Light Rail Extension Design-Build, Valley Metro Rail, Project Number: LRT-12-176-MESADB, Mesa, AZ, March 2012 – Current. The Central Mesa Light Rail Extension Project required constructing 3.1 miles of double track alignment through metropolitan Phoenix and four stations, traction power substations, interlocking/crossovers and signals/communications systems. The alignment is primarily center-street running with the overhead contract system poles between the tracks. The project involved significant MOT around traffic on city streets associated with utility relocations and storm drain systems. The MOT plan required that Adam safely implement traffic control associated with 9 at-grade crossings and 2.3 miles of light rail constructed in city streets. The project required 8 phases to complete the center of street running track bed. Adam worked with the project team to develop and implement MOT plan that reduced the number of phases, maintained access for local businesses, provided adequate





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MOT Plan in keeping traffic moving and the Public Outreach Plan in keeping motorist and stakeholders informed with accurate and timely information.

- Manages strategies to align with local EMS providers, municipal jurisdictions and the Departments Public Information Officer.

Responsibility

- Carefully monitors the design and schedule to make sure traffic phasing is as efficient as possible; development and implementation of MOT plans and barricade logs.
- Skilled management of the project is accomplished through previous experience in the CMGC process and developing and implementing MOT plans.
- Participates in constructability and bidability reviews and development of the independent cost estimate.
- Reviews, validates and/

access for construction to complete the work efficiently and effectively and met all project goals and requirements. Adam collaborated with the team to develop detour routes, staging, and closure plans that mitigated impacts to the traveling public. Adam devised a way that Kiewit could build our own barrier reducing project cost and giving us more flexibility.

MOT Manager, State Route 202L Red Mountain Design-Build, Arizona Department of Transportation, Phoenix, AZ, Project Number: 202MA000H687101C, December 2008 – August 2010, Time committed 100%. This \$190 million project expanded and improved the ability of the heavily traveled State Route 202L freeway through Phoenix to carry traffic by adding additional lanes. This fast-tracked project involved widening 10 miles of heavily traveled urban freeway, 22 bridges, reconstructing 18 on-ramps and off-ramps, and adding a general purpose and auxiliary lane in each direction. The project was only able to be constructed at night, to avoid impacting this heavily traveled roadway. Adam managed all MOT associated with the 10-mile project. Coordinating with subcontractor and suppliers and maintaining an updated traffic control schedule were major challenges on this project attributed to the fast pace of design and construction. Adam coordinated the full closure of major urban arterials with Tempe, Phoenix and Scottsdale, AZ to erect girders for the widening of bridges on SR 202. The project was completed through 9 phases of MOT.

MOT Manager, Rail Runner Commuter Rail Phase II Design-Build, New Mexico Department of Transportation, Santa Fe, NM, Project Number: RRI: MRCOG Procurement 2005-05, RRII: 22046 (NMDOT), RRIII: MRCOG Procurement 2008-02, RRIIV: MRCOG Procurement 6/2008, January 2008 – August 2008, Time committed 100%. This project involved the design and construction of an 18-mile commuter rail extension from just north of Albuquerque, NM to Santa Fe, NM and was constructed by a Kiewit led joint venture. The project passed Waldo Canyon and then ran along the median of I-25. Adam worked closely with the New Mexico DOT to coordinate MOT. Under Adam's direction, the MOT was successfully conducted without incident. Adam coordinated MOT with the Secret Service and New Mexico Highway Patrol during the 2012 Presidential Debate in Albuquerque.

MOT Manager, VMR Line Section 1, Valley Metro Rail, Phoenix, AZ, Project Number: LRT-04-020-LS1, October 2005 – January 2008. This project involved the construction of 2.2 miles of light rail transit connecting the cities of Phoenix, Tempe and Mesa, Arizona. The project required reconstruction of city streets, relocation of underground utilities, construction of three station platform foundations, and construction of the double





Realignment

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or proposes alternative traffic handling and phasing concepts for project.

- Works with the project team to optimize MOT and with the Department to make sure the public receives accurate and timely information regarding MOT.

Authority

- Reports to Construction Manager.
- Primary point of contact with the Department MOT personnel.
- Can make on the spot adjustments to any MOT plan or phase to reduce or eliminate impacts to the public, local business access or pedestrian access.

References

Central Mesa Light Rail Extension D-B

Valley Metro Rail

Contact: Marty Spong,
Construction Manager

Phone: 602-262-7433

Email: mspong@metrolightrail.org

SR 202L Red Mountain Design-Build

Contact: Julie Gadsby,
Project Manager

Phone: 602-768-2167

Email: jgadsby@azdot.gov

track guideway embedded in concrete. During the course of the project numerous conflicts, right of way issues, and third party utility problems were encountered. The predominately center running track was constructed over eight phases of MOT. The project was broken into two phases. Phase One was focused on relocating the existing utilities and clearing the area for installation of the guideway. Phase One was about 14 months in duration. Phase Two focused on construction the center – running guideway. Adam coordinated maintenance of traffic to accommodate construction over 14 significant interchanges. Adam’s responsibilities included supervising and coordinating project traffic control with subcontractors, attending and leading weekly MOT Task Force meetings with municipalities and emergency service providers. He was responsible for permit acquisition and enforcement, coordinating upcoming access with emergency service providers, attending monthly public outreach meetings with the surrounding community, and submitting monthly costs reports. Nick Wiatrowski served as the Construction Manager on this project with Adam who have both been nominated for key positions on the SR 99 Realignment Project.

Rail Runner Phase II

Contact: Tim Cobb,
Design Manager

Phone: 650-759-7151

Email: tcobb@hntb.com

Valley Metro Rail (VMR)

Line Section 1

Contact: Russ Smith,
VMR Manager,
Procurement and Risk
Management

Phone: 210-362-2092

Email: RSmith@metrolightrail.org





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Luke Ridder

UTILITIES/RAILROAD COORDINATOR

- **Relevant Licensing and Registration:** None
- **Years of Experience Performing Similar Work:** 7
- **Education:** B.S., Construction Engineering, University of Nebraska, 2006

Job Description

- Professionally manages the interaction with utilities and railroads that have assets that come into contact with the project.
- Also referred to as Utility or Railroad Manager.
- Is concerned with meeting the utilities and railroads requirements.
- Management strategies to align with utilities and railroad personnel.

Responsibility

- Carefully monitors the status of permit applications, design reviews, right of entry permissions and the development and execution of work plans with the utilities or railroads requirements.
- Skilled management of the project is accomplished through close interaction with the Construction Manager and Preconst. Services Manager and previous experience.

Luke was selected to be the Utilities/Railroad Coordinator on the SR 99 Realignment Project because he has successfully completed those same responsibilities on other projects, including most recently, the Pioneer Crossing, Lehi/American Fork Interchange Design-Build Project. Luke coordinated the design and construction of a bridge over the Union Pacific Railroad mainline track and a 60-inch fresh waterline with the Central Utah Conservancy District. We selected Luke because he has demonstrated an ability to supervise large numbers of craft personnel on complex scopes of work. Luke is serving as a Superintendent on the SR-520 Floating Bridge project for the Washington Department of Transportation. In that role, he has direct charge of fabricating 44 pontoons that will support the floating bridge over Lake Washington. We selected Luke for the SR 99 Realignment Project because he is an accomplished estimator. He will make a positive contribution to the preconstruction phase of this project by reviewing preliminary design, enhancing constructability, reducing risk and analyzing different means and methods to determine the optimum project configuration. We selected Luke because he is an accomplished scheduler and has developed and managed a complex schedule and because he has experience coordinating with stakeholders. For example, on the Planters Pump Station Project, Luke coordinated pump operations with the local Parish. It was critical that the pump station be kept operational at all times with only one of the nine pumps to be taken out of service at a time.

Work Examples

Structures Superintendent, Pioneer Crossing, Lehi/American Fork Interchange Design-Build, Salt Lake City, UT, Project Number: S-R39 (42) & S-R399 (59), November 2008 to September 2010, Time committed 100%. This \$194 million design-build project included the design and construction of six miles of new east/west connector including: rehabilitating the interchange of I-15 with a major arterial street, a new 60-in fresh waterline, and bridges over the Jordan River and Union Pacific Railroad (UPRR). As the Structures Superintendent, Luke supervised construction of all bridges and the 22,000 liner foot, 60-inch fresh waterline. Kiewit employed an innovative Diverging Diamond Interchange (DDI) on this project, the first time that type of interchange has been employed in the United States. Kiewit employed Accelerated Bridge Construction (ABC) techniques that allowed the bridge to be constructed adjacent to the roadway





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- Participates in constructability and bidability reviews and development of the independent cost estimate.

Authority

- Reports to Construction Manager.
- Primary point of contact with utilities and railroads

References

Planters Pump Station

Contact: Adrian Rylatt,
USACE Project Engineer

Phone: 985-215-8788

Email: Adrian.L.Rylatt@
usace.army.mil

SR 520 Floating Bridge and Landing Project

Contact: Rumina

Suafoa, WSDOT Project
Engineer

Phone: 253-680-0321

Email: suafoar@wsdaot.
wa.gov

Pioneer Crossing

Contact: Bryan Adams,
Region 2 Deputy
Director

Phone: 801-360-4451

Email: bryanadams@
utah.gov

in a “bridge farm” and then the bridge was slide into place under a single weekend closure. This resulted in substantially less impact to the traveling public over more traditional interchange construction. The bridge over the UPRR had a 135-foot span and used precast girder and deck panels. His knowledge of track fouling zones requirements was immediately put to use in the coordination of construction and railroad operations with UPRR flaggers. He managed and coordinated construction of the railroad bridge without a single impact to train operations during the 10-month construction period. The bridge over the Jordan River was a 196-foot span constructed using 13 wide flanged girders. The project received numerous awards including: 2010 Build America Award, Utah AGC Transportation Project of the Year, Engineering News Record (ENR) Mountain States Transportation Project of the Year, ENR Mountain States Top Project of the Year. Individuals that worked with Luke on this project that have been nominated for key roles on the SR 99 Realignment Project were Vicki Engelman, Preconstruction Services Manager; Jody Schott, Project Principal; Mike Seare, Lead Estimator; Jim Studer, Project Construction Manager; and Nick Wiatrowski, Project Manager.

Pile Driving/Shoring Superintendent, WBV 07-Planters Pump Station, US Army Corps of Engineers (USACE), New Orleans, LA, and Project Number: W912P8-09-C-0119, October 2010 – January 2012, Time committed 100%. This \$38 million project was a part of the USACE work for the New Orleans Hurricane and Storm Damage Risk Reduction System. The project involved the extension of nine steel drainage discharge pipes, installation of discharge pipe valves and associated electrical work, construction of a concrete flood protection T-wall consisting of pile foundation, wall and base slab within the existing discharge basin, concrete scour protection at the location where the required T-wall ties into an existing earthen levee system at both ends of the improvement, and a concrete dolphin protection system. Luke managed crews that installed over 21,000 lf of steel piling, 13,000 lf of concrete piling, and 22,000 lf of sheet piling. In his key role, Luke coordinated extensively with Plaquemines Parish. The Parish required that the pump station be kept operational at all times, allowing only one of the nine pumps to be taken out of service at a time. No other key personnel nominated for a key role on the SR 99 Realignment Project participated on this project.

Structures Superintendent, SR 520 Floating Bridges and Landing Project, Washington Department of Transportation, Project Number: 8066, January 2012 - Present, Time committed 100%. The scope of work includes the design, construction, and installation of a 7,710-ft. long floating bridge, maintenance facility, 53 gravity and fluke anchors, east and west





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approach spans, and construction and installation of 44 auxiliary pontoons. The SR 520 Evergreen Point Floating Bridge and Landings (SR 520 Floating Bridge) project is one of three contracts involved in the completion of this project. In his role as the Pontoon Superintendent, Luke is in direct charge of the fabrication of 44 pontoons that measure 100' long, 60' wide and 30' tall. The extremely complex, water tight structures will support the floating bridge over Lake Washington. Luke supervises 35 craftsmen in the fabrication of the pontoons. No other key personnel nominated for a key role on the SR 99 Realignment Project participated on this project.

Estimator, Kiewit Engineering Co. and Kiewit Infrastructure West, Co., Omaha, NE and Fairfield, CA, Various Times Over the course of his career Luke filled key roles on numerous project estimates that ranged in value from \$25 million to \$2 billion. Luke has estimated, in-direct and direct costs including piling, structures and specialty subcontractor scopes of work. In this role, Luke has participated on numerous alternatively delivered projects where he has participated in constructability reviews and brain-storming sessions to consider and evaluate Alternative Technical Concepts.



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APPENDIX B

Legal Documents

Kiewit Infrastructure West Co. (KIWC) is a Delaware corporation and a subsidiary of Kiewit Infrastructure Group.

KIWC possesses all of the capabilities and personnel resources to successfully execute the SR 99 Realignment project without the assistance of any teaming partners. KIWC will therefore be the sole major participant. Therefore, we have no organizational or joint venture documents to submit under this tab of our proposal.



POWER OF ATTORNEY

Farmington Casualty Company
Fidelity and Guaranty Insurance Company
Fidelity and Guaranty Insurance Underwriters, Inc.
St. Paul Fire and Marine Insurance Company
St. Paul Guardian Insurance Company

St. Paul Mercury Insurance Company
Travelers Casualty and Surety Company
Travelers Casualty and Surety Company of America
United States Fidelity and Guaranty Company

Attorney-In Fact No. 225764

Certificate No. 005470796

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

Philip G. Dehn, Terry K. Bartel, Tammy Pike, Paul A. Foss, Lisa Buller, Marie Huggins, and Traci Sutton

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

IN WITNESS WHEREOF, the Companies have caused this instrument to be signed and their corporate seals to be hereto affixed, this 2nd day of May, 2013.

Farmington Casualty Company
Fidelity and Guaranty Insurance Company
Fidelity and Guaranty Insurance Underwriters, Inc.
St. Paul Fire and Marine Insurance Company
St. Paul Guardian Insurance Company

St. Paul Mercury Insurance Company
Travelers Casualty and Surety Company
Travelers Casualty and Surety Company of America
United States Fidelity and Guaranty Company



State of Connecticut
City of Hartford ss.

By: [Signature]
Robert L. Raney, Senior Vice President

On this the 2nd day of May, 2013, before me personally appeared Robert L. Raney, who acknowledged himself to be the Senior Vice President of Farmington Casualty Company, Fidelity and Guaranty Insurance Company, Fidelity and Guaranty Insurance Underwriters, Inc., St. Paul Fire and Marine Insurance Company, St. Paul Guardian Insurance Company, St. Paul Mercury Insurance Company, Travelers Casualty and Surety Company, Travelers Casualty and Surety Company of America, and United States Fidelity and Guaranty Company, and that he, as such, being authorized so to do, executed the foregoing instrument for the purposes therein contained by signing on behalf of the corporations by himself as a duly authorized officer.

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



[Signature]
Marie C. Tetreault, Notary Public

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

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

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

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

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

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

IN TESTIMONY WHEREOF, I have hereunto set my hand and affixed the seals of said Companies this 8th day of November, 20 13.


Kevin E. Hughes, Assistant Secretary



To verify the authenticity of this Power of Attorney, call 1-800-421-3880 or contact us at www.travelersbond.com. Please refer to the Attorney-In-Fact number, the above-named individuals and the details of the bond to which the power is attached.