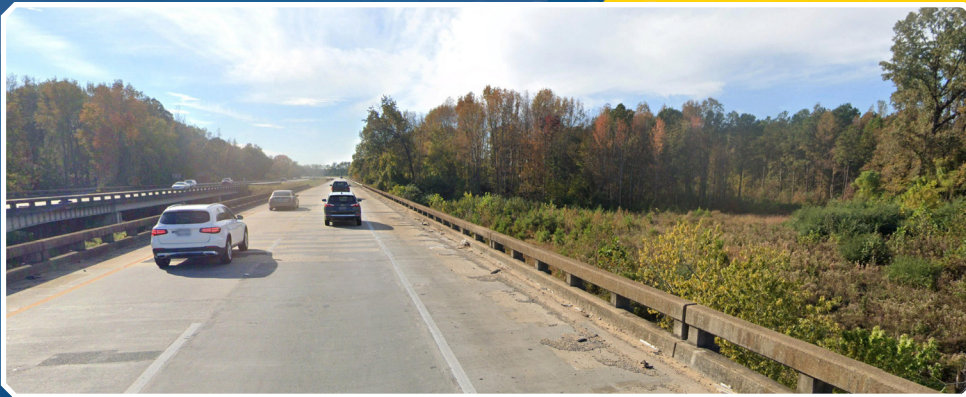
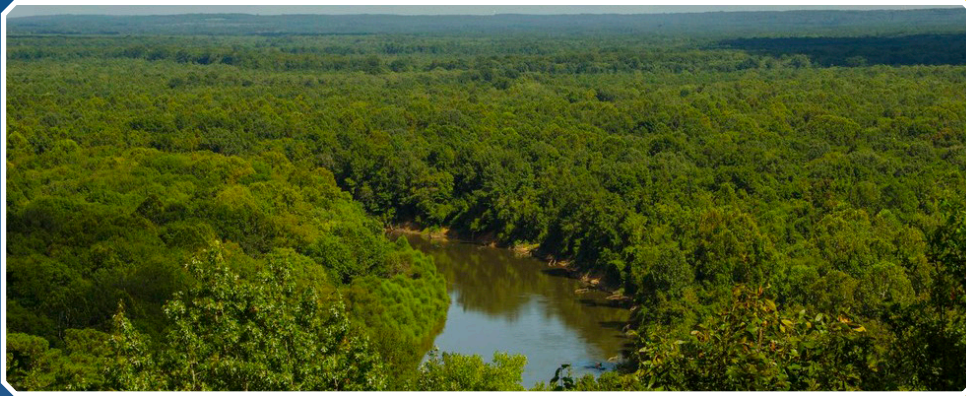




Design-Build Project

I-20 over Wateree River Bridge Replacement and Swamp Overflow Bridge Rehabilitations, Kershaw County

Contract ID 2847360



Navigation Page

This document includes links as requested in the RFQ. A blue border is placed around those items that link to resume or project pages.

To return to your previous view (in this pdf and in most pdf's) click ALT + left arrow.

Bookmarks have been set at each tab for easy navigation.

3.2 Introduction

3.2.1 Entity Information

Kiewit Infrastructure South Co.
(a DE corporation since 1969)
Benjamin J. Carnazzo,
Sr. Vice President & District Manager
5617 North Rhett Ave
Suite 125 D & E
North Charleston, SC 29406
p: 770.487.2300 | Ben.Carnazzo@kiewit.com

3.2.2 Proposer Points of Contact

Project Management Office: Michael Graham, Project Manager 5617 North Rhett Ave Suite 125 D & E North Charleston, SC 29406 p: 786.229.4589 Mike.Graham@kiewit.com	Authority to Sign: Benjamin J. Carnazzo, Sr. Vice President 5617 North Rhett Ave Suite 125 D & E North Charleston, SC 29406 p: 770.487.2300 Ben.Carnazzo@kiewit.com
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3.2.3 Legal Name of Lead Contractor & Lead Designer

<u>Lead Contractor:</u> <i>Kiewit</i> Infrastructure South Co. DUNS 00-977-5128	<u>Lead Designer:</u> <i>Kiewit</i> Engineering Group Inc. DUNS 86-864-3537
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3.2.4 Firm D-U-N-S Numbers

Infrastructure Consulting & Engineering, PLLC | DUNS 05-823-2290
Construction Support Services, LLC | DUNS 14-650-8721
Colliers Engineering & Design, Inc. | DUNS 13-110-7625
Soil Consultants, Inc. | DUNS 05-818-2270
Property Acquisitions and Negotiations, Inc. | DUNS 94-674-6620
Robbins & Dewitt, LLC | DUNS 11-857-2839

3.2.5 Confirmed Commitment of Key Individuals

Kiewit confirms the commitment of Key Individuals identified in this submittal to the extent necessary to meet SCDOT's quality and schedule expectations. Kiewit confirms that they are available for the duration of the Project.

3.3 Team Structure and Project Execution

3.3.1 Organization

The integrated Kiewit Infrastructure South Co. (KISC)/Kiewit Engineering Group, Inc. (KEGI) – Kiewit Design-Build (DB) Team – is widely viewed as a national leader in the Accelerated Bridge Construction (ABC) field. The Kiewit DB Team (Kiewit) is eager to work on the I-20 Over Wateree River Bridge Replacement and Swamp Overflow Bridge Rehabilitations Design-Build Project (the Project). This core team's talents are supplemented with additional local consultants as shown in the organization chart below.

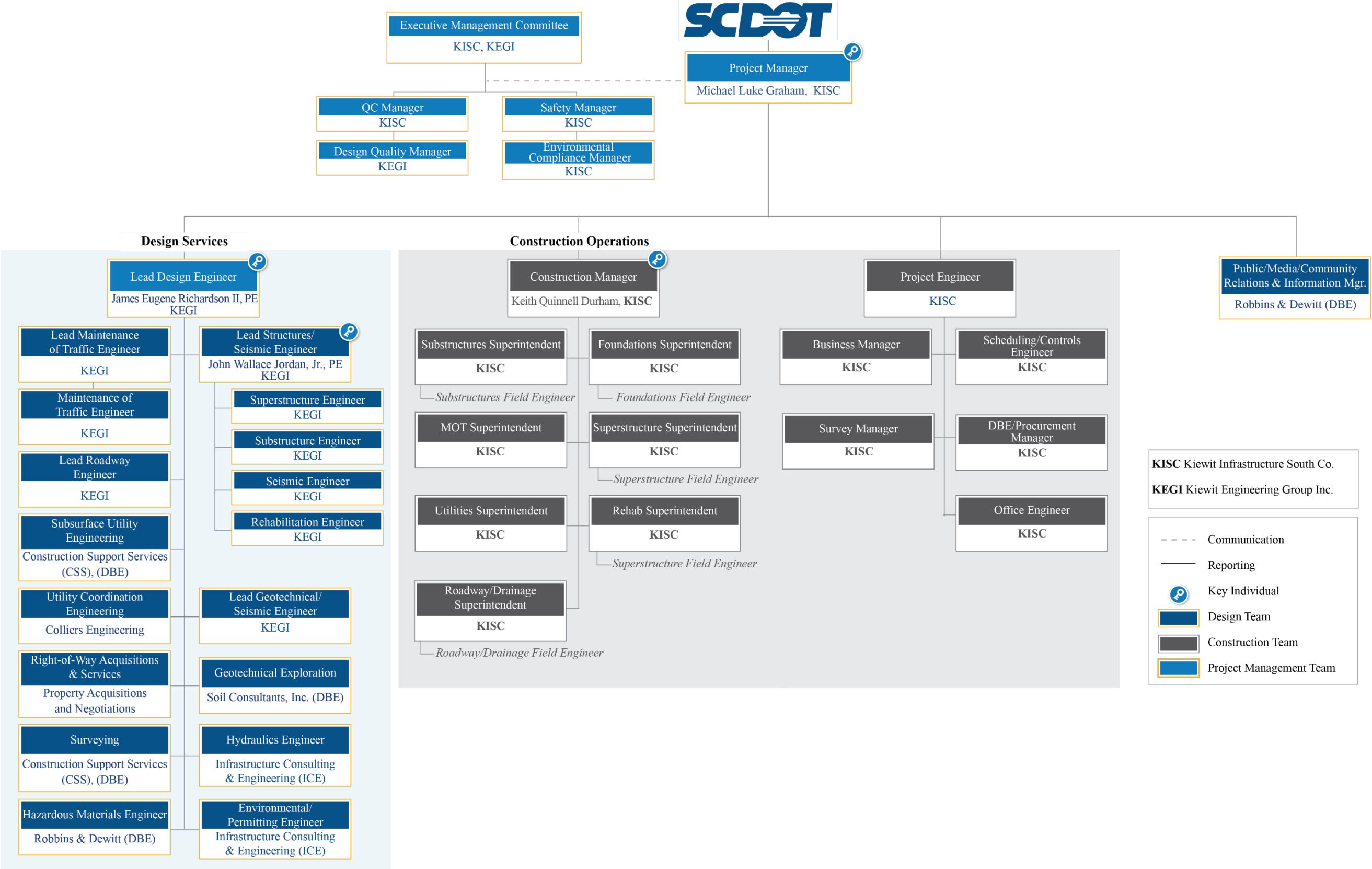
ENR 2022 Rankings

#3 Overall Contractor
#1 Transportation Contractor
#1 Design-Build Firm
#18 Overall Design Firm
#20 Transportation Design Firm

3.3.1 Team Structure

The strength of our team begins with our fully integrated design and construction team leadership. Our Key Individuals and their project team personnel are industry leaders with extensive experience in designing, constructing, and rehabilitating roadways and bridges. This experience, along with established best practices and lessons learned, are vital to the success of the design and construction of the I-20 Project. Due to our team's experience with DB projects, we are able to offer experience that provides value engineering analysis and alternative technical concepts. Each member of the team was selected for their expertise in their fields, which will aid in cost/time saving innovations for this project.

Exhibit 1-1 | Organizational Chart



BENEFITS OF THE “ONE KIEWIT” INTEGRATED APPROACH

- Single point of contact for both design and construction
- Evaluation and development of a range of technical solutions through a construction-focused design that is vetted and optimized for efficiency, cost, schedule, constructability and risk mitigation
- Oversight of design schedules, project controls, commercial functions, subcontracts and agreements regarding the Project’s design, allowing the design team to focus on technical solutions and design delivery
- Fully integrated design and estimating, which improves quantity accuracy and understanding of project scope, and integrates the construction plan into design
- Enhanced schedule certainty, because we can easily add both design and construction resources as needed to meet schedule milestones

3.3.1 Team Integration

Project Manager Michael Graham will provide direct oversight of the integrated design and construction teams. This oversight gives SCDOT an efficient, streamlined and transparent organizational structure to support SCDOT’s activities and fully integrate design and construction to expedite delivery certainty.

Kiewit brings construction-focused design engineers to lead the design team and manage design subconsultants, including providing constructability input and integrated schedule analysis. This approach of offering design and construction services under one roof is unique to the industry and offers SCDOT numerous benefits.

This organizational structure and integrated delivery enhances our team’s ability to manage project risks, allocate appropriate resources, and mitigate project impacts.

Critical Support Roles and Relationships

Project Management

Michael Graham, Project Manager, reports directly to SCDOT. As the most senior manager on the job, he is responsible for managing the team on a daily basis and overseeing design progress, field operations, and schedule. His team leaders hold weekly meetings to report on their respective team’s progress. This “round table” approach facilitates open lines of communication among SCDOT, project stakeholders, design team members and subcontractors.

Project Administration

This support group includes managers and resources for human resources/EEO, business/accounting, contract administration and procurement to help deliver the project on time, within budget and to SCDOT’s highest expectations.

Executive Management

Our Executive Management team consists of project executives from design and construction operations. They are ultimately responsible for the successful completion of the project and your overall satisfaction. The Executive Committee participates in key project meetings, supports major decisions, facilitates client-partnering and helps guide the project team. Their oversight ensures that all facets of the project are consistently performing at a high level.

Construction Management and Subcontractor Administration

The construction management group is led by Construction Manager Keith Durham, reporting directly to Michael Graham. Keith and Mike have worked together on numerous projects for nearly two decades. Discipline superintendents for substructures, maintenance of traffic (MOT), utilities, roadway/drainage, foundation, superstructure and rehabilitation provide operation-specific input into the overall schedule, coordinate with each other to prevent field conflicts, and ensure that necessary resources are allocated for efficient operations. A key aspect of our management philosophy for this group is to maintain appropriate supervisor-to-craft ratios so the work is completed on time, within budget and to the expected level of quality.

The discipline superintendents are responsible for managing self-perform and subcontracted work crews. They monitor subcontractors' adherence to stipulated standards of conduct and measure performance against established goals. As members of our integrated team, subcontractors must acknowledge and agree to uphold the same standards of safety, quality, and environmental compliance that KISC team members are known for, and demonstrate this commitment in their operations.

Quality, Safety and Environmental Compliance Management

The quality team, led by the quality control (QC) manager, is responsible for overseeing all project quality standards to ensure the work is *Built Right the First Time*. The QC manager implements a project-specific quality plan for both design and construction, monitors the work as it progresses, and coordinates with SCDOT to ensure quality expectations are met or exceeded.

The safety manager is responsible for providing safety support for all project functions and ensuring that everyone who works at, visits or travels through the jobsite leaves safely. He oversees the development and implementation of the Project Safety Plan and develops personal relationships with our craft and subcontractors to develop a culture of "Nobody Gets Hurt."

In addition to having managers for quality and safety, our organizational approach places responsibility for the actions associated with these programs at the employee level. Safety, quality and environmental compliance responsibility and stop work authority are given to all personnel, and they are trained and directed to always react to any unsafe conditions. This "bottom-up" approach empowers craft workers and foremen to assume active leadership in addressing these issues.

Experience of Firms and Key Individuals Working Together

Kiewit operating groups KISC and KEGI have worked together on many projects similar in scope, magnitude and complexity to this Project over the last decade. A sampling of these projects is shown in **Exhibit 1-2**:

ICE AND CSS HAVE WORKED TOGETHER ON 38 PROJECTS

- 9 DB Projects
- 12 Bid-Build Projects
- 17 County/Municipality Projects

Exhibit 1-2: Kiewit Team Firms and Key Individuals Working Together

(KEY: PM – Project Manager; LDE – Lead Design Engineer; SE – Structures Engineer; CM – Construction Manager; ATC – Alternative Technical Concepts)

PROJECTS	YEARS	FIRMS			KEY INDIVIDUALS				REFERENCE
		KIEWIT PRIME	KIEWIT DESIGN SUPPORT	KIEWIT LEAD DESIGN	PM	LDE	SE	CM	
Selmon Western Extension DB, Tampa, FL (\$235M)	2017 – 2021	✓	✓	ATC Design Lead	✓		✓		Brian Pickard, PE; THEA PM; 813.272.5987; brian.pickard@tampa-xway.com
Arlington Memorial Bridge Rehab DB, Washington, D.C. (\$198M)	2017 – 2021	✓	✓						Joe Fabis; Eastern Federal Lands Hwy Division PM; 703.404.6201; Joseph.Fabis@dot.gov
Lewes Rehoboth Bridges CMGC, Dewey Beach, DE (\$19M)	2017 – 2020	✓	✓					✓	George A. Pierce, PE; DelDOT PM; 302.760.2000; georgea.pierce@delaware.gov
Station Platform Rehabilitation Program Contract 4 DB, Washington, D.C. (\$251M)	2020 – 2022	✓	✓	✓			✓		Nuno Chao, PE, WMATA PM; 202.306.5165; nchao@wmata.com
Mountain View Corridor DB, Salt Lake City, UT (\$229M)	2018 – 2021	✓	✓	✓					Robert Stewart, UDOT; 801.440.5746; rstewart@utah.gov
DFW Connector DBM, Dallas, TX (\$1.5B)	2009 – 2022	✓	✓	Lead Design for \$381M Added Scope					Michael Gage, PE; TxDOT PM; 817-370-6500; michael.gage@txdot.gov
CHS Pavement Repairs BB, N. Charleston, SC (\$2.5M)	2021 – 2022	✓	✓		✓				Jonathan Sheppard, PE, PMP; 843.767.7208; jsheppard@iflychs.com
Railroad Ave Extension, Hanahan, SC (\$13.6M)	2020 - 2022	✓	✓		✓				Ryan Ross; SCDOT PM; 843.740.1685; RossRP@scdot.org
I-95 Aux. Lanes A+B, Miami, FL (\$12.6M)	2007 – 2008	✓	✓		✓			✓	Mario Cabrera; FDOT; 305.216.4962; mario.cabrera@dot.state.fl.us
Inter-County Connector Contract-B DB, Silver Spring, MD (\$561M)	2008 – 2013	✓	✓		✓			✓	Melinda Peters, RK&K; 410.728.2900; mpeters@rkk.com

MIA Runway BB, Miami, FL (\$119M)	2001 – 2004	✓	✓		✓		✓	Rafael (Ralph) Cutié; 305.876.7066; ralph.cutie@miamidade.gov
US 27 Underpass DB, Hialeah, FL (\$36M)	2005 – 2007	✓	✓		✓		✓	Mario Cabrera; FDOT PM; 305.216.4962; mario.cabrera@dot.state.fl.us
Tijuana River Barrier Project DB, San Diego, CA (\$31.6M)	2020 – 2022	✓		✓		✓		Christopher Ren; 504.258.1426 chistopher.s.ren2@usace.army.mil

OTHER PROJECTS	YEARS	KIEWIT PRIME	KIEWIT DESIGN SUPPORT	KIEWIT LEAD DESIGN	REFERENCE
IH 820 SE Connector DB, Fort Worth, TX (\$1.6B)	2021 – 2027	✓		✓	Justin Thomey, PE; TxDOT PM; 817.371.3504; justin.thomey@txdot.gov
US 97/US 20 Cooley IC DB, Bend, OR (\$103M)	2022 – 2024	✓	✓		Steve Litchfield, Jacobs Engineering PM; 503.235.5000; steve.litchfield@jacobs.com
I-15 Tropicana DB, Paradise, NV (\$305M)	2021 – 2024	✓		✓	Lynnette Russell, NDOT; 702.306.4538; L.Russell@DOT.NV.Gov
MP Tower Elevators & Misc. Rehab DB, New York, NY (\$18M)	2021 – 2024	✓		✓	Sam Tabikh, Project CEO; MTA Constr. And Dev.; 718.692.5527; Sam.Tabikh@mtacd.org
I-17 Anthem Way DBOM, New River, AZ (\$364M)	2021 – 2023	✓		✓	Annette Riley, ADOT; 602.712.4241; ariley@azdot.gov

3.3.2 Critical Risks

Critical Risks Matrix

At Notice to Proceed, the design and construction team will meet with SCDOT to discuss potential risks (discovered during the proposal phase) to early completion of the Project. This meeting will develop a detailed risk analysis for both the design and construction processes and mitigation measures implemented congruent with the level of risk and potential for occurrence. Both the schedule and risk mitigation portions of the project are critically important to project success. Project Manager Michael Graham leads their development. As an initial exercise, Kiewit has developed **Exhibit 1-3** addressing the risks we may encounter, potential impacts, risk mitigation strategies and the roles of SCDOT.

Exhibit 1-3 | Top 5 Critical Risks

TOP 5 CRITICAL RISKS		
IDENTIFIED RISKS AND POTENTIAL IMPACT IF NOT MITIGATED	PROPOSED RISK MITIGATION STRATEGIES	ROLE OF SCDOT AND OTHER STAKEHOLDERS
Limitations on in-water and overwater construction and demolition <ul style="list-style-type: none"> • Polluting the water bodies • Injuring marine life • Hindering public usage of the river 	<ul style="list-style-type: none"> • Adherence to the requirements of DHEC/USACE permits • Usage of demo shields to prevent materials entering water body • Design our access to avoid complete blockage of the river for personal watercraft • Development of a marine access plan to address storm events including actions before and after the storm event • Analyze Accelerated Bridge Construction (ABC) techniques for applications to the project 	<ul style="list-style-type: none"> • Review and approve our operating plan • Participate in meetings and develop mitigation plan and submittals that addresses environmental concerns

Limited Site Access <ul style="list-style-type: none"> Construction inefficiencies, additional cost and schedule impacts Safety concerns with trucks entering the highway 	<ul style="list-style-type: none"> Designed access per phase of the project Limit material/equipment storage in the median approaching the bridges Design and construct adequate acceleration on-ramps from the construction zone for proper merging on I-20 SmartZone technologies to assure safety during merging of construction traffic at 70 mph 	<ul style="list-style-type: none"> Review and approve our staging plans Provide input during the planning process in developing an effective access plan
Maintenance of Traffic for replacements and rehabilitations <ul style="list-style-type: none"> Limited construction access Excessive traffic switches Lane shifts during bridge rehabilitations Speed reductions impacting traveling public 	<ul style="list-style-type: none"> Review of current traffic information and patterns Early engagement with SCDOT engineering staff and local emergency personnel Consistent communication to the public (website, phone app, text signup, SmartZone Technologies) In-house engineering services during construction to immediately mobilize and provide corrective actions as necessary 24/7 response to incidences Consistent maintenance of temporary structures and traffic devices, ensuring no emergencies Design to minimize throwaway costs balanced with impacts to the traveling public through lane shifts 	<ul style="list-style-type: none"> Review and approve our MOT phasing plan Engage and guide the outreach plan Involve first responders in traffic planning Provide clear, effective system of communication with the public
Geotechnical Seismic Hazards <ul style="list-style-type: none"> Design review delays Construction complications Cost overruns Potential for liquefaction and lateral soil spreading to occur 	<ul style="list-style-type: none"> Early engagement with SCDOT geotechnical engineer Drilling and testing to supplement, as needed, the seismic data provided in the GDR based on preliminary geotechnical analyses and discussions with SCDOT In-house geotechnical engineering services to provide non-linear seismic site response review and liquefaction triggering potential. The low liquefaction potential for this area lends itself to deep foundations with additional capacity for down drag during a seismic event In house engineering services during construction to immediately mobilize and provide corrective actions as necessary 	<ul style="list-style-type: none"> Review and approve our geotechnical report, seismic and foundation design and installation procedures Coordinate with CEI during installation and testing
Market Conditions Schedule delays and workforce unable to meet the quality requirements for the project	<ul style="list-style-type: none"> Implement a local subcontractor/DBE outreach program early on in procurement Design structure and roadway elements to accommodate locally available materials Develop robust hiring plan for local craft to capture the right people for the job Utilize Kiewit's national and local supplier relationships to secure materials and preferential pricing. Leverage Kiewit's regional base of 3,100 personnel. 	<ul style="list-style-type: none"> Aid in publicizing our proposed outreach program Joint participation at outreach events Coordination of local job fairs

3.3.3 Project Resources, Strategies and Execution

Team's Capacity and Available Resources Including Equipment and Personnel for This Project

Design Resources, Strategies and Execution

KEGI employs 2,034 design professionals, and along with our design subcontractors, we will be able to hit the ground running at contract award. Kiewit's unique contracting model focuses on delivering DB excellence using proven processes, integrated risk management practices, and an innovation environment that has attracted many of the most experienced design practitioners in the industry. This model allows its engineering divisions and design subcontractors to function and collaborate under a single entity, with a unified strategy. During the design of the project, all relevant team members will be brought to the table to ensure the end result of a project with less risk, higher consistency, faster start-up, clear lines of authority, enhanced communication, shared technology, and access to national experts.

Construction Resources, Strategies and Execution





Exhibit 1-4 | Kiewit Southeast Region Available Resources

CONSTRUCTION RESOURCES		
Role	Needed	Available
Project Manager	1	16
Construction Manager	1	4
Project Engineer	1	15
Field Engineers	8	43
Superintendents	7	25
Business Manager	1	11
Survey Manager	1	6
Quality Manager	1	6
Safety Manager	1	8
Foreman	10	22
Craft	40	290

DESIGN RESOURCES		
Discipline	Needed	Available
Structures	8	8
Roadway	2	2
MOT	2	2
Geotechnical	3	4
Hydraulics	2	3
Environmental	2	3
Utilities	3	4

During construction, the CPM Schedule is used to communicate progress, optimize labor and equipment resources and identify opportunities where method analysis can lead to improvements in the field. Through the use of our time-tested scheduling tools listed in **Exhibit 1-5**, our management team will communicate effectively and drive the project team to an early completion.

Exhibit 1-5 | Scheduling Tools

PROJECT CONTROL	OPERATION SPECIFIC	PROJECT COMMUNICATOR	CREW SPECIFIC
 CPM (Critical Path Method) <ul style="list-style-type: none"> Created in P6 Updated monthly Used by entire design and construction team Ensures overall project is on track and team is meeting all critical milestones 	 90-Day <ul style="list-style-type: none"> Updated monthly Allows team to identify and mitigate challenges 	 3-Week Schedule <ul style="list-style-type: none"> Updated weekly Communicates upcoming activities Tracks accuracy of schedules 	 Play-of-the-Day <ul style="list-style-type: none"> Updated daily Discusses safety and quality Lays out required production for the day

As a supplement to the schedules listed above, our office and field leadership teams will implement Commodity Curves, Earned Man-Power Reports and Last Planner Coordination Meetings to gather details on the project's progress during construction. Upon the earliest indication that an item is not progressing as anticipated, we work closely with the responsible entity and propose corrective action including the dedication of additional staff, craft or equipment.

Strategy for Implementation of Resources

Our team has the capability to self-perform all critical elements of the work on this Project. We have also subcontracted these same portions of work in other instances to meet owner and/or project needs. Because of this flexibility, we know how to best assemble and manage work packages to attract qualified subcontractors/consultants. This fundamental key

to our success gives us the ability to integrate subcontractor scopes of work while self-performing the work that is on the critical path of the project schedule.

For this project, Kiewit plans to perform approximately 65% of the direct work and subcontract 35% of the specialty operations to qualified subcontractors, local contractors and certified DBE's. Kiewit plans to self-perform nearly 75% of the design work and subcontract the remaining 25% to an estimated number of six local subconsultants, three of which are DBEs. Please see **Exhibit 1-6** for a list of work that we plan to self-perform and subcontract.

Exhibit 1-6 | Self-Perform v. Subcontracted Scopes of Work

SELF-PERFORM – LEAD DESIGN			
Structures/Seismic	Roadway/Traffic/Clear Zone	Traffic Management	Geotechnical Design
Utility Coordination			
SELF-PERFORM – LEAD CONTRACTOR			
Permitting/Monitoring	Survey	Maintenance of Traffic	Site Clearing
Concrete Barrier	Demolition	Drilled Shafts	Piling
Bridge Construction	Drainage	Excavation & Embankment	
CONSTRUCTION SUBCONTRACT SCOPES OF WORK			
Erosion & Sediment Control	Concrete Slip Barrier	Demolition	Asphalt Paving
Pavement Markings	Guardrail	Landscaping	Clearing and Grubbing
DESIGN SUBCONSULTANT SCOPES OF WORK		FIRM	
Hydraulics Design and Environmental Compliance and Permitting		Infrastructure Consulting & Engineering, PLLC (ICE)	
Surveying and Subsurface Utility Engineering		Construction Support Services, LLC (CSS) – DBE	
Utility Coordination		Colliers Engineering	
Geotechnical Exploration		Soil Consultants, Inc. (SC) – DBE	
Right-of-Way Acquisitions and Services		Property Acquisitions and Negotiations (PAN)	
HAZMAT and Public/Media/Community Relations and Information		Robbins & Dewitt, LLC - DBE	

Innovative Approaches to Encourage DBE Participation

Kiewit will comply with SCDOT's DBE Participation Plan for Professional and Construction Services and commits to meet or exceed the overall agreement goal of 12.3% for the Project. As the Project's scope and schedule are further defined, we believe there will be significant opportunities to exceed these established goals if the DBE community has available capacity, based on market conditions. We will align the DBE program with the project schedule, adhering to a transparent procurement process and seeking opportunities to grow the capabilities of local businesses and the local workforce (as shown throughout our proposal). **Exhibit 1-7** shows our innovative approach to maximizing DBE and local business utilization, and **Exhibit 1-8** summarizes recent successful DBE performance:

Exhibit 1-7 | How Kiewit will maximize DBE and local business utilization on the Project

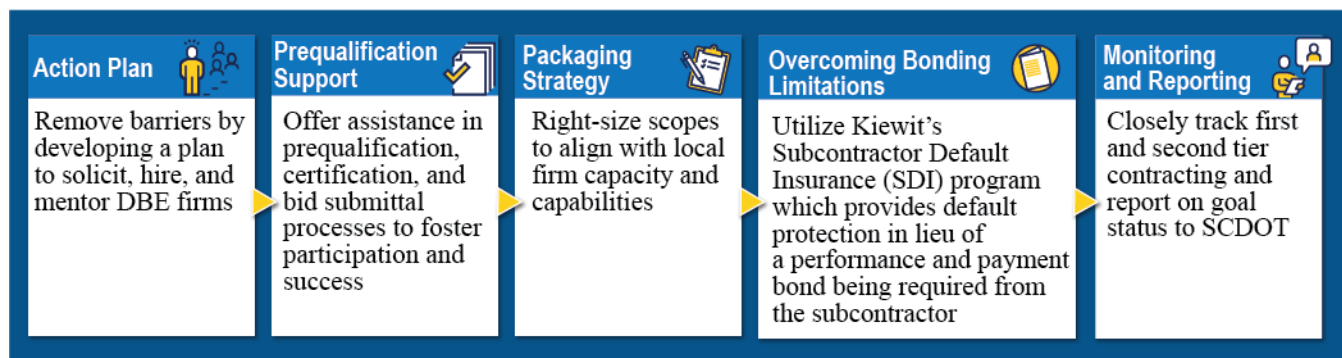


Exhibit 1-8 | Successful DBE participation achieved by Kiewit

PROJECT	VALUE (\$M)	GOAL/ACHIEVED	PROGRAM
SCDOT Railroad Ave	\$13.6	12% / 17% (Projected)	DBE
Intercounty Connector, Contract-B (ICC-B) Design-Build	\$561	20% / 23.7%	DBE
Arlington Memorial Bridge Design-Build	\$198	9% / 12.6%	SBE
Midtown Express (SH 183) Design-Build-Maintain	\$847	7% / 7% (Construction) 7% / 14% (Design)	DBE

How Geographical Location of Firms Will Enhance Integration, Communication, Issue Resolution and Project Execution

A clear strength of our team is that we have all the expertise needed

for this project currently available at our regional office in

Charleston, SC. With our regional and affiliate offices, as well as

an extensive equipment yard located a short distance from the

project site, resources can be mobilized at a moment's notice

(**Exhibit 1-9**). This will result in a more cost efficient project and

no time lost getting started. As such, our proposed Key Individuals

are available to begin working immediately on design and

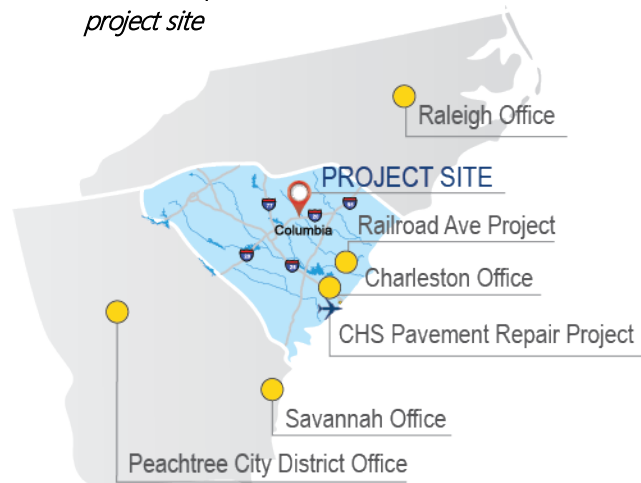
preconstruction requirements. To support the team, Kiewit currently has more than

600 employees within the southeast region that can be made available to assist in the construction phase.

3.5.2 Quality of Past Performance

No individual or firm of the proposed team has been suspended, debarred, disqualified from bidding or declared ineligible for work by any entity or are any such actions pending against them in the last five years.

Exhibit 1-9 | Kiewit office locations near project site





Appendix A – Key Individual Resume Forms

KEY INDIVIDUAL RESUME FORM

Brief Resume of Key Individual anticipated for the Project.	
a.	Name & Title: Michael Luke Graham Project Director
b.	Role of Key Individual for this Project: Project Manager
c.	Name of Firm with which you are now associated: Kiewit Infrastructure South Co.
d.	Years of Experience: With this Firm <u>22</u> Years With Other Firms <u>1</u> Years Kiewit Infrastructure South Co.: Project Director – Manages, directs and coordinates all projects in South Carolina, 2020 – 2022 Kiewit Infrastructure South Co.: Project Manager – Responsible for managing projects in U.S., 2007 – 2020 Kiewit Infrastructure South Co.: Superintendent – Responsible for overseeing on-site construction activities on projects in the U.S., 2000 – 2007
e.	Education: Georgia Southern University / Statesboro, GA / Bachelors of Science / 2000 / Construction Management
f.	Active Registrations: N/A
g.	<p>Document the extent and depth of your experience and qualifications relevant to the Project. Michael will serve as the primary person in charge of and responsible for delivery of the Project in accordance with the contract requirements. He will have full authority to make final decisions on behalf of Kiewit and have responsibility for communicating these decisions directly to SCDOT. Michael will also serve as the primary point of contact with SCDOT and will facilitate all regularly scheduled meetings. On behalf of Kiewit, Michael will have full authority to finalize decisions. For the duration of the contract, Michael will be dedicated solely to managing this Project. He will be available to be on-site during all construction activities, attend weekly status meetings during the design and construction phases, and be available at the request of the SCDOT.</p> <p><u>Selmon Expressway Western Extension Design-Build</u> Key Personnel Role: Construction Manager Experience with Current Firm: KISC Project/Assignment Duration: Project 2017-2021, Assigned 2019-2020 Owner Contact Information: Tampa-Hillsborough Expressway Authority, Brian Pickard, brian.pickard@tampa-xway.com, 813.272.6740 Design/Construction Value: \$235 Million Project Description: As the construction manager, Michael managed superintendents, set the tone for safety, quality and environmental field operations, Michael lead our work planning efforts, scheduling, day to day resource allocation along with client coordination. The Selmon Expressway Western Extension is a 1.9-milelong elevated tollway extension that gives regional travelers a choice to either stay on Gandy Boulevard for local destinations or use the Selmon Extension for regional “passthrough” trips. The project extended along and above the existing Gandy Boulevard from Old Tampa Bay east to Dale Mabry Highway (SR 600), and consisted of the construction of a pre-cast segmental concrete box girder viaduct with an extradosed post-tensioned fin. The project also reconstructed the major intersection of Gandy Blvd, Dale Mabry and the existing Selmon Expressway using long-span, conventional FIB girder and steel tub superstructure type bridges. Scopes of work included 2,000 Tons of structural steel tub girders with 2,000 CY substructure concrete and 3,500 CY superstructure concrete, 28,500 Tons of Asphalt, 7,200 SY of sidewalk, 37,000 LF Type F Curb & Gutter, 2,000 LF New Watermain, 9 MSE walls in heights up to 40’ and exceeding 135,000 SF, more than 20,000 LF of Drainage, Excavation/Embankment 267,000 CY, Large ATMS Lighting and Signalization package.</p> <p><u>Railroad Ave Extension</u> Key Personnel Role: Project Director Experience with Current Firm: KISC Project/Assignment Duration: Project 2020-schedule completion October 2022, Assigned 2020-current Owner Contact Information: South Carolina Department of Transportation, Ryan Ross, RossRP@scdot.org, 843.740.1685 Design/Construction Value: \$13.6 Million Project Description: As Project Director, Michael oversees all construction operations on the project including cost, schedule, safety, and quality. This project located in Hanahan, SC includes construction of a new 2.5 mile two-lane roadway along the eastern side of existing CSX rail line including a 180 LF bridge. KISC is working concurrently on both the North and South ends of the project in order to meet the schedule. The project team is coordinating with SCDOT, CSX, the Army Corps of Engineers and the City of Hanahan. The scope of work included in this contract consists of clearing and grubbing, hot mix asphalt, bridge construction, storm drainage, guardrail, reinforced steel, rip rap, and drop inlet.</p>

Inter-County Connector Contract B Design-Build

Key Personnel Role: Construction Manager

Experience with Current Firm: KISC

Project/Assignment Duration: Project 2009-2013, Assigned 2010-2011

Owner Contact Information: Melinda Peters (currently with RK&K), mpeters@rkk.com, 410.728.2900

Design/Construction Value: \$561 Million

Project Description: Michael was responsible for all field related operations, including adherence job site process and procedures. Michael lead the implantation of job the jobsite safety, quality and environment plans. He was also responsible for daily coordination and issue resolution with the client. The ICC-B project was the largest design-build project ever undertaken by Maryland DOT. The services included designing and constructing over seven miles of new six-lane divided bypass highway within a right of way that had some of the most environmentally sensitive and heavily populated areas in the Baltimore/Washington corridor. Key elements included a diamond interchange, a single-point urban interchange (SPUI), ten new bridges, Intelligent Transportation Systems (ITS) and electronic toll collection, traffic signals, signing and pavement marking, more than 80 acres of reforestation, hiking and biking trails, and the relocation of six side roads. Five of the ten bridges were designed and constructed to minimize the highway's footprint, avoiding and reducing impacts to resources within the parks, receiving an "A" (Excellent) rating from the Maryland Department of the Environment.

Midtown Tunnel - MLK Segment Design-Build

Key Personnel Role: Project Manager for MLK Segment

Experience with Current Firm: KISC

Project/Assignment Duration: Project 2012-2017, Assigned 2012-2013

Owner Contact Information: Virginia Department of Transportation, Bradley Weidenhammer, bradley.weidenhammer@vdot.virginia.gov, 757.932.4480

Design/Construction Value: \$1.5 Billion

Project Description: Michael was responsible for overseeing and managing all aspects of the project. Aside from the new two-lane immersed tube tunnel under the Elizabeth River, the project also comprised the construction of a critical 14ft-wide pedestrian path to allow for foot traffic to traverse across I-264 via a new pedestrian bridge which spanned the interstate. In addition, the scope included maintenance and safety improvements to the existing Midtown Tunnel and to the two existing Downtown Tunnels, and an extension of the MLK Expressway from London Boulevard to Interstate 264 (I-264).

5th Street Bascule

Key Personnel Role: Project Manager

Experience with Current Firm: KISC

Project/Assignment Duration: Project 2008-2010, Assigned 2008-2009

Owner Contact Information: Florida Department of Transportation, Mario Cabrera, mario.cabrera@dot.state.fl.us, 305.216.4962

Design/Construction Value: \$59 Million

Project Description: Michael was responsible for managing the replacement of the existing bascule bridge, making capacity and safety improvements to SR-7/NW 7th Avenue from NW 8th Street to NW 4th Street and adjacent roadways. The scope of work also included minor bridge demolition, the construction of a new steel bascule bridge with control tower, 24-in pre-stressed concrete foundation piling, two cofferdams, two concrete bascule piers, a fender system, roadway and approaches, lighting and signalization. The project was completed in four traffic control phases. Michael was also responsible for the achievement of reaching FDOT's "No Excuse" milestone completion date.

- h. For Key Personnel required to be on-site full-time for the duration of construction, provide a current list of assignments, role, and the anticipated duration of each assignment.
Michael Graham is currently the director of all projects in South Carolina. He will become the project manager of this project and will pass existing responsibilities to a different project director prior to the beginning of this project.

KEY INDIVIDUAL RESUME FORM

Brief Resume of Key Individual anticipated for the Project.								
a. Name & Title: James Eugene Richardson II, PE Design Engineering Manager								
b. Role of Key Individual for this Project: Lead Design Engineer								
c. Name of Firm with which you are now associated: Kiewit Engineering Group Inc.								
d. Years of Experience: With this Firm <u>2.5</u> Years With Other Firms <u>24</u> Years Kiewit Engineering Group, Inc.: Design Manager – Responsible for all engineering projects in region including managing of design of highway transportation projects, 2019 – present Atkins/SNC-Lavalin: Project Director – Responsible for all engineering projects within region including managing of design of highway transportation projects, 2016 – 2019 Parsons Transportation Group, Inc: Senior Engineer – Responsible for engineering projects in region, including managing of design of highway transportation projects, 2005 – 2016 Parsons Transportation Group, Inc: Senior Engineer – Responsible for engineering projects in region, including managing of design of highway transportation projects, 2001 – 2004								
e. Education: University of Colorado/ Denver, CO / Bachelor of Science / 1998 / Civil Engineering – Structural Emphasis								
f. Active Registrations: <table style="width: 100%; border: none;"> <tr> <td style="width: 33%;">2022 / SC / Civil / 40269</td> <td style="width: 33%;">2021 / AR / Civil / 20082</td> <td style="width: 33%;">2002 / CO / Civil / 37120</td> </tr> <tr> <td>2018 / MD / Civil / 52382</td> <td>2017 / FL / Civil / 82828</td> <td></td> </tr> </table>			2022 / SC / Civil / 40269	2021 / AR / Civil / 20082	2002 / CO / Civil / 37120	2018 / MD / Civil / 52382	2017 / FL / Civil / 82828	
2022 / SC / Civil / 40269	2021 / AR / Civil / 20082	2002 / CO / Civil / 37120						
2018 / MD / Civil / 52382	2017 / FL / Civil / 82828							
g. Document the extent and depth of your experience and qualifications relevant to the Project. Jim shall be in charge of and responsible for all aspects of the design of the Project, subject to oversight of the Project Manager. His project experience listed below demonstrates experience in the design of projects with similar scope, magnitude, and complexity. For the duration of the design phase, Jim will attend all routine project meetings in person, be primarily dedicated to design of the Project, and be available as needed by SCDOT. Jim is a structural (bridge) and project design manager with experience in bridge design in multiple states and countries. He has 24 years of industry experience and joined Kiewit within the past three years. Jim has been in a design managerial role since 2007, overseeing structural and overall design. His projects include: Northeast Stoney Trail, 21 kms. of new infrastructure in Alberta, Canada; Northwest Anthony Henday Road, 6 steel and 3 concrete bridges in Alberta, Canada; and Grand Parkway Segments F-1 and F-2, 125 bridges in Houston, Texas, to name a few. His experience also includes bid-build, as well as various alternative delivery contracts in both technical and managerial roles. Jim has spent considerable time on post-design for alternative delivery work, coordinating between the owner, contractor, and design team. As design manager for Kiewit, he manages multiple teams of engineers, ensures budget control and schedule adherence, and oversees contractor and peer coordination. <u>Tijuana River Barrier Design-Build Project</u> Key Personnel Role: Design Manager Experience with Current Firm: Kiewit Engineering Group, Inc. Project/Assignment Duration: Project 2020-2022, Assigned 2020-2021 Owner Contact Information: USACE, Christopher Ren, christopher.s.ren2@usace.army.mil , 504.258.1426 Design/Construction Value: \$31 Million Project Description: This project designs and constructs an approximate 900 ft structure over the Tijuana River Channel at the border of the US with Mexico. The barrier includes vertical lift gates to allow water to pass beneath the structure during storm events, but then closed to protect the border. Jim is responsible for managing a multidiscipline team of design engineers to design the structure. He is working directly with the construction personnel to ensure an efficient and timely construction including design and construction budget, owner and construction coordination and schedule. <u>Purple Line Light Rail Project Public-Private-Partnership</u> Key Personnel Role: Structural Engineering Manager Experience with Current Firm: Atkins/SNC-Lavalin Project/Assignment Duration: Project 2016-2022, Assigned 2016-2019 Owner Contact Information: AECOM, Caro Manokian, caro.manokian@aecom.com , 443.310.5620 (Owner Representative) Design/Construction Value: \$5.6 Billion Project Description:								

This project involved approximately 20 structures and 10 walls packages (~150 walls) for the constrained light rail project through the northern D.C. suburbs. The 16-mile light rail line extends from Bethesda to New Carrollton, Maryland and connects to other MTA and WMATA lines.

Jim was responsible for managing a multinational team of design engineers and support staff in offices throughout the United States and India, maintaining the project scheduling and budget, overseeing the design, and facilitating internal and construction coordination.

Metro Gold Line Foothill Extension Phase 2A Design-Build

Key Personnel Role: Structural Design Manager

Experience with Current Firm: Parsons Transportation Group, Inc.

Project/Assignment Duration: Project 2011-2016, Assigned 2013

Owner Contact Information: WKE, Wei Koo, wei.koo@wke-inc.com, 714.953.2665 (Owner's Representative)

Design/Construction Value: \$517 Million

Project Description:

This project included final design and construction of 11.5 miles of light rail main double-track, 14 at-grade rail crossings, 15 elevated guideway bridges, 10 interlockings, six at-grade passenger stations, eight traction powered substations (TPSS), 17 miles of standard overhead contact system (OCS), with an additional six miles of with parallel feeders as well as rebuilding 3.8 miles of an existing freight line, integration of the freight and light rail signaling systems, and a 24-acre LEED Gold Maintenance and Operation Facility (MO) that houses up to 84 light rail vehicles (LRVs). The project began in Pasadena in the middle of the I-210 freeway, where Kiewit and Parsons left off on the Gold Line Phase 1 Project, and ran to Citrus Avenue in Azusa, CA.

Jim managed a team of structural engineers and design staff in the design of the elevated guideway bridges. The work consisted of working closely with the construction team, METRO and the city entities to produce aesthetically acceptable bridges at each location.

Regina Bypass Project

Key Personnel Role: Senior Project Engineer

Experience with Current Firm: Parsons Transportation Group, Inc.

Project/Assignment Duration: Project 2015-2019, Assigned 2015-2016

Owner Contact Information: Saskatchewan Ministry of Highways and Infrastructure, Brent Miller, brent.miller@gov.sk.ca, 306.787.2735

Design/Construction Value: \$1.2 Billion

Project Description:

This project included 60 kilometers of 4-lane highway, 40 kilometers of greenfield 4-lane highway, 20 kilometers of brownfield 4-lane highway to be resurfaced, 12 new overpasses, 55 kilometers of new service roads, 2 new all movement intersections and 2 bridges crossing Wascana Creek. The joint venture worked cohesively to create many cost savings ideas.

Jim was responsible for the management of six design offices with an additional design firm in the design of 35 structures. Other duties included: project start-up, construction, Ministry coordination, schedule, and budget control.

Grand Parkway Segments F-1, F-2, and G

Key Personnel Role: Senior Project Engineer

Experience with Current Firm: Parsons Transportation Group, Inc.

Project/Assignment Duration: Project 2013-2016, Assigned 2013-2015

Owner Contact Information: TxDOT, Greg Snider, greg.snider@txdot.gov, 832.652.8275

Design/Construction Value: \$1.1 Billion

Project Description:

This project had approximately \$500 million in structural work that included 125 bridges and numerous walls and miscellaneous structures. The scope included project startup and post design, coordination with the project contractor, subcontractors, peers and the owner's engineers, and schedule and budget control.

Jim managed a team of four separate structure design firms of approximately 90 engineers and drafters, through a fast-paced proposal and 12-month design of the project. Additional work included post-design services for all structural design of the project.

- h. For Key Personnel required to be on-site full-time for the duration of construction, provide a current list of assignments, role, and the anticipated duration of each assignment.

N/A

KEY INDIVIDUAL RESUME FORM

Brief Resume of Key Individual anticipated for the Project.		
a. Name & Title: John Wallace (Wally) Jordan, Jr., PE Lead Bridge Engineer		
b. Role of Key Individual for this Project: Structural Engineer		
c. Name of Firm with which you are now associated: Kiewit Engineering Group, Inc.		
d. Years of Experience: With this Firm <u>3</u> Years With Other Firms <u>38</u> Years Kiewit Engineering Group, Inc.: Sr. Structural Engineer – Responsible for all engineering projects within region, 2019 – present AECOM: Practice Leader – Responsible for overseeing roadway and bridge design group, 1996 – 2019 AECOM: Regional Bridge Engineer – Responsible for roadway and bridge design, 1984 – 1996		
e. Education: Auburn University / Auburn, AL / Master of Science / 1984 / Civil Engineering Auburn University / Auburn, AL / Bachelor of Science / 1982 / Civil Engineering		
f. Active Registrations:		
2000 / SC / Civil / 20162	1988 / AL / Civil / 16487	1996 / FL / Civil / 50894
1998 / VA / Civil / 32590	1999 / IL / Civil / 62053160	2005 / NC / Civil / 30676
2007 / MD / Civil / 33758	2011 / GA / Civil / 35778	2011 / NY / Civil / 89178-1
2013 / D.C. / Civil / 907242	2015 / MN / Civil / 52613	2016 / WV / Civil / 21738
2016 / OH / Civil / 80986		
g. Document the extent and depth of your experience and qualifications relevant to the Project. Wally is a licensed Professional Engineer with more than three decades of experience in major bridge design, construction, project management, and design-build projects involving multiple engineering disciplines and supervision of technical design and production staff. His extensive experience in bridges includes expertise in major and complex bridges including precast segmental and cable-stayed design, construction, and inspection.		
<p><u>Station Platform Rehabilitation Program, Contract 4</u> Key Personnel Role: Design Structural Engineer of Record Experience with Current Firm: Kiewit Engineering Group, Inc. Project/Assignment Duration: Project 2019-2022, Assigned 2021-2022 Owner Contact Information: Washington Metropolitan Area Transit Authority (WMATA), Nuno Chao, PE, nchao@wmata.com, 202.306.5165 Design/Construction Value: \$267.1 million Project Description: WMATA Platform Rehabilitation Program Contract 4 includes the rehabilitation of five station platforms (and access structures) and one bridge rehabilitation project with the option for five other bridge projects, all located on the WMATA Orange Line in NE Washington DC and Prince George's County, Maryland.</p> <p>For Contract 4, Wally is the Engineer of Record for the rehabilitation of five aerial structures located near the Cheverly, Landover, and New Carrollton Stations and over Watts Creek and Deane Avenue between the Minnesota Ave. and Deanwood Stations. The scope of the work includes deck replacement, bearing replacement, concrete spall repairs, epoxy injection of cracks, the removal and replacement of miscellaneous metals for the handrail and safety walkways, and the replacement of the deck-edge protection barrier over CSX.</p> <p><u>Selmon Expressway Western Extension Design-Build</u> Key Personnel Role: Design Project Manager Experience with Current Firm: AECOM and Kiewit Engineering Group, Inc. Project/Assignment Duration: Project 2017-2019, Assigned 2017-2019 Owner Contact Information: THEA, Brian Pickard, PE, brian.pickard@tampa-xway.com, 813.272.6740 Design/Construction Value: \$235 Million Project Description: The project was a 1.9-mi.-long elevated tollway extension that provided additional capacity along the Gandy Boulevard corridor to meet traffic demands by separating regional and local traffic. The project consisted of the construction of an elevated roadway over existing Gandy Boulevard that extends east from Old Tampa Bay, approximately 2.5 mi. before merging into the existing expressway interchange.</p>		

Wally was responsible for design and plans production, technical oversight, and quality control of structures. He managed 166 designers for designs, plans, special provisions, and shop drawings. He also managed the working plans for design disciplines, implemented the QA/QC program, and coordinated with the contractor, designers, and owner. He oversaw budget and schedule compliance, as well as constructability and value engineering reviews. Major considerations were given to the safety of the traveling public, durable material selections, life cycle costs, and providing an easily accessible structure for future inspections.

I-59/I-20 McFarland Boulevard Bridge Replacement Design-Bid-Build

Key Personnel Role: Engineer of Record and Design Manager

Experience with Current Firm: AECOM

Project/Assignment Duration: Project 2016-2019, Assigned 2016-2019

Owner Contact Information: ALDOT, William (Tim) Colquett, PE, colquettw@dot.state.al.us, 334.242.6001

Design/Construction Value: \$83 Million

Project Description:

This \$83M project for ALDOT added two lanes of traffic along a 4-mi. stretch of Interstate 20/59 from near Tuscaloosa, AL. It included the widening/replacement of the bridges over Skyland and McFarland boulevards. To provide sufficient horizontal clearance for the SPUI, a single span of 250 ft. was required to replace the four-span, twin cast-in-place, reinforced concrete, hunched girder bridge, built in 1960.

Wally developed a concept for a suspended arch with composite steel box girders and trapezoidal steel arches. Twenty-six steel cables suspended from the arch support to the steel box girders supported a 129-ft.-wide concrete deck superstructure with partial depth steel plate floor beams. The two parabolic trapezoidal shaped arch ribs were offset to accommodate the skew of the bridge and lie in a vertical plane outboard of the roadway width.

Honolulu Rail Transit and Airport City Center Final Design

Key Personnel Role: Structural Design Manager

Experience with Current Firm: AECOM

Project/Assignment Duration: Project 2012-2015, Assigned 2012-2015

Owner Contact Information: Honolulu Authority for Rapid Transportation, Gregory T. Rapp, grapp@honolulu.gov, 808.768.6243

Design/Construction Value: \$1.4 Billion

Project Description:

This project included both sections of a 20-mile grade-separated precast fixed guideway transit system on Oahu from the edge of Kapolei, near the proposed site of the University of Hawaii-West Oahu campus, to Ala Moana Center.

Wally was the Structures Design Manager for both sections responsible for managing designers in seven separate offices for designs, plans, and special provisions production; technical oversight; implementing and overseeing conformance to QA/QC program; and budget and schedule compliance.

US 17 Washington Bypass Design-Build

Key Personnel Role: Engineer of Record and Structural Design Manager

Experience with Current Firm: AECOM

Project/Assignment Duration: Project 2005-2010, Assigned 2005-2010

Owner Contact Information: North Carolina DOT, Brian Hanks, PE, bhanks@ncdot.gov, 919.707.6419

Design/Construction Value: \$199 Million

Project Description:

The scope included roadway and structures design for 6.8 mi. of US 17, providing stream and wetland mitigation design and two-dimensional tidal flow modeling.

Wally was responsible for the design, plans, and special provisions production and technical oversight for this award-winning project. He implemented and oversaw conformance to QA/QC program; budget and schedule compliance, and design support during construction. Structures under Wally's direction included two interchanges and four bridges, including a challenging 2.8-mi.-long crossing of the Tar River built top-down using a customized overhead gantry system capable of driving piles, erecting bent caps, and girders as well as pouring the finished deck.

- h. For Key Personnel required to be on-site full-time for the duration of construction, provide a current list of assignments, role, and the anticipated duration of each assignment.

N/A

KEY INDIVIDUAL RESUME FORM

Brief Resume of Key Individual anticipated for the Project.	
a.	Name & Title: Keith Quinnell Durham Construction Manager
b.	Role of Key Individual for this Project: Construction Manager
c.	Name of Firm with which you are now associated: Kiewit Infrastructure South Co.
d.	Years of Experience: With this Firm <u>30</u> Years With Other Firms <u>0</u> Years Kiewit Infrastructure South Co.: Construction Manager – Responsible for managing on-site construction activities, 2019 – present Kiewit Infrastructure South Co.: Superintendent – Responsible for overseeing on-site construction activities, 2001 – 2019
e.	Education: University of Cincinnati / Cincinnati, OH / Bachelor of Science / 1991 / Civil Engineering
f.	Active Registrations: N/A
g.	<p>Document the extent and depth of your experience and qualifications relevant to the Project.</p> <p>Keith will be responsible for all aspects of the construction of the Project, subject to oversight of the Project Manager. For the duration of construction, Keith will be dedicated solely to managing the construction of the Project, shall have no other assigned Project responsibilities, and shall not be utilized on any other projects. Furthermore, he will be on-site during all construction activities for the Project and attend status meetings during the construction phase.</p> <p><u>Lewes Rehoboth Bridges CMGC</u> Key Personnel Role: Project Manager Experience with Current Firm: KISC Project/Assignment Duration: Project 2019-2020, Assigned 2019-2020 Owner Contact Information: Delaware Department of Transportation, George A. Pierce, PE, georgea.pierce@delaware.gov, 302.542.3590 Design/Construction Value: \$18.9 Million Project Description: The scope of work involved the rehabilitation of two bridges over water, including deck replacement, joint replacement, barrier reconstruction, guardrail replacement, bearing replacements, realigning the concrete girders, substructure repairs and strengthening, sealing all exposed concrete, new drainage to roadways, and correcting the profile and replacing the approach slabs.</p> <p>Keith successfully led this project to on-time completion while meeting DelDOT's expectations and project goals. Keith was responsible for safety, quality, environmental compliance, scheduling, and project controls during construction. He ensured public satisfaction by meeting with local businesses and residents. Keith managed the bridge rehabilitation as well as the relining of 15-ft.-deep, 150-ft.- long storm water pipe and inlet that passed multiple utilities and an active roadway while meeting expectations and maintaining an accident-free site.</p> <p><u>Inter-County Connector Contract B Design-Build</u> Key Personnel Role: General Superintendent Experience with Current Firm: KISC Project/Assignment Duration: Project 2009-2013, Assigned 2009-2013 Owner Contact Information: Melinda Peters (currently with RK&K), mpeters@rkk.com, 410.728.2900 Design/Construction Value: \$561 Million Project Description: The ICC-B project was the largest design-build project ever undertaken by Maryland DOT. The services included designing and constructing over seven miles of new six-lane divided bypass highway within a right of way that had some of the most environmentally sensitive and heavily populated areas in the Baltimore/Washington corridor. Key elements included a diamond interchange, a single-point urban interchange (SPUI), ten new bridges, Intelligent Transportation Systems (ITS) and electronic toll collection, traffic signals, signing and pavement marking, more than 80 acres of reforestation, hiking and biking trails, and relocating six side roads. Five of the ten bridges were designed and constructed to minimize the highway's footprint, avoiding and reducing impacts to resources within the parks, receiving an "A" (Excellent) rating from the Maryland Department of the Environment.</p> <p>Keith supported the design and helped lead the construction of this greenfield bypass project which included constructing 15 bridges totaling over 600,000 SF of deck over environmentally sensitive water and forests. He directed constructability reviews, planning efforts, temporary engineering, and field operations.</p>

Telegraph Road Interchange

Key Personnel Role: Construction Manager

Experience with Current Firm: KISC

Project/Assignment Duration: Project 2008-2013, Assigned 2008-2013

Owner Contact Information: Virginia Department of Transportation, Jalal Masumi
jalal.masumi@VDOT.Virginia.gov, 703.259.2215

Design/Construction Value: \$269 Million

Project Description: Kiewit served as a JV partner on this project that included a complete interchange reconstruction, widening and reconstruction of approximately 2.5 miles on I-95/I-495, west of Route 1 to the Eisenhower Connector exit. Improvements along Telegraph Road included roadway/bridge reconstruction, intersection improvements and utility relocations from Duke Street to Lenore Lane. This was the final major undertaking of the Woodrow Wilson Bridge project and the largest project in Virginia at the time. The Scope of work included the reconstruction of the I-495 interchange at Telegraph Road in Alexandria. Major scope of work involved 500,000 CY of excavation, 400,000 SY of base, construction of 11 bridges, 39,000 LF RCP, 87,000 SF MSE walls, and six major stages with 18 traffic phases. Keith was responsible for all field operations on the project including all MOT, grading, structures, drainage and utilities. He developed a comprehensive project schedule and ensured adequate resources to deliver this project.

As a highly phased project with major traffic, Keith regularly worked with the Client and construction team to adjust MOT and phasing regularly to meet the project and public needs. Working through several field challenges such as utility conflicts and soft soils, Keith partnered with the Client and designer to develop real time solutions to keep the project schedule and budget on track. Management of MOT was the most critical aspect of the project's success. The team revised MOT plans, greatly reducing the original design of six phases and 16 sub-phases to three phases with 10 sub-phases. This change helped the team meet all major interim milestones and their corresponding incentives, while improving traveling conditions for the public. Team partnering helped identify and resolve any priority issues early in the planning stages.

I-95 Auxiliary Lanes

Key Personnel Role: Construction Manager

Experience with Current Firm: KISC

Project/Assignment Duration: Project 2007-2008, Assigned 2007-2008

Owner Contact Information: Florida Department of Transportation, Mario Cabrera,
mario.cabrera@dot.state.fl.us, 305.216.4962

Design/Construction Value: \$12.5 Million

Project Description: Keith managed all field operations including the bridge widening and highway operations under technically challenging traffic control requirements on I-95 in Miami, FL. This \$12.5 million project that included the widening of 0.7 miles of Southbound I-95 in Miami-Dade County, just south of the Golden Glades interchange.

US 27 Underpass Design-Build

Key Personnel Role: Superintendent

Experience with Current Firm: KISC

Project/Assignment Duration: Project 2005-2007, Assigned 2005-2006

Owner Contact Information: Florida Department of Transportation, Mario Cabrera,
mario.cabrera@dot.state.fl.us, 305.216.4962

Design/Construction Value: \$36.1 Million

Project Description: Keith managed the roadway/drainage construction along with maintenance of traffic and detours. This design/build project included a cast-in-place concrete lined depressed roadway with added lanes and improved access to and from US-27 by eliminating the existing at-grade Florida East Coast Railway line. The project consisted of a six-lane depressed roadway, a drainage system, a pump station, intelligent transportation system, conduit, relocation of an existing 16-in water main, roadwork and rail coordination. The railroad components included converting the existing at-grade railroad crossing within the project limits to an elevated crossing over the depressed roadway. This required the construction of a new bridge structure adjacent to the existing crossing to carry the rail traffic over the depressed roadway. Extensive coordination was required with the Florida East Coast Railway LLC and the Miami-Dade Transit Authority. Rail traffic was maintained at all times during construction.

- h. For Key Personnel required to be on-site full-time for the duration of construction, provide a current list of assignments, role, and the anticipated duration of each assignment.

Keith Durham is currently assigned to the C&O Reconstruct Historic Stone Wall repair project as the construction manager. The rehab project is scheduled to be completed by Fall 2022, prior to the beginning of this project.

Appendix B – Work History and Quality Form – Contractor/ Designer (Section 3.5.1)

WORK HISTORY AND QUALITY FORM – CONTRACTOR
Kiewit Infrastructure South Co.

a. Project Name & Location (City, State)	b. Name of lead responsible for the overall project design or construction	c. Contact information of the Client & their Project Manager who can verify KISC’s responsibilities	d. Actual or Estimated Construction & Professional Services Completion Date	e. Actual or Estimated Project Construction Cost (in thousands)	f. Dollar Value of Work Performed by KISC (in thousands)
Name: Selmon Expressway Western Extension Design-Build Location: Tampa, Florida	Name: Contractor: Kiewit Infrastructure South Co. (affiliate of KEGI) Lead Designer: AECOM Design Support: KEGI (ATCs)	Name of Owner: Tampa-Hillsborough Expressway Authority (THEA) Project Manager: Brian Pickard, PE Phone: 813.272.5987 Email: Brian.Pickard@tampa-xway.com	06/2020 05/2021	\$234,585	\$234,585 \$13,288 (KEGI)
g. Narrative describing the work performed by KISC. If submitting work completed by an affiliated or subsidiary company of KISC, identify the full legal name of the affiliate or subsidiary and their role on the Project. Include the office location(s) where the design work was performed and whether KEGI was the lead designer or a sub-consultant.					
<p>The Selmon West Expressway is a 7500’ long (1.9-mile) elevated expressway located in the median of a highly congested boulevard in Tampa, Florida. Given its location in the narrow median, the Owner included in the RFP many unique requirements for the aesthetics, design, construction methods, and maintenance of traffic: (1) Single-cell concrete box girder design mandated, (2) Span lengths and pier locations prescribed, with 230’ typical span lengths (too long for the preferred span-by-span method of viaduct construction), (3) Maximum foundation and pier column dimensions dictated by sight distance requirements and median dimensions, (4) No roadway closures allowed for the duration of the 1000 day contract, and the viaduct footprint overhangs all traffic lanes below, and (5) Top-down construction methods. <i>KEGI developed an alternative technical concept for a progressive span-by-span viaduct that could utilize the more economical and efficient underslung erection girder system at the longer prescribed span lengths.</i> The longer spans were able to be constructed because of our two-stage approach. Once the first stage was constructed, it was supported on temporary shoring towers in the median while the second stage was completed.</p> <p>The temporary towers were also utilized to support the erection girders, resulting in a cost reduction of more than 50%. The final bridge structure utilized an above deck, extradosed “waxed” post-tensioned concrete fin element to push the span lengths of a typical 8’ deep segmental box girder from 170’ to 260’. The extradosed fin improved the efficiency of the box significantly and reduced concrete, post-tensioning, and foundation quantities by more than 20% over the Owner’s design. The extradosed, progressive span-by-span viaduct solution was the first of its kind in the world.</p>				<div><p>Design Location Tampa, Florida</p><p>Key Individual Participation Michael Graham, Construction Manager, 2019 – 2020 Wally Jordan, Design Project Manager, 2017 – 2020</p><p>Relevancy ✓ Design and construction ✓ High-level bridge on a major thruway ✓ Work in a riverine environment ✓ Limited site access ✓ Rehabilitation of bridges on a major thruway ✓ Maintenance of traffic on major thruway</p></div>	
h. Self-Assessment. The information provided in this section should be a self-assessment of KISC’s performance on the project to identify KISC with firms or personnel that have successfully completed projects on time and on or under budget, and to identify KISC that have records of managing contracts to minimize delays, claims, dispute proceedings, litigation, and arbitration.					
<p>This project was completed under budget and ahead of schedule. The project was broken into two separate sections (segmental and the east interchange), to be constructed concurrently to maintain schedule during the construction phase. Kiewit identified critical aspects of each section during preconstruction to develop mobilization plans that would allow for accelerated work progress. <i>KEGI supported AECOM on the design phase of the project by analyzing different erection techniques to maximize the budget and to provide the most efficient timeline for the schedule-driven job.</i> During construction, equipment and labor were closely monitored across both segments to maintain schedule. Major stakeholders on the project included FDOT, CSX, and 14 utility providers. Kiewit developed a utility relocation matrix to inventory and identify all known existing utilities within the project limits, the potential conflicts caused by proposed project design, as well as proposed treatment methods to mitigate the conflicts.</p>					
i. Quality Initiatives. Discuss KISC’s quality initiatives including, but not limited to, cost control, schedule management and adherence, avoidance of claims, and other pertinent initiatives enhancing quality on the project.					
<p>The project was delivered within 2% of the initial bid cost for a project that extended over the course of four years. The project took place during the COVID-19 pandemic, which created added challenges to craft and materials availability. Through Kiewit’s innovations, and use of the Kiewit Supply Network, the roadway was opened ahead of schedule, resulting in early collection of toll revenue, a major benefit to the client. Additionally, Kiewit’s alternative technical concept involved building the viaduct with an underslung erection girder system to use a progressive hybrid span-by-span erection method, with an extradosed post-tensioned fin structural system capable of erecting the up to 260-ft-long spans. This approach was more efficient than the client’s proposed balanced cantilever erection.</p>					
j. For each question in Section 3.5.2 of the RFQ for which a “Yes” answer was provided, KISC shall provide a detailed explanation below.					
<p>Refer to Appendix C for acknowledgement of YES answer (Has an owner, a Lead Contractor, or any member of a joint venture pursued compensation from the Lead Designer due to errors and omissions?):</p> <p>On August 31, 2021, Kiewit Infrastructure South Co. ("KISC") filed suit [Pursued Compensation] against AECOM Technical Services, Inc. ("AECOM") to recover additional costs incurred by KISC due to significant necessary deviations from planned design elements detailed by AECOM in its pre-bid design in connection with the Selmon Expressway Western Extension project in Tampa, Florida.</p>					


WORK HISTORY AND QUALITY FORM – CONTRACTOR
Kiewit Infrastructure South Co.

a. Project Name & Location (City, State)	b. Name of lead responsible for the overall project design or construction	c. Contact information of the Client & their Project Manager who can verify KISC’s responsibilities	d. Actual or Estimated Construction & Professional Services Completion Date	e. Actual or Estimated Project Construction Cost (in thousands)	f. Dollar Value of Work Performed by KISC (in thousands)
Name: Arlington Memorial Bridge Rehabilitation Design-Build Location: Washington, D.C.	Name: Contractor: Kiewit Infrastructure Co. (affiliate of KISC and KEGI) Lead Designer: AECOM Design Support: KEGI (Temporary Construction Design)	Name of Owner: Eastern Federal Lands Highway Division Project Manager: Joseph Fabis, PE Phone: 703.404.6201 Email: joseph.fabis@dot.gov	11/2020 (design) 07/2021 (construction)	\$198,701	\$198,701 \$4,225 (KEGI)
g. Narrative describing the work performed by KISC. If submitting work completed by an affiliated or subsidiary company of KISC, identify the full legal name of the affiliate or subsidiary and their role on the Project. Include the office location(s) where the design work was performed and whether KEGI was the lead designer or a sub-consultant.					
<p><i>Kiewit Infrastructure Co., Kiewit Infrastructure South Co., and Kiewit Engineering Group, Inc. share resources including craft and staff labor, temporary and permanent design staff, fabricators (as needed), materials, supplies, and a private equipment fleet. Kiewit companies routinely leverage the resources of affiliates. We have a proven history of managing and controlling all of the resources required. Our team will coordinate our on- and off-site resources to ensure the project is completed within the schedule. Crews schedule their daily need for specific equipment for their operations to ensure availability and productivity.</i></p> <p>The Arlington Memorial Bridge is listed in the National Register of Historic Places for its significant architectural and engineering design as well as its symbolism and place within the monumental setting of Washington, D.C. The 84-year-old Arlington Memorial Bridge needed to be completely rehabilitated or face closure by 2021. It carries approximately 68,000 – 70,000 vehicles across the Potomac River daily, one of six vehicular bridges spanning the river. The Project was constructed in two phases to maintain traffic. Kiewit installed temporary lane use control signals, which enabled reversing lanes daily, optimizing traffic flows. A detailed TMP was developed and approved by all local stakeholders to maintain traffic in and out of D.C. with a high level of safety. The bridge is 2,162-feet-long and 94-feet-wide, consists of ten reinforced concrete arch approach spans and a double-leaf bascule span at the center. Eight of the ten approach spans convey the Potomac River under the bridge. Two smaller concrete arches span the highly travelled George Washington Memorial Parkway (GWMP) and Ohio Drive, SW, at each end of the bridge. The bridge has sidewalks on each side nearly 14 feet, and the roadway measures 60 feet from curb to curb, providing six 10-foot-wide vehicle travel lanes. The double-leaf bascule span consists of riveted steel trusses, supported on riveted steel trunnion posts with the counterweights below the deck. The bascule trusses support a floor beam/stringer floor system and concrete-filled grid deck, and pressed metal facade. The main trunnions are spaced 216 feet on center. For the bascule span, Kiewit installed a “jack-up barge” to support the bridge during the two-phased removal while still maintaining traffic. After the “jack-up barge” and shoring towers were jacked out of the water, they supported the transverse floor beams that needed to be cut in half to accommodate the phased construction. <i>Live traffic was supported by the “jack-up barge” for nearly one year, with KEGI performing the engineering for this critical operation.</i></p>					
<div><div>Design Location Arlington, VA</div><div>Relevancy<ul style="list-style-type: none">✓ Design and construction✓ High-level bridge on a major thruway✓ Work in a riverine environment✓ Limited site access✓ Rehabilitation of bridges on a major thruway✓ Maintenance of traffic on major thruway</div><div></div></div>					
h. Self-Assessment. The information provided in this section should be a self-assessment of KISC’s performance on the project to identify KISC with firms or personnel that have successfully completed projects on time and on or under budget, and to identify KISC that have records of managing contracts to minimize delays, claims, dispute proceedings, litigation, and arbitration.					
<p>This project was completed under budget; with ZERO claims, disputes, proceedings, litigation, or arbitration; and ahead of schedule. Upon award, Kiewit was requested to reduce the 1,550-day schedule to 1,000 days while maintaining three lanes of traffic in each direction. To accommodate the request, Kiewit constructed the approach spans and bascule span concurrently. This concurrent construction method posed a significant access challenge; however, Kiewit developed a new schedule to achieve the Client’s goal. The team met every design milestone to ensure construction started by our planned date. Extensive permitting was required mainly due to the historical approvals required and in-water work that was performed. We secured permits from USACE, USFWS, DOEE, CFA, NCPC, NPS, USCG, and FAA, all that had to be completed prior to construction. The Project opened within the 1,000-day schedule and was a massive success for the region.</p>					
i. Quality Initiatives. Discuss KISC’s quality initiatives including, but not limited to, cost control, schedule management and adherence, avoidance of claims, and other pertinent initiatives enhancing quality on the project.					
<p>A major quality initiative included quality control of the 450 precast deck panels. Kiewit staffed a full time quality control person to manage the quality of these panels including: ensuring proper mix design and curing time, coordinating transportation and storage of the precast deck panels, proper placement. Of the 450 precast deck panels, only 2 were rejected and replaced due to nonconformance. As a value-added scope, FHWA added a \$3 million change order to provide traffic movement improvements through ramp widening, roundabout reconfiguration, improved drainage, and updated traffic patterns.</p>					
j. For each question in Section 3.5.2 of the RFQ for which a “Yes” answer was provided, KISC shall provide a detailed explanation below.					
Kiewit Infrastructure South Co. answers “No” to all questions in Section 3.5.2 for this project.					


WORK HISTORY AND QUALITY FORM – CONTRACTOR
Kiewit Infrastructure South Co.

a. Project Name & Location (City, State)	b. Name of lead responsible for the overall project design or construction	c. Contact information of the Client & their Project Manager who can verify KISC’s responsibilities	d. Actual or Estimated Construction & Professional Services Completion Date	e. Actual or Estimated Project Construction Cost (in thousands)	f. Dollar Value of Work Performed by KISC (in thousands)
Name: Lewes Rehoboth Bridges CMGC Location: Dewey Beach, Delaware	Name: Contractor: Kiewit Infrastructure South Co. Lead Designer: T.Y. Lin Design Support: KEGI (Demolition and strong back jacking system design)	Name of Owner: DelDOT Project Manager: George A. Pierce, PE Phone: 302.760.2000 Email: georgea.pierce@delaware.gov	04/2020 (preconstruction) 06/2020 (construction)	\$18,870	\$18,870 \$69.4 (KEGI)
g. Narrative describing the work performed by KISC. If submitting work completed by an affiliated or subsidiary company of KISC, identify the full legal name of the affiliate or subsidiary and their role on the Project. Include the office location(s) where the design work was performed and whether KEGI was the lead designer or a sub-consultant.					
<div><p>This \$18 million project – the largest CM/GC contract in DelDOT's history at the time of construction – fully rehabilitated SR1, a critical traffic thoroughfare for beach traffic in the summer months. The Project included two bridges spanning the canal which required demo shield to protect the environmentally sensitive area below. Kiewit successfully completed this project on time and with a positive public perception. As one of the only access points to Delaware’s top tourist location, Kiewit completed critical bridge rehabilitations during the off-peak winter season in approximately seven months. Working 24/7, Kiewit demolished and replaced the existing bridge deck, parapets, approach slabs and jacked the entire bridge to replace bearings and shift the existing precast girders back into alignment. The existing bridge structure was constructed using variable depth concrete girders. Over time, the drop in girders on both bridges shifted several inches, which spalled the existing diaphragms, spalled the ends of the girders and created geometric issues. As part of our scope of work, Kiewit had to design and construct a jacking system that could lift the existing girders high enough to repair and epoxy the ends, replace the bearings and shift them back into alignment. <i>During preconstruction, KEGI designed and Kiewit constructed a strong back jacking system that was attached to the Span 1 and 3 cantilevered girders.</i> Once installed, the drop in span was lifted with Williams rods and hydraulic jacks. The jacking system was installed slightly offset, so once the girders were lifted, they were gradually shifted back into proper alignment. All of the jacking steel was prefabricated and delivered to site ahead of the jacking operation. The girders were then repaired and dropped back into alignment in approximately one week per bridge. Structures crews installed bracing between the girders to prevent further deformation of the girders. This bracing supported the girders once the diaphragms and deck were removed. Throughout the process, <i>Kiewit utilized a KEGI-designed demo shield to support the demolition load</i> as well as prevent concrete slurry and debris from falling into the canal below. Deck sections atop the girder flanges were removed through hand demolition. During the demolition of the diaphragms, platforms were hung from the existing girders to provide a working platform and preventing the runoff of slurry or pollution of concrete debris into the canal. The scope included deck and joint replacement, barrier reconstruction, guardrail and bearing replacements, realigning the concrete girders, substructure repairs and strengthening, sealing all exposed concrete, new drainage to roadways and correcting the profile and replacing the approach slabs. Additional work included placing riprap on the canal banks for erosion protection. <i>All of the design performed by KEGI were reviewed and approved by DelDOT and the Designer of Record, T.Y. Lin.</i></p></div> <div><div><div>Design Location</div><div>Hanover, MD</div><div>Key Individual Participation</div><div>Keith Durham, Project Manager, 2019 – 2020</div><div>Relevancy</div><div><div>✓ Design support and construction</div><div>✓ High-level bridge on a major thruway</div><div>✓ Work in a riverine environment</div><div>✓ Limited site access</div><div>✓ Rehabilitation of bridges on a major thruway</div><div>✓ Maintenance of traffic on major thruway</div></div></div><div></div></div>					
h. Self-Assessment. The information provided in this section should be a self-assessment of KISC’s performance on the project to identify KISC with firms or personnel that have successfully completed projects on time and on or under budget, and to identify KISC that have records of managing contracts to minimize delays, claims, dispute proceedings, litigation, and arbitration.					
<p>This project was completed under budget; with ZERO claims, disputes, proceedings, litigation, or arbitration; and ahead of schedule. DelDOT’s main goal was for an accelerated schedule to minimize significant traffic impacts to SR1 during peak beach season. Kiewit completed the project in one winter season, opening traffic by Memorial Day. Kiewit collaborated with DelDOT and the Designer for two years during preconstruction to optimize the design, perform temporary engineering, provide cost estimates, and perform public outreach to successfully bring the project to construction. From day one, Kiewit developed and used an integrated design and construction schedule to meet the aggressive milestones. The team used extremely detailed scheduling and resource planning to speed the work. Kiewit supported the Designer in developing an optimized MOT scheme that allowed for three lanes of traffic during construction in lieu of two that were shown in the preliminary design. The additional lane capacity improved traffic flows during construction. The Project reached an early substantial completion.</p>					
i. Quality Initiatives. Discuss KISC’s quality initiatives including, but not limited to, cost control, schedule management and adherence, avoidance of claims, and other pertinent initiatives enhancing quality on the project.					
<p>Best Management Practices included: Weekly issues meetings, daily walks with resident engineer to identify challenges in the field, quick resolution to issues as they arose to minimize cost and schedule impacts, timely schedule submissions with “Plan B” mitigation strategies to avoid delays, Accelerated Bridge Construction (ABC) techniques were considered with pros and cons for client to choose from, and constructability reviews during preconstruction/design phase which minimized RFI's and field design changes.</p>					
j. For each question in Section 3.5.2 of the RFQ for which a “Yes” answer was provided, KISC shall provide a detailed explanation below.					
<p>Kiewit Infrastructure South Co. answers “No” to all questions in Section 3.5.2 for this project.</p>					


WORK HISTORY AND QUALITY FORM – DESIGNER
Kiewit Engineering Group, Inc.

a. Project Name & Location (City, State)	b. Name of lead responsible for the overall project design or construction	c. Contact information of the Client & their Project Manager who can verify KEGI’s responsibilities	d. Actual or Estimated Construction & Professional Services Completion Date	e. Actual or Estimated Project Construction Cost (in thousands)	f. Dollar Value of Work Performed by KEGI (in thousands)
Name: Station Platform Rehabilitation Program Contract 4 Location: Greater Washington D.C. Metro Area	Name: Lead Designer: Kiewit Engineering Group, Inc. Contractor: Kiewit Infrastructure West Co. (affiliate of KEGI and KISC)	Name of Owner: Washington Metropolitan Area Transit Authority (WMATA) Project Manager: Nuno Chao, PE Phone: 202.306.5165 Email: nchao@wmata.com	03/2022 (Design) 12/2022 (Construction)	\$267,167	\$75,020
g. Narrative describing the work performed by KEGI. If submitting work completed by an affiliated or subsidiary company of KEGI, identify the full legal name of the affiliate or subsidiary and their role on the Project. Include the office location(s) where the design work was performed and whether KEGI was the lead designer or a sub-consultant.					
<p>The scope of the WMATA program includes construction at the rail stations, wayside facilities, fan shafts, drainage pump stations, mezzanines, pedestrian bridges and rail viaduct bridge structures that span interstates and other third-party railroads. KEGI developed the overall design management and currently serves as Engineer of Record. KEGI develops bridge structural, station structural, civil, architectural, mechanical, plumbing and electrical and systems scopes as the Lead Designer. Contract 4 includes the rehabilitation of five bridge structures that span over existing roadways and third-party rail roads. This work includes deck replacements, joint replacements, substructure concrete repair, bearing replacements, steel repairs and drainage repairs. KEGI is leading all of this work and the EOR record for all of the bridge work. KEGI conducted an initial design kickoff meeting that included all task force leaders from the team. Task force meetings are discipline-based and have met weekly, at a minimum, throughout the preparation phase. Teams moved quickly toward completing concept design packages. In most cases throughout the contracts, the preliminary design submission package to WMATA was made within 60 days of NTP. Comprehensive and integrated designs were reviewed during over-the-shoulder reviews with WMATA and ready for each formal review submission. The average time from NTP to designs being completed at the IFC stage is less than nine months. This includes a preliminary, final, and IFC review by WMATA and third parties.</p>			<div><p>Design Location Hanover, Maryland</p><p>Key Individual Participation Wallace Jordan, Structural Engineer of Record, 2021 – 2022</p><p>Relevancy ✓ Design and construction ✓ High-level bridge on a major interstate ✓ Work in a riverine environment ✓ Limited site access ✓ Rehabilitation of bridges on a major interstate ✓ Maintenance of traffic on major interstate</p></div>		
h. Self-Assessment. The information provided in this section should be a self-assessment of KEGI’s performance on the project to identify KEGI with firms or personnel that have successfully completed projects on time and on or under budget, and to identify KEGI that have records of managing contracts to minimize delays, claims, dispute proceedings, litigation, and arbitration.					
<p>During the design phase, KEGI worked with project stakeholders and met with numerous public groups to solicit wants and needs for an upgraded/modernized set of stations. Perhaps the most important feedback involved the need to address accessibility concerns. The team was mindful of incorporating ADA concerns and stakeholder feedback into the design of temporary crosswalks, areas of safe dispersal, and bus loops created for bus bridging service during construction, as well as permanent kiss-and-ride facilities.</p>					
i. Quality Initiatives. Discuss KEGI’s quality initiatives including, but not limited to, cost control, schedule management and adherence, avoidance of claims, and other pertinent initiatives enhancing quality on the project.					
<p>The team proactively identified issues, anticipated potential problems, and developed mitigation strategies to minimize or eliminate scope and schedule impacts. Some of the processes employed were: 1) Extensive data collection and careful review of all information to understand the existing conditions, 2) Performing field reconnaissance and detailed surveys to obtain additional data required for design and evaluate areas of critical importance, 3) Conducting peer reviews to assess the suitability of a proposed design and determine whether it met all project requirements and objectives, 4) Constructability reviews to maximize design efficiency and assist in developing detailed construction approach, while minimizing impact on service, 5) Partnering with WMATA as an integrated team to evaluate risk, innovation, construction, and make design decisions, and 6) Focusing on risk management to identify and mitigate project risks and minimize the probability and consequences of events that could be averse to project objectives and outcomes.</p>					
j. For each question in Section 3.5.2 of the RFQ for which a “Yes” answer was provided, KEGI shall provide a detailed explanation below.					
Kiewit Engineering Group, Inc. answers “No” to all questions in Section 3.5.2 for this project.					

WORK HISTORY AND QUALITY FORM – DESIGNER
Kiewit Engineering Group, Inc.

a. Project Name & Location (City, State)	b. Name of lead responsible for the overall project design or construction	c. Contact information of the Client & their Project Manager who can verify KEGI’s responsibilities	d. Actual or Estimated Construction & Professional Services Completion Date	e. Actual or Estimated Project Construction Cost (in thousands)	f. Dollar Value of Work Performed by KEGI (in thousands)
Name: Mountain View Corridor Location: Salt Lake City, UT	Name: Lead Designer: Kiewit Engineering Group, Inc. Contractor: Kiewit Infrastructure West Co. (affiliate of KISC and KEGI)	Name of Owner: Utah Department of Transportation Project Manager: Robert Stewart Phone: 801.440.5746 Email: rstewart@utah.gov	12/2018 06/2021	\$228,978	\$3,418
g. Narrative describing the work performed by KEGI. If submitting work completed by an affiliated or subsidiary company of KEGI, identify the full legal name of the affiliate or subsidiary and their role on the Project. Include the office location(s) where the design work was performed and whether KEGI was the lead designer or a sub-consultant.					
<p><i>Kiewit Infrastructure Co., Kiewit Infrastructure South Co., and Kiewit Engineering Group, Inc. share resources including craft and staff labor, temporary and permanent design staff, fabricators (as needed), materials, supplies, and a private equipment fleet. Kiewit companies routinely leverage the resources of all its affiliates. We have a proven history of managing and controlling all of the resources required. Our team will coordinate our on- and off-site resources to ensure the project is completed within the schedule. Crews schedule their daily need for specific equipment for their operations to ensure availability and productivity.</i></p> <p>Constructed in phases, the Mountain View Corridor (MVC) project provides an alternative route to Interstate 15 in Utah by creating a 35-mile-long freeway from Interstate 80 in Salt Lake County to State Road 73 in Utah County, including a high-occupancy toll lane in each direction. This contract consists of constructing 4 miles of two-lane freeway in each direction from 4100 South to SR-201 and ramps to California Avenue. Scope also includes a grade-separated single-point urban interchange, on- and off-ramps, improvements to crossing roads, 12 bridges, and 6 shared-use path bridges. Kiewit widened approximately 5 miles of SR 201. All roadways were paved with 10-inch-thick Portland cement concrete pavement. The project was designed by a team consisting of KEGI, the lead designer responsible for the South segment, and their engineering partner, who designed the North segment. KEGI performed design services for the South segment of the project as well as post design services including submittal reviews, design changes, non-conformance reports, and as-built drawings. The project team designed 1.3 miles of freeway and about one mile total of arterials, including roadway, drainage, retaining and noise walls, pavement, MOT for cross streets, shared use path, a new arterial bridge over mainline, and abutments and piers for prefab pedestrian bridges at two locations. The team conducted and participated in weekly task force meetings for KEGI’s design scope with the owner and third parties including stakeholder cities and utilities. The project design was a truly collaborative effort, with KEGI managing the design of one segment, while a different firm designed the other segment, requiring frequent communication between designers to ensure constructability of the project. KEGI held weekly meetings with the North segment designer and client to work through issues, integrate construction and design, and eliminate errors.</p>				<div>Design Location Draper, Utah</div> <div>Relevancy<ul style="list-style-type: none">✓ Design and construction✓ High-level bridge on a major interstate✓ Work in a riverine environment✓ Limited site access✓ Rehabilitation of bridges on a major interstate✓ Maintenance of traffic on major interstate</div>	
h. Self-Assessment. The information provided in this section should be a self-assessment of KEGI’s performance on the project to identify KEGI with firms or personnel that have successfully completed projects on time and on or under budget, and to identify KEGI that have records of managing contracts to minimize delays, claims, dispute proceedings, litigation, and arbitration.					
<p>Throughout the project, KEGI constantly investigated ways to optimize the design, reduce costs, and minimize the schedule. One significant cost and schedule reducing innovation that was implemented on this project was reconfiguring the bridges at Cilma Drive. The client’s original design called for the freeway to pass over the existing Cilma Drive on two bridges, one northbound and one southbound. KEGI, in coordination with UDOT, redesigned this section of the alignment so Cilma Drive passes over the new freeway. This required construction of only one bridge for Cilma Drive, instead of two bridges as originally planned, reducing the quantity of bridges being constructed and saving UDOT considerable time and expense. Once KEGI completed the design, Kiewit performed the construction.</p>					
i. Quality Initiatives. Discuss KEGI’s quality initiatives including, but not limited to, cost control, schedule management and adherence, avoidance of claims, and other pertinent initiatives enhancing quality on the project.					
<p>The Kiewit/KEGI team conducted extensive upfront planning and worked together to prepare a comprehensive environmental compliance approach. The team implemented the following mitigation measures to minimize geotechnical challenges on the project: surcharging, over excavation, and utilization of geogrid. The team was also able to eliminate the use of two stage MSE walls through a collaborative brainstorm effort during task force meetings. Kiewit worked with the regulatory agencies to acquire and maintain a SWPPP permit during project construction without issues or delays to the project schedule. Kiewit also took measures to prevent damage to the surrounding environment. They developed an environmental management plan to address environmental concerns on the project and participated in weekly environmental compliance walks to ensure we were compliant with regulations.</p>					
j. For each question in Section 3.5.2 of the RFQ for which a “Yes” answer was provided, KEGI shall provide a detailed explanation below.					
Kiewit Engineering Group, Inc. answers “No” to all questions in Section 3.5.2 for this project.					

WORK HISTORY AND QUALITY FORM – DESIGNER
Kiewit Engineering Group, Inc.

a. Project Name & Location (City, State)	b. Name of lead responsible for the overall project design or construction	c. Contact information of the Client & their Project Manager who can verify KEGI’s responsibilities	d. Actual or Estimated Construction & Professional Services Completion Date	e. Actual or Estimated Project Construction Cost (in thousands)	f. Dollar Value of Work Performed by KEGI (in thousands)
Name: DFW Connector Design-Build Location: Grapevine, TX	Name: Lead Designer: WSP Design Support: KEGI (Overall support); Lead Designer for: a \$381 M added scope component Contractor: Kiewit Infrastructure West Co. (affiliate of KISC and KEGI)	Name of Owner: TxDOT Project Manager: Michael Gage Phone: 817.370.6500 Email: Michael.Gage@TXDOT.gov	10/2017 (design) 01/2022 (construction)	\$1,540,000	\$3,873
g. Narrative describing the work performed by KEGI. If submitting work completed by an affiliated or subsidiary company of KEGI, identify the full legal name of the affiliate or subsidiary and their role on the Project. Include the office location(s) where the design work was performed and whether KEGI was the lead designer or a sub-consultant.					
<p>NorthGate Constructors, a KISC-led joint venture, was the design-builder on this project. The joint venture self-performed 65% of the total work including grading; 2.9M CY of excavation; 130,000 ft. of drainage installation with reinforced concrete pipe; 2.1M CY of embankment; 725,00 SF of MSE wall installation; construction of 100 retaining walls; 43 new bridge structures; 1.6 million SY of concrete paving; and maintenance. <i>Kiewit Engineering Group, Inc. (KEGI) was the lead designer for the \$381M I-635/SH 121 interchange added scope component (ASC).</i> This ASC was a complex series of four interchanges that were reconstructed to provide better traffic flow. The ASC was 3 miles in length, reconstructed direct connectors between I-635, SH 121, SH 26 and FM 2499, built 14 new bridges and widened 6 existing bridges. The scope of work for the overall project involved roadway reconstruction and widening, including 4 highways; more than 40 bridges; 2 multi-level interchanges; 5 overpasses; 100 retaining walls; continuous frontage roads; and new direct-connect ramps.</p> <p>Constructing the work and demolishing the existing bridge structures, while maintaining existing traffic volumes through the high-volume corridor, proved to be one of the biggest challenges to the project. To accommodate traffic during construction, the project team developed a comprehensive and innovative MOT plan that was intuitive for drivers and focused on mobility. Altogether, traffic control innovations reduced travel delays, saved the client \$8M, and reduced the schedule by 6 months. To improve project safety, the project team held regular coordination meetings with the fire departments and first responders for the cities of Grapevine and Southlake to review Fire and Life Safety access points both during construction (as part of regular MOT meetings) and for final design. This input from the local Fire and Life Safety representatives led to design modifications, adding more access points to the barrier-separated managed lanes.</p>				<div>Design Location Dallas, Texas</div> <div>Relevancy<ul style="list-style-type: none">✓ Design and construction✓ High-level bridge on a major interstate✓ Work in a riverine environment✓ Limited site access✓ Rehabilitation of bridges on a major interstate✓ Maintenance of traffic on major interstate</div>	
h. Self-Assessment. The information provided in this section should be a self-assessment of KEGI’s performance on the project to identify KEGI with firms or personnel that have successfully completed projects on time and on or under budget, and to identify KEGI that have records of managing contracts to minimize delays, claims, dispute proceedings, litigation, and arbitration.					
<p>The design-build team was awarded the contract in October 2008. The team obtained TxDOT approval for Release for Construction of 224 design packages within an 18-month design schedule. Construction began in February 2010, and the original scope of the DFW Connector project was completed under budget (\$9 million in value engineering) and approximately 6 months ahead of schedule. The base contract finished ahead of schedule and in close to half the time it would have taken to construct under traditional contracting methods. One of the keys to completing the project on time was the Kiewit ROW task force. Kiewit’s goals for ROW acquisition and maintaining communication with property owners ensured construction was not delayed. The task force targeted a 14-month time frame to achieve 100% right of entry and use.</p> <p>Through collaboration at all levels, the goal was successfully reached, and workers were able to build on all properties without any impacts to the construction schedule.</p>					
i. Quality Initiatives. Discuss KEGI’s quality initiatives including, but not limited to, cost control, schedule management and adherence, avoidance of claims, and other pertinent initiatives enhancing quality on the project.					
<p>The DFW Connector team was able to reach substantial completion ahead of schedule with effective coordination and meetings that kept all project parties informed. The team utilized co-location, owner meetings, traffic switch meetings, weekly discipline meetings, and daily coordination meetings to keep team members updated on any concerns and project progress. Additionally, this project required 13 master utility adjustment agreements and 58 supplemental agreements with utility stakeholders. To avoid schedule impacts, the team re-phased portions of the work and coordinated with utilities to fast-track supplemental agreements.</p>					
j. For each question in Section 3.5.2 of the RFQ for which a “Yes” answer was provided, KEGI shall provide a detailed explanation below.					
Kiewit Engineering Group, Inc. answers “No” to all questions in Section 3.5.2 for this project.					

Appendix C – Work History and Quality Form – Contractor/ Designer (Section 3.5.2)

Appendix C [RFQ 3.5.2]

Quality of Past Performance

Questions	Lewes Rehoboth Bridges CMGC, Dewey Beach, DE	Selmon Western Extension Db, Tampa, FL	Arlington Memorial Bridge Rehabilitation DB, Washington, D.C.	WMATA Station Rehabilitation Program DB, Washington, D.C.	Mountain View Corridor DB, Salt Lake City, UT	DFW Connector DBM, Dallas, TX
Has the Lead Contractor or any member of the joint venture been declared delinquent or placed in default on any Project?	No	No	No	No	No	No
Has the Lead Contractor or any member of the joint venture submitted a claim on a project that was litigated? If litigated, explain the results.	No	No	No	No	No	No
Have any projects been delayed more than 30 days such that liquidated damages were assessed?	No	No	No	No	No	No
Has the Lead Contractor been cited by OSHA for violations deemed serious, willful, or repeated?	No	No	No	No	No	No
Have any projects under contract with the Lead Contractor or any member of the joint venture been subject to remediation actions, stop work orders, or project delays in excess of 30 days as a result of Section 404/Section 401 permit violations?	No	No	No	No	No	No
Has an owner, a Lead Contractor, or any member of a joint venture pursued compensation from the Lead Designer due to errors and omissions?	No	Yes*	No	No	No	No
Has the Lead Designer filed legal proceedings against the Lead Contractor, or vice versa, on a design-build contract?	No	No	No	No	No	No

*See explanation on page 23.



Appendix D – Legal and Financial



May 25, 2022

Ms. Carmen Wright
Office of Project Delivery
South Carolina Department of Transportation
955 Park Street, Room 101
Columbia, SC 29201


RE: SCDOT / Design-Build Project I-20 over Wateree River Bridge Replacement and
Overflow Bridge Rehabilitations
Kiewit Infrastructure South Co. Financial Capability Letter

Dear Ms. Wright:

In accordance with the provisions in the Request for Qualifications ("RFQ") for the Design-Build Project I-20 over Wateree River Bridge Replacement and Overflow Bridge Rehabilitations - Section 3.6.1 – Financial Capacity, Kiewit Infrastructure South Co. ("KISC") is to provide a notarized statement that declares it has the financial capacity and resources necessary to complete the above-reference project as proposed in the RFQ.

Please refer to the December 25, 2021 financial statements. KISC had cash and cash equivalents of \$8M; working capital of \$273M; total equity of \$298M; and no outstanding debt. For the year-ended December 25, 2021 KISC had \$2.4B in revenue; \$272M in net income; and paid \$125M in dividends to its parent, Kiewit Infrastructure Group Inc. KISC may continue paying annual dividends to its parent depending on, among other things, the tangible net worth of the Company and its future cash requirements (the full extent of such impact on total equity cannot be determined at this time). Management believes that KISC has the financial capacity to bid, perform and complete the work associated with this project.

Sincerely,
Kiewit Infrastructure South Co.



James M. Nolan
Controller



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

One Tower Square
Hartford, CT 06183

June 7, 2022

South Carolina Department of Transportation
955 Park Street, Room 101
Columbia, SC 29201

RE: I-20 over Wateree River Bridge Replacement and Overflow Bridge Rehabilitations
Kiewit Infrastructure South Co.

Dear Sir or Madam:

We have had the pleasure of extending surety credit to the Kiewit companies since 1958 in connection with contracts aggregating billions of dollars. As a Kiewit operating subsidiary, it is our opinion that Kiewit Infrastructure South 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 South Co. to bid individual contracts up to \$350 million in size. The total program capacity for all Kiewit companies is \$10 billion. Total bonded backlog of \$6.99 billion with an available bonding capacity of \$3.01 billion. It is our intention to furnish Kiewit Infrastructure South Co. with Performance and Labor and Material Payment Bonds, if awarded the above-referenced project.

Travelers Casualty and Surety Company of America possess certificates of authority as an acceptable surety authorized to do business as published annually in the current United States Secretary of the Treasury, Fiscal Service, Department Circular 570. 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

Deanne Jones
Attorney-in-Fact





**Travelers Casualty and Surety Company of America
Travelers Casualty and Surety Company
St. Paul Fire and Marine Insurance Company**

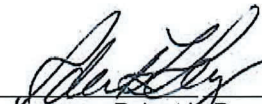
POWER OF ATTORNEY

KNOW ALL MEN BY THESE PRESENTS: That Travelers Casualty and Surety Company of America, Travelers Casualty and Surety Company, and St. Paul Fire and Marine Insurance Company are corporations duly organized under the laws of the State of Connecticut (herein collectively called the "Companies"), and that the Companies do hereby make, constitute and appoint **Philip G. Dehn, Tammy Pike, Paul A. Foss, Marie Huggins, Traci Sutton, and Deanne Jones of Omaha, Nebraska**, their true and lawful Attorney (s)-in-Fact 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 the, r 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 **21st** day of **April**, 2021.



State of Connecticut

By: 
Robert L. Raney, Senior Vice President

City of Hartford ss.

On this the **21st** day of **April**, 2021, before me personally appeared **Robert L. Raney**, who acknowledged himself to be the Senior Vice President of each of the Companies, and that he, as such, being authorized so to do, executed the foregoing instrument for the purposes therein contained by signing on behalf of said Companies 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**, 2026




Anna P. Nowik, Notary Public

This Power of Attorney is granted under and by the authority of the following resolutions adopted by the Boards of Directors of each of the Companies, 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 each of the Companies, do hereby certify that the above and foregoing is a true and correct copy of the Power of Attorney executed by said Companies, which remains in full force and effect.

Dated this 7th day of June, 2022.




Kevin E. Hughes, Assistant Secretary

To verify the authenticity of this Power of Attorney, please call us at 1-800-421-3880.

Please refer to the above-named Attorney(s)-in-Fact and the details of the bond to which this Power of Attorney is attached.

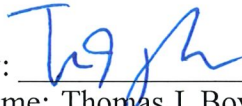
**OFFICER'S CERTIFICATE
OF
KIEWIT INFRASTRUCTURE SOUTH CO.**

I, the undersigned, hereby certify that I am an Assistant Secretary of Kiewit Infrastructure South Co., a Delaware corporation (the "Corporation"), and further certify on behalf of the Corporation located at 1550 Mike Fahey Street, Omaha, NE 68102, that:

1. Benjamin J. Carnazzo ("Signing Officer") is a duly appointed and acting Senior Vice President of the Corporation.
2. Thomas J. Boyle is a duly appointed and acting Assistant Secretary of the Corporation
3. The Corporation intends to submit a Proposal to the South Carolina Department of Transportation, for the I-20 over Wateree River Bridge Replacement and Swamp Overflow Bridge Rehabilitations Design-Build Project. ("Proposal")
4. The Signing Officer, as a Senior Vice President, is authorized to execute and deliver the Proposal on behalf of the Corporation, and upon award of the Project, to execute and deliver the Project contract and any related documents for the Project, and Thomas J. Boyle, as an Assistant Secretary of the Corporation, is authorized to witness such execution of documents and further certify on behalf of the Corporation that the foregoing information provided in the Proposal is true, full and correct

SIGNED on behalf of the Corporation on this 8 day of JUNE, 2022.

KIEWIT INFRASTRUCTURE SOUTH CO.

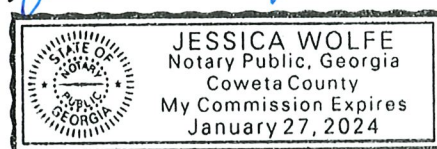
By: 
Name: Thomas J. Boyle
Title: Assistant Secretary

STATE OF Georgia)
)ss.
COUNTY OF Coweta)

The foregoing instrument was acknowledged before me this 8 th day of JUNE, 2022, by Thomas J. Boyle, Assistant Secretary of Kiewit Infrastructure South Co., a Delaware corporation, on behalf of the corporation.

My commission expires: 1.27.2024


Notary Public



Appendix E – Organizational Conflict of Interest

DISCLOSURE OF POTENTIAL CONFLICT OF INTEREST CERTIFICATION

PROPOSER hereby indicates that it has, to the best of its knowledge and belief has:

☒ Determined that no potential organizational conflict of interest exists.

☐ Determined a potential organizational conflict of interest as follows:

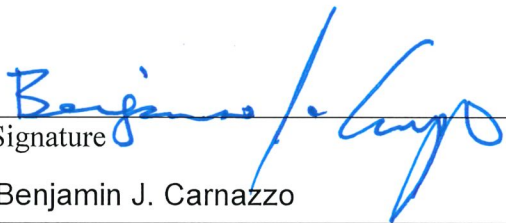
Attach additional sheets as necessary.

1. Describe nature of the potential conflict(s):

N/A

2. Describe measures proposed to mitigate the potential conflict(s):

N/A


Signature

Benjamin J. Carnazzo

Print Name

Kiewit Infrastructure South Co.

Company

6/9/2022

Date

If a potential conflict has been identified, please provide name and phone number for a contact person authorized to discuss this disclosure certification with Department of Transportation contract personnel.

N/A

Name

N/A

Company

N/A

Phone

Appendix F – Confidential or Proprietary Information Summary List

Appendix F [RFQ 5.2.4]

Confidential or Proprietary Information Summary List

At this time, Kiewit wishes to hold none of the contents of this SOQ as confidential information.

Appendix G – Addendum Receipt Form(s)



South Carolina
Department of Transportation

NOTICE TO PROPOSERS

**I-20 over Wateree River Bridge Replacement
and Swamp Overflow Bridge Rehabilitations
Design-Build Project Design-Build – Contract**

ID 2847360

Kershaw County

May 27, 2022

NOTICE TO PROPOSERS - Enclosed is **Addendum 1** to the Request for Qualifications (RFQ) for the I-20 over Wateree River Bridge Replacement and Swamp Overflow Bridge Rehabilitations Design-Build Project. The information provided in this notice and the addendum shall be made part of the contract documents.

The **yellow** highlights identify the revisions associated with Addendum 1.

This addendum is being issued in order to provide clarification and additional information for the project. The following sections of the RFQ contain revisions:

- 2.2.7 Disadvantage Business Enterprise (DBE)
- 3.4.4 Project Management Team
- 3.4.5 Design Engineering Team.
- 3.5.1 Experience of Proposer's Team
- 5.2.5 SOQ Requirements





South Carolina
Department of Transportation

NOTICE OF RECEIPT

**I-20 over Wateree River Bridge Replacement
and Swamp Overflow Bridge Rehabilitations
Design-Build Project Design-Build – Contract
ID 2847360
Kershaw County**

Addendum 1

The information in this addendum shall be made part of the contract documents. PROPOSERS are instructed to incorporate the information into the previously provided RFQ documents.

PROPOSERS are required to sign this document and enclose it with their Statement of Qualifications. Receipt of this signed document by The South Carolina Department of Transportation serves as confirmation that the PROPOSER has received and incorporated this Addendum into the contract documents.

Confirmation Statement:

I, the PROPOSER confirm that I have received this addendum package and have incorporated the information provided in the addendum into the contract documents.


PROPOSER's Signature

2022/05/27

Date

Benjamin J. Carnazzo

Printed Name

Kiewit Infrastructure South, Co. /
Kiewit Engineering Group, Inc.
For: design-build (D/B) team
Design-Build Team Name



Appendix H – Key Individual and Contractor/Designer Reference Form(s)

Email	First Name	Last Name	Company Name	Project Name	Team
References from Work History and Quality Forms					
brian.pickard@tampa-xway.com	Brian	Pickard	Tampa-Hillsborough Expressway Authority	Selmon Expressway Western Extension Design-Build, Tampa, FL	KISC, KEGI
Joseph.Fabis@dot.gov	Joe	Fabis	Eastern Federal Lands Highway Division	Arlington Memorial Bridge Rehabilitation, Design-Build, Washington, D.C.	KISC, KEGI
georgea.pierce@delaware.gov	George A.	Pierce	DelDOT	Lewes Rehoboth Bridges CM/GC, Dewey Beach, DE	KISC, KEGI
nchao@wmata.com	Nuno	Chao	Washington Metropolitan Area Transit Authority	Station Platform Rehabilitation Program Design-Build, Washington, D.C.	KISC, KEGI
rstewart@utah.gov	Robert	Stewart	UDOT	Mountain View Corridor Design-Build, Salt Lake City, UT	KISC, KEGI
michael.gage@txdot.gov	Michael	Gage	TxDOT	DFW Connector Design-Build-Maintain, Dallas, TX	KISC, KEGI
References from Previous Working Relationships Tables (in addition to those supplied above)					
jsheppard@iflychs.com	Jonathan	Sheppard	Charleston County Aviation Authority	CHS Airfield Pavement Repair Project, Design-Bid-Build, Charleston, SC	KISC, KEGI, SC
RossRP@scdot.org	Ryan	Ross	SCDOT	Railroad Ave Extension Design-Bid-Build, Hanahan, SC	KISC, KEGI
mario.cabrera@dot.state.fl.us	Mario	Cabrera	FDOT	5th Street Bascule CMGC, Miami, FL I-95 Auxiliary Lanes A+B Design-Bid-Build, Miami, FL US 27 Underpass Design-Build, Hialeah, FL	KISC, KEGI
mpeters@rkk.com	Melinda	Peters	RK&K (formerly with Maryland State Highway Administration)	Inter-County Connector Contract B Design-Build, Silver Spring, MD	KISC, KEGI
ralph.cutie@miamidade.gov	Rafael (Ralph)	Cutié	Miami-Dade County Aviation Department	Miami International Airport Runway BB, Miami, FL	KISC, KEGI
christopher.s.ren2@usace.army.mil	Christopher	Ren	USACE	Tijuana River Barrier Design-Build Project, San Diego, CA	KISC, KEGI
justin.thomey@txdot.gov	Justin	Thomey	TxDOT	IH 820 SE Connector Design-Build, Fort Worth, TX	KEGI
steve.litchfield@jacobs.com	Steve	Litchfield	Lead Designer: Jacobs Engineering	US 97/US 20 Cooley IC Design-Build, Bend, OR	KEGI
lrussell@DOT.NV.Gov	Lynnette	Russell	NDOT	I-15 Tropicana Boulevard Design-Build, Paradise, NV	KEGI
Sam.Tabikh@mtacd.org	Sam	Tabikh	MTA Construction and Development	MP Tower Elevators & Misc. Rehab Design-Build, New York, NY	KEGI
ariley@azdot.gov	Annette	Riley	ADOT	I-17 Anthem Way DBOM, New River, AZ	KEGI
References from Key Individual Resume Forms (in addition to those supplied above)					
bradley.weidenhammer@vdot.virginia.gov	Bradley	Weidenhammer	VDOT	Midtown Tunnel Phase 3 - MLK Segment Design-Build, Norfolk, VA	KISC
caro.manokian@aecom.com	Caro	Manokian	AECOM (Owner's Representative)	Purple Line Light Rail Project Public-Private-Partnership, Montgomery County, MD	KEGI
wei.koo@wke-inc.com	Wee	Koo	WKE (Owner's Representative)	Metro Gold Line Foothill Extension Phase 2A Design-Build, Pasadena, CA	KEGI
brent.miller@gov.sk.ca	Brent	Miller	Saskatchewan Ministry of Highways and Infrastructure	Regina Bypass Project, Regina, Saskatchewan, Canada	Previous Firm (now with KEGI)
greg.snider@txdot.gov	Greg	Snider	TxDOT	Grand Parkway Segments F-1, F-2, and G	Previous Firm (now with KEGI)
colquettw@dot.state.al.us	William (Tim)	Colquett	ALDOT	I-59/I-20 McFarland Boulevard Bridge Replacement Design-Bid-Build, Tuscaloosa, AL	Previous Firm (now with KEGI)
grapp@honorolulu.gov	Gregory T.	Rapp	Honolulu Authority for Rapid Transportation	Honolulu Rail Transit and Airport City Center Final Design	Previous Firm (now with KEGI)
bhanks@ncdot.gov	Brian	Hanks	NCDOT	US 17 Washington Bypass Design-Build, Beaufort County, NC	Previous Firm (now with KEGI)
jalal.masumi@VDOT.Virginia.gov	Jalal	Masumi	VDOT	Telegraph Road Interchange Design-Bid-Build, Alexandria, VA	KISC

KEY: KISC – Kiewit Infrastructure South Co; KEGI – Kiewit Engineering Group, Inc.; SC – Soil Consultants, Inc.

