



Statement of Qualifications

I-77 New Exit 26 Interchange and Connecting Roads

Design-Build Project ---- Project ID P042443

Kiewit

SCDOT

Submitted to:
South Carolina Department
of Transportation (SCDOT)

Narrative



I-15 Tropicana | DB | *Paradise, NV* | \$320M

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 click ALT + left arrow.

Bookmarks have been set at each tab for easy navigation.

3.2 INTRODUCTION

3.2.1 ENTITY INFORMATION

Entity with whom SCDOT will be Contracting: Kiewit Infrastructure South Co. (a DE corporation since 1969)

Parent Company of the Entity: Kiewit Corporation

Phone Number: 770.487.2300

Contact Name: Timothy J. Cleary, Sr. Vice President & District Manager

Email Address: *Tim.Cleary@kiewit.com*

Mailing Address: 5617 North Rhett Ave., Suite 125 D & E,
North Charleston, SC 29406

Office from Which the Project will be Managed:
North Charleston, South Carolina

3.2.2 PROPOSER'S POINTS OF CONTACT

Proposer's Point of Contact: Kurtis Pfeifer,
Assistant Project Manager

Proposer's Point of Contact: Marcie Aydelotte, PE, Design Manager

Mailing Address: 5617 North Rhett Ave., Suite 125 D & E, North
Charleston, SC 29406

Mailing Address: 1707 Broadway Ave, Floor 37, New York, NY
10018

Office Phone Number: 770.487.2300

Office Phone Number: 531.241.4453

Cell Phone Number: 786.877.9193

Cell Phone Number: 646.417.4813

Email Address: *kurtis.pfeifer@kiewit.com*

Email Address: *marcie.aydelotte@kiewit.com*

3.2.3 LEGAL NAME OF LEAD CONTRACTOR AND LEAD DESIGNER

Legal Name of Lead Contractor: Kiewit Infrastructure South Co. (KISC)

Legal Name of Lead Designer: Kiewit Engineering Group Inc. (KEGI)

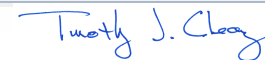
3.2.4 UNIQUE ENTITY ID NO.

KISC: MMG5U7ZS2DV5 | **KEGI:** SRK1XZA4QKP9

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 also confirms they are available for the duration of the Project.



Timothy J. Cleary, Senior Vice President & District Manager
Kiewit Infrastructure South Co.



Robert Allen, PE, Design Engineering Director
Kiewit Engineering Group Inc.

3.3.1 ORGANIZATIONAL CHART, TEAM STRUCTURE, AND TEAM INTEGRATION

ORGANIZATIONAL CHART

Exhibit 3.3.1-1 | Organizational Chart

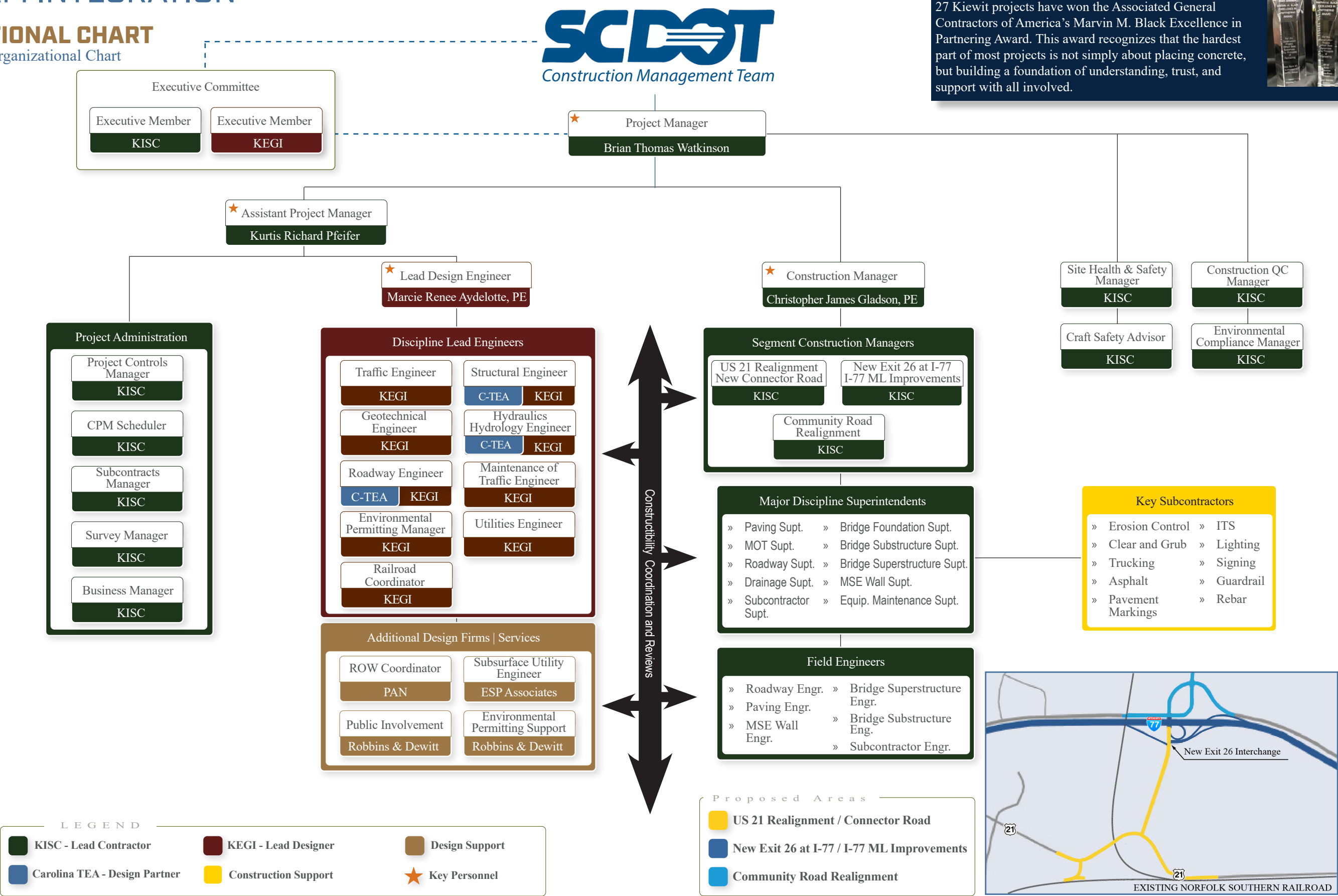


Exhibit 3.3.1-2 | Team Intergration

THE KIEWIT TEAM



Exhibit 3.3.1-3 | Team Experience and Capabilities

INDUSTRY-LEADING

EMR rating of .43 for 2022

KISC 118+
alternative delivery projects worth
\$11B in the Southern U.S.

KEGI 2,100+
professional staff company-wide

TEAM STRUCTURE

The Kiewit Infrastructure South Co. (KISC) / Kiewit Engineering Group, Inc. (KEGI) Design-Build (DB) Team (herein known as Kiewit) is a nationally recognized leader in the design and construction of complex highway and interchange systems. KEGI has overall design responsibility as our lead design engineer and will be supported by Carolina Transportation Engineers & Associates (Carolina TEA) who have a long track record of delivering successful projects with SCDOT. The strength of Kiewit and Carolina TEA (the Kiewit Team) (see **Exhibits 3.3.1-1 and 3.3.1-2**) begins with a fully integrated design and construction organization, rare in the industry, focused on achieving SCDOT's goals. Our proposed Key Individuals bring demonstrable experience managing similar complex accelerated projects emphasizing safety, quality, schedule, risk mitigation, and innovation.

TEAM INTEGRATION

KISC, a subsidiary of Kiewit Corporation, will leverage its operations, supervisory, and key craft resources (see **Exhibit 3.3.1-3**) throughout North America to successfully deliver this Project, led by project management personnel who live and work in the Southeast, with many in South Carolina.

KEGI, a subsidiary of Kiewit Corporation, will lead the Design Engineering Team, providing evaluation and development of technical solutions through a construction-focused design optimized and vetted for efficiency, cost, schedule, constructability, and risk mitigation. The experience of KEGI's 2,100+ professionals will be leveraged for the various scopes of work on this Project. As a truly integrated team, our construction-focused design engineers will lead the design team and manage design subconsultants while collaborating with our construction team. Marcie Aydelotte, PE, of KEGI is our Lead Design Engineer, with 15 years of experience and a successful track record of managing DB projects with demanding schedules, such as the three-year, \$366M Kew Gardens Interchange Infrastructure and Operational Improvement DB project for the New York State Department of Transportation.

Carolina TEA is a multi-disciplined engineering firm focused on innovation, quality and client service. They provide project management, design, design review, and inspection services for bridge and highway projects. Their project experience includes serving as lead designer on the award-winning Emergency Bridge Package 2018-2A DB project in Marlboro and Dillon Counties, South Carolina. Carolina TEA also led structures work for the seismic study, retrofit, and/or replacement of the US 278 bridges over Mackay Creek and Skull Creek (the Intracoastal Waterway) on the US 278 Corridor Study in Beaufort County, South Carolina.

With similar design philosophies and established procedures for completing designs throughout the Kiewit Team, SCDOT will benefit from the deep knowledge of our firms, resulting in a streamlined project with potential schedule acceleration and cost optimization. These proposed firms are aligned to maximize our resources and provide SCDOT with a high-quality design, mitigated risks, enhanced safety, and reduced environmental and traffic impacts.

TABULAR FORM OF TEAM WORK HISTORY

Exhibit 3.3.1-4 identifies projects where our team's firms and/or Key Individuals have worked together. This experience shortens the learning curve, as our firms have familiar lines of communication and an established understanding of the Project's functional relationship requirements.

Exhibit 3.3.1-4 | Team Work History

PROJECT NAME & OWNER YEARS, TYPE	FIRMS/PARTICIPATION	KEY INDIVIDUALS, FIRM	REFERENCE AND CONTACTS
DFW Connector – Connect Four, TxDOT, 2017-2022 DB	KISC: Contractor KEGI Subconsultant	None	N: Michael Gage, PE; TxDOT PM P: 817.370.6500 E: michael.gage@txdot.gov
I-440 Pavement Replacement, TDOT, 2018-2022 DB	KISC: Contractor KEGI: Subconsultant	None	N: Clayton Markham, PE; TDOT P: 615.350.8332 clayton.markham@tn.gov
I-40 Gorge Bridge Replacement, NCDOT 2021-2022 CMAR	KISC: Contractor KEGI: Subconsultant	None	N: Nathan Tanner; NCDOT P: 828.421.6930 nrtanner@ncdot.gov
I-15 Tropicana, NDOT 2021-2024 DB	KIWC*: Contractor KEGI: Lead Designer/EOR	None	N: Ryan Wheeler, PE; NDOT P: 702.278.3391 RWheeler@dot.nv.gov
Mountain View Corridor, UDOT 2018-2021 DB	KIWC*: Contractor KEGI: Subconsultant	None	N: Robert Stewart; UDOT P: 801.440.5746 rstewart@utah.gov
Station Platform Rehabilitation Program Contracts 3 and 4, WMATA 2021-2023 DB	KISC: Contractor KEGI: Lead Designer/EOR	Brian Watkinson, KISC	N: Alexandria Zimar; WMATA P: 843.475.1475 adzimar@WMATA.com
CCR Phase 3 System Interchange Pursuit, SCDOT 2022-2023 DB	KISC: Contractor KEGI: Lead Designer/EOR	Kurtis Pfeifer, KISC; Marcie Aydelotte, PE, KEGI; Christopher Gladson, KISC	N: Brian Klauk, PE; SCDOT P: 803.737.5051 KlaukBD@scdot.gov
Intercounty Connector Contract B, Maryland State Highway Administration 2008-2013 DB	KISC: Contractor KEGI: Subconsultant	Brian Watkinson, KISC; Christopher Gladson, KISC	N: Robert Michael; MDTA P: 410.537.7813 rmichael@mdta.state.md.us
<i>*KIWC is an affiliate of KISC</i>			

Exhibit 3.3.2-1 | Tools for Schedule Certainty



3.3.2 PROJECT RESOURCES, STRATEGIES, AND EXECUTION

SCHEDULE CERTAINTY

We understand the importance of schedule for the I-77 New Exit 26 Interchange and Connecting Roads (the Project). As such, we will develop the schedule with a singularly focused objective: to deliver the Project by November 30, 2026. Kiewit's schedule capability is bolstered by our unique structure that integrates the Lead Constructor and Lead Designer into a single entity. This construction-focused team will break out the design to accommodate accelerated construction, including early works packages to support construction mobilization as soon as feasible. The integrated Kiewit Team is uniquely positioned to work with the Contractor to react to these types of demands without delay.

Our block scheduling approach, proven successful on past DB projects, allows us to organize projects into smaller, manageable pieces – significantly increasing schedule confidence. Blocks are defined as the largest work area accessible without needing to detour traffic or switch lanes. The combination of these defined blocks, with sequencing logic, creates a realistic construction workflow. Creating a design and construction schedule in these smaller blocks enables us to highlight details within transitions, phasing, utility conflicts, and temporary work often overlooked in job schedules. This level of detail increases our confidence to deliver this Project on time.

Construction blocks also have prerequisite design package ties in the schedule. These construction blocks can be aggregated into buildable units, providing the basis for the buildable unit map and allows for a streamlined design package schedule.

We create a 3-week schedule with ownership in the field that meets or beats the 90-day schedule (**Exhibit 3.3.2-1**). As the work is built, quantities are tracked to allow the schedule and quantity system to progress correctly and accurately. We adjust the manhour production rate to actual rate on project for revised duration.

Subcontractors and suppliers meeting schedule is a common problem for contractors on complex DB projects. Kiewit takes five actions to overcome this challenge:

1. Commitment to working with subcontractors with a track record of quality performance that will perform.
2. Involvement and buy in from subcontractors to meet or beat the 3-week and 90-day schedule.
3. Willingness to support subcontractors with project resources.
4. Over communication.
5. Commodity and manhour curves as a sanity check.

For transparency, plans will be plotted and posted on wall in the field office with highlights and dates of completed work for all to see the progress, generate questions, and confirm work completed in the field and schedule. Saturday will be designated as a make-up day for scheduled work not completed during the week. Other schedule recovery options (or simply to accelerate the schedule) include adding additional resources, working night shift, and early work packages. All projects face challenges, but Kiewit Team members will have the resources, determination, and humility to recover from difficulties.

TEAM CAPACITY AND AVAILABLE RESOURCES

The Key Individuals proposed in our Organizational Chart include managers who have worked on complex, schedule driven alternative delivery projects going back over 15 years. Led by our Project Manager, Brian Watkinson, this team has successfully delivered transportation projects for multiple State DOTs with a consistent focus on client satisfaction, quality products, safe work, and schedule adherence.

In addition to our Key Individuals, we anticipate assigning approximately 70 designers, 35 construction staff, and up to 100 craft to the Project during peak times to meet the milestone dates. These designers and construction staff are already employed by Kiewit, and our subconsultants and subcontractors will be available to meet the accelerated schedule.



Project Manager Brian Watkinson will be 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 the Kiewit Team and will communicate these decisions directly to SCDOT. After award of the Project, Brian will be the primary contact for communications with SCDOT and will attend and lead all regularly scheduled meetings.

Brian Watkinson is employed by Kiewit Infrastructure South Co. and has full authority to finalize decisions on behalf of Kiewit and the Kiewit Team.

We will supplement our workforce with locally hired craft and qualified subcontractors. The Kiewit Team has reachback capabilities to draw upon more than 1,200 design professionals and nearly 1,500 construction personnel in the central and southeastern United States. Kiewit has regional offices in North Charleston, South Carolina; Apex, North Carolina; and Atlanta, Georgia, all with extensive equipment yards, allowing our team to mobilize and add resources on short notice.

Strategy for Implementation of Resources

Kiewit's advanced project control system (InEight Suite) provides an integrated platform for design, cost estimating, and scheduling with on-site project cost control, forecasting, and risk management (as shown in **Exhibit 3.3.2-2**). InEight benefits clients and projects by increasing transparency and forecasting potential delays, maximizing time to react with recovery solutions, and improving accuracy and precision on progress reports. InEight plays an integral role in design and construction being delivered on time while complying with all project requirements.

UTILITIES, RAILROAD, AND RIGHT OF WAY

Early coordination with utility providers mitigates the risk of utility relocations, providing early insight into on-site facilities and restrictions utility owners may face. Once known, the design can be optimized to minimize or eliminate utility conflicts where possible. For the Project site, we have identified the US-21 corridor as the highest risk utility area and recognize the value in the current design's intent to avoid the Dominion Energy substation along the corridor. Early coordination with Dominion will be a top priority. We will dedicate a Utility Coordinator to engage with all utility owners as a single point of contact to maintain proactive communication.

If relocations are needed, our coordinator and design team will work to implement the most reasonable relocation plan to maintain traffic, construction progress, and allow a window for the utility company to complete their work.

Exhibit 3.3.2-2 | Kiewit's InEight Project Management System



Similarly, we have identified a Railroad Coordinator to establish an early point of contact for all railroad engagements. As a former Norfolk Southern (NS) employee, our Railroad Coordinator is familiar with the expectations, design requirements, and local staff to facilitate proactive communication throughout the Project. We understand that NS has a significant role on the Project and intend for the NS and the Railroad Coordinator to coordinate on NS's needs for review time, design requirements, and overall progress. Through this coordination, we will provide Over the Shoulder Reviews and design updates to promote timely reviews and get ahead of any design concerns from NS, mitigating impacts.

We have conducted an evaluation of the project constraints and do not anticipate Right of Way Acquisition beyond that expected by SCDOT to accommodate the schematic design. Maintaining a design that stays within these Right of Way areas is paramount not only for schedule adherence, but also to mitigate permitting and environmental impacts.

PUBLIC AND MEDIA RELATIONS

To support the Kiewit Team in public relations, we have enlisted Robbins and DeWitt, LLC (R&D), a DBE with extensive experience performing Public Involvement services in South Carolina. In coordination with the other Public Outreach/Public Involvement efforts currently underway at the Project site, we will provide a customized approach to public involvement, including the development of a project-specific Public Involvement Plan in coordination with the Project Manager, NEPA Coordinator, and the Director of Public Involvement. Standard public involvement components that may be beneficial to this Project include:

- Postcards, mailers, newsletters, door hangers, or flyers to inform the neighboring public about the Project or to announce public information meetings.
- Project websites provide easily accessible information. Currently two websites exist and are hosted by SCDOT (<https://i77exit26.com/>) and Richland County Economic Development (<https://scoutblythewood.com/>)
- Project information posted on social media (SCDOT's Twitter & Facebook).
- Signs installed in the project corridor announcing the Public Information Meeting with contact information and website URL.
- Public Information Meetings held near the Project. Typically, this is an informal gathering to engage the public, answer questions, and request input.
- Virtual Public Information Meetings can be used to broaden participation.

This has been done successfully on the previous project US 278 Corridor Improvements; Beaufort County, SC. The R&D team worked on an Environmental Assessment (EA) approved for the 4.2-mile section of US 278 between Bluffton and Hilton Head Island. The US 278 corridor is the sole access on and off Hilton Head Island and is considered one of the most congested corridors in the state. Key issues for the proposed project included community impacts. As part of the project, a community office with office hours was established as well as a project website. To further engage the public, three Public Information Meetings, a Public Hearing, and several community and stakeholder meetings were held. The Stoney community, an African American Gullah community, was evaluated and recommended eligible for the National Register of Historic Places as a Traditional Cultural Property.

3.4 EXPERIENCE OF KEY INDIVIDUALS

Completed Key Individual Resume Forms are in **APPENDIX A**

3.5 PAST PERFORMANCE OF TEAM

3.5.1 Experience of Proposer's Team

Completed Work History and Quality Forms are included in **APPENDIX B**.

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 nor are such actions pending against them in the last five years. A Table with completed Y/N questions is included in **APPENDIX C**.

3.6 LEGAL AND FINANCIAL

A declaration on letterhead regarding financial capacity, notarized officer's certificate on behalf of the lead contractor, Kiewit Infrastructure South Co., and a bond letter, are in **APPENDIX D**. No additional organizational agreements are required.

3.7 Disclosure of Potential Conflict of Interest Certification

The required form is located in **APPENDIX E**.



Appendix A

Key Individual Resume Forms

Selmon Expressway Western Extension | DB | *Tampa, FL* | \$234M

KEY INDIVIDUAL RESUME FORM

Brief Resume of Key Individual anticipated for the Project.

- a. Name & Title:
Brian Thomas Watkinson
Senior Project Manager
- b. Role of Key Individual for this Project:
Project Manager
- c. Name of Firm with which you are now associated:
Kiewit Infrastructure South Co. (KISC)



- d. Years of Experience: With this Firm 34 Years With Other Firms 0 Years
KISC: Senior Project Manager – Responsible for managing heavy civil projects, 2009 – Present
KISC: Project Manager – Responsible for managing various highway transportation projects, 2003 – 2009
KISC: General Superintendent – Responsible for managing roadway and structures crews, 1989 - 2003

- e. Education:
Rensselaer Polytechnic Institute / Troy, NY / Bachelor of Science / 1989/ Civil Engineering

- f. Active Registrations:
N/A

- g. Document the extent and depth of your experience and qualifications relevant to the Project.
 Brian has served for more than 34 years on high-profile projects with fast-tracked schedules using alternative delivery methods with increasing levels of responsibility. His extensive experience with highway transportation projects throughout the Southeast includes managing various disciplines such as contract administration, scheduling, roadway, drainage, structures, and maintenance of traffic. Brian has also successfully managed a wide range of subcontractors and suppliers valued at up to \$175M with work involving CPM scheduling, logical construction process ordering, and resource management.

Washington Metropolitan Area Transit Authority (WMATA) Station Platform Rehabilitation Projects

Key Personnel Role: Project Manager

Experience with Current Firm: KISC

Project/Assignment Duration: Project 11/2018 – 12/2023, Assigned 11/2018 – 12/2022

Owner Contact Information: WMATA, Hannah Ro, hro@wmata.com, 202-235-3323

Design/Construction Value: \$1.1 Billion

Project Description: These WMATA projects comprised of four station rehabilitation contracts for a combined value exceeding \$1.127 billion. The four contracts rehabilitated 22 passenger stations and included the construction of rail stations, wayside facilities, fan shafts, drainage pump stations, mezzanines, and pedestrian bridges that span interstates.

Brian had the overall responsibility for project performance, including cost, design, construction schedule, safety, and quality. He used resource management for monthly executive partnering meetings with WMATA and worked closely with project stakeholders and outside agencies to ensure safe and timely completion of these projects. With proactive CPM schedule planning, collaborative relationships, and extensive logistics planning, Brian led the Kiewit team to deliver the work with no disruptions to the schedule. As part of the estimating oversight on the project, Brian led procurement and planning to ensure that long-lead materials and equipment were on site in time to support the overall schedule.

I-95 Cocoa Beach Widening and Rehabilitation, Design-Build

Key Personnel Role: Project Manager

Experience with Current Firm: KISC

Project/Assignment Duration: Project 03/2007 – 07/2009, Assigned 03/2007 – 07/2009

Owner Contact Information: HNTB, Frank O'Dea, fodea@hntb.com, 407-805-0355

Design/Construction Value: \$172 Million

Project Description: The goal of this project was to widen a 10-mile section of the existing four-lane I-95 highway to six lanes. Taking advantage of the design-build delivery method, the team developed a concept that limited the impact to wetland areas adjacent to the project and involved an intricate MOT scheme, including more than 1,500 lane closures on mainline I-95.

While serving as Project Manager, Brian and the Owner's Project Manager drove the entire job route each week, discussing the job's status and issues ranging from safety and quality to traffic control. Brian was a part of the estimating team that devised the innovative solution to widen the roadway to the middle, instead of the outside. This innovation reduced the interstate footprint and minimized the amount of ROW that FDOT needed to purchase for the project. Brian also led the team to develop and maintain a detailed CPM schedule to schedule the work and maximize crew efficiency flow in work areas. This type of schedule helped the team make better decisions, allowing the job to be completed five months ahead of schedule.

Champlain Hudson Power Express (CHPE) Transmission Line**Key Personnel Role:** Area Operations Manager**Experience with Current Firm:** KISC**Project/Assignment Duration:** Project 05/2021– Present, Assigned 11/2022 – 01/2024**Owner Contact Information:** Terrestrial Construction, Paul Weske, paul.weske@tdi-usa.com, 203-980-2259**Design/Construction Value:** \$1.6 Billion

Project Description: This project includes engineering, procurement, and construction of approximately 146 miles of 400kV terrestrial high-voltage direct current (HVDC) line in support of public policy requirements. The work is part of a terrestrial land underground transmission line project, as part of a 339-mile HVDC (+/-400kV) cable system bringing 1,250 MW of renewable hydro energy from Quebec to New York City.

Just as he will for the SCDOT on this Project, Brian uses his experience in logical construction process ordering and resource management to ensure the CHPE project has the necessary personnel, equipment, and resources for success. Brian oversees this project's construction of currently the longest underground transmission line with the highest operation voltage in North America. He also communicates and works with the New York State Public Service Commission, the United States Department of Energy, and the U.S. Army Corps of Engineers to get major permits to deliver this project safely and successfully.

Hartsfield-Jackson Atlanta International Airport (HJAIA) Taxiway F & L Replacement**Key Personnel Role:** Project Manager**Experience with Current Firm:** KISC**Project/Assignment Duration:** Project 05/2004 –09/2004, Assigned 05/2004 –09/2004**Owner Contact Information:** City of Atlanta Department of Aviation, Norma Click, Norma.click@atl.com, 404-326-6117**Design/Construction Value:** \$108 Million

Project Description: This project were two taxiway replacements for the HJAIA which included 92,500 SY of concrete pavement at a depth of 22 inches, using wireless survey-controlled concrete paving machinery for the first time at the Atlanta airport.

Brian managed all project operations, including a team of 100 craft and staff on the project that was constructed within 110 calendar days of closure to replace two taxiways. Brian and the team worked two shifts 24/7 at the occupied airport site to complete the job ahead of schedule. Brian successfully took the logical construction process ordering, resource management, and lessons learned from the two taxiway replacements contract and implemented the best practices for a new runway replacement for HJAIA.

Western Beltway (Part C) and Mainline Toll Plazas**Key Personnel Role:** Project Manager**Experience with Current Firm:** KISC**Project/Assignment Duration:** Project 07/2004 – 12/2006, Assigned 07/2004 – 12/2006**Owner Contact Information:** Florida Turnpike, Fernando Gomez, Fernando.Gomez@dot.state.fl.us, 407- 264-3841**Design/Construction Value:** \$23.6 Million

Project Description: The scope of work included a limited access north-south multi-lane toll road from I-4 to US 192 and construction of six, three-lane ramp toll facilities at Sinclair Road, US 192, Seidel Road and the mainline plaza. This project included a toll-related tunnel, mainline plaza improvements (including islands and canopy construction), new concrete and asphalt roadway work, barrier wall, new administration and equipment buildings, mechanical and electrical installation and commissioning, roadway lighting, signing, guardrails, attenuators, pavement marking and landscaping.

Brian served as Project Manager for this highway project that involved construction of a new 5.5-mile toll road and associated ramps to connect the Western Beltway SR429 to I-4. The project extended from US 192 to I-4. The major I-4 interchange included two steel tub flyover bridges. With an area with heavy ongoing traffic, Brian led the construction team to complete on time and helped alleviate up to 40% of traffic on I-4 through the Disney corridor.

- 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.

Brian is the primary person in charge for this project and is responsible for the successful delivery of the Project. He will lead and attend all regularly scheduled meetings and is responsible for communicating with SCDOT.

KEY INDIVIDUAL RESUME FORM

Brief Resume of Key Individual anticipated for the Project.

a. Name & Title:

Kurtis Richard Pfeifer
Project Sponsor

b. Role of Key Individual for this Project:

Assistant Project Manager

c. Name of Firm with which you are now associated:

Kiewit Infrastructure South Co. (KISC)

d. Years of Experience: With this Firm 15 Years With Other Firms 0 Years

KISC: Project Sponsor – Responsible for providing resources, equipment, and personnel for projects, 2020 – present

KISC: Project Director – Responsible for client interface, executive oversight, and project direction, 2017 – 2020

KISC: Project Manager – Responsible for managing heavy civil projects, 2013 – 2017

KISC: Project Engineer / Superintendent – Responsible for managing roadway and structures crews, 2009 – 2013

KISC: Intern/Trainee – Responsible for learning on-site about the construction process, 2008

e. Education:

University of Arizona / Tucson, AZ / Bachelor of Science / 2009 / Civil Engineering

f. Active Registrations:

OSHA 30

USACE CQM-C (expires 5/4/2025)

South Carolina Contractors License – Highway

South Carolina Contractors License – Bridges

South Carolina Contractors License – Concrete

South Carolina Contractors License – Grading

South Carolina Contractors License – Asphalt Paving

South Carolina Contractors License – Concrete Paving

South Carolina Contractors License – Water and Sewer Lines

South Carolina Contractors License – Water and Sewer Plants

South Carolina Contractors License – Boring & Tunneling

South Carolina Contractors License – Highway Incidental

South Carolina Contractors License – Structural Shapes

g. Document the extent and depth of your experience and qualifications relevant to the Project.

Kurtis's experience includes managing complex alternative delivery projects valued at up to \$213 million throughout his career. These projects varied in scope from major highway reconstruction to utility replacements and taxiway reconstruction work at major city airports. This experience has allowed him to work across alternative delivery contracting models, including design-build and CMAR, and to manage various disciplines such as contract administration, scheduling, roadway, drainage, structures, and maintenance of traffic. Kurtis's extensive experience in managing highway transportation and alternate delivery projects will be beneficial for the successful delivery of the I-77 New Exit 26 Interchange and Connecting Roads Design-Build Project.

Carolina Crossroads, Phase 3 Design-Build

Key Personnel Role: Pursuit Manager

Experience with Current Firm: KISC

Project/Assignment Duration: Project 12/2022 - 10/2023, Assigned 10/2022 – 09/2023

Owner Contact Information: SCDOT, Brian Klauk, KlaukBD@scdot.org, 803-737-5051

Design/Construction Value: \$TBD

Project Description: This pursuit included the early design, planning, scheduling, and estimating services for the complex interchange reconstruction of the I-26, 126, and 20 highways in Columbia, South Carolina. The project included over 30 bridges, 90 lane miles of mainline interstate, 100,000 LF of drainage pipe, multiple utility relocations, and preliminary mitigation strategies for environmental concerns as part of the pursuit.

Kurtis was responsible for the overall KISC management of the design, scheduling, and estimating groups of the pursuit and included CPM scheduling, logical construction process ordering, resource management, and client and stakeholder coordination along with interfacing with multiple utility owners and railroads (along with their subconsultants).

Herbert Hoover S-284 (HP5)

Key Personnel Role: Project Director

Experience with Current Firm: KISC

Project/Assignment Duration: Project 05/2019 – 05/2020, Assigned 06/2019 – 02/2020

Owner Contact Information: USACE, Glenn Gannon, Glenn.A.Gannon@usace.army.mil, 561-212-7530



Design/Construction Value: \$17.5 Million

Project Description: This project was the replacement of the aging HP-1 culvert in the Herbert Hoover Dike system. The project included the installation of a sheet pile and earthen cofferdam system, mass excavation, foundation improvements, cast-in-place concrete construction, zoned embankment and the ITS system.

Kurtis was responsible for the startup and overall management of this dike rehabilitation project. Kurtis used his experience of logical construction process ordering and resource management to communicate easily with local stakeholders and the client to provide for a seamless reconstruction effort with little impacts to the surrounding community.

Bear Cut Bridge Rehabilitation Design-Build

Key Personnel Role: Project Manager

Experience with Current Firm: KISC

Project/Assignment Duration: Project 05/2014 – 08/2015, Assigned 05/2014 – 08/2015

Owner Contact Information: Eisman & Russo (E&R), Scott Gombar, sgombar@eismanrusso.com, 954-530-3751

Design/Construction Value: \$32.9 Million

Project Description: This fast-tracked emergency design-build project for Miami-Dade County rehabilitated the Bear Cut and West Bridges leading from mainland Miami to the island of Key Biscayne. The County let a construction contract to design-build the new bridge while widening for pedestrians all within 365 calendar days from NTP. This project included over 3,500 LF of bridge rehabilitation and had a significant marine component and environmental concerns. The project finished ahead of schedule and on budget.

Kurtis used CPM scheduling and resource management to coordinate all engineering discipline work, procurement efforts, and acted as the primary liaison for engineering with construction, the major original equipment manufacturers, and start-up teams.

I-10 Widening

Key Personnel Role: Project Engineer / Superintendent

Experience with Current Firm: KISC

Project/Assignment Duration: Project 09/2007 – 02/2010, Assigned 05/2008 – 02/2010

Owner Contact Information: Arizona Department of Transportation, Roderick Lane, rlane@azdot.gov, 520-388-4200

Design/Construction Value: \$213 Million

Project Description: This project included the full reconstruction and widening of 6.5 miles of I-10 through Tucson, Arizona. The project had multiple stakeholders and required the earthwork, MSE wall, bridge construction, concrete paving, and utilities operations to take place within a congested corridor between the frontage roads which carried the local traffic.

Kurtis was responsible for overseeing all project operations and ensuring work was completed on time and within budget. He led the project team to complete over 6 months early, earning the entire schedule bonus for the A+B procurement and was completed on budget and without any major safety issues.

Georgia Department of Transportation (GDOT) Statewide Repairs

Key Personnel Role: Project Sponsor

Experience with Current Firm: KISC

Project/Assignment Duration: Project 2015 – 2020, Assigned 2015-2016


Owner Contact Information: Lee Upkins, Jacobs, CEI Program Manager, lee.upkins@jacobs.com, 404-978-7552

Design/Construction Value: \$13 Million

Project Description: This project performed pavement rehabilitations, spall repairs, concrete barrier repairs, and glare screen repairs at various locations along the highways and interstate systems throughout the State of Georgia.

Kurtis was responsible for the start-up and oversight of the various rehabilitation projects for GDOT. Kurtis led the team to get this multi-year contract to be successfully renewed multiple times due to outstanding performance.

- 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.
- Kurtis will be assisting Brian Watkinson (Project Manager) throughout the entirety of the project. His role includes CPM scheduling, logical construction process ordering, and resource management. **Kurtis will be available to be on-site during all design and construction activities, attend weekly status meetings during design and construction phases, and will be available at the request of SCDOT.**

Brief Resume of Key Individual anticipated for the Project.		
a. Name & Title:	Marcie Renee Aydelotte, PE, DBIA Senior 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. (KEGI)	
d. Years of Experience: With this Firm <u>1</u> Years With Other Firms <u>14</u> Years	KEGI: Senior Design Engineering Manager – Responsible for design management on design-build infrastructure projects, 2022 – Present HDR: Project Manager/Highway Engineer – Responsible for design management on design-build, design-bid-build and lead highway designer on infrastructure projects, 2015-2022 Michael Baker International: Highway Engineer – Responsible for design of highway transportation projects, 2008-2015	
e. Education:	Cleveland State University / Cleveland, OH / Master of Science / 2015 / Civil Engineering, Transportation Focus Case Western Reserve University / Cleveland, OH / Bachelor of Science / 2009 / Civil Engineering	
f. Active Registrations:	2023 / SC / Civil / 41749 FHWA-NHI-142046-Bicycle Facility Design 2019 / NY / Civil / 100839-1; FHWA-NHI-380089 Designing for Pedestrian Safety 2017 / MI / Civil / 6201065642; OSHA 10-hour 2013 / OH / Civil / 78442	
g. Document the extent and depth of your experience and qualifications relevant to the Project.	<p>Marcie has 15 years of progressive design and management experience. She has been involved in design and management for design-build and design-bid-build transportation projects of similar scope as the Project. Marcie has managed multidiscipline teams to deliver quality deliverables within the required schedule, all while coordinating with the Owner to maintain consensus. Her experience providing engineering support during construction gives her first-hand insight into the field needs during a demanding design-build project lifecycle.</p> <p><u>Carolina Crossroads, Phase 3 Design-Build</u> Key Personnel Role: Lead Design Engineer Experience with Current Firm: KEGI Project/Assignment Duration: Project 12/2022 - 10/2023, Assigned 11/2022 – 10/2023 Owner Contact Information: SCDOT, Brian Klauk, PE, KlaukBD@scdot.org, 803-737-5051 Design/Construction Value: \$TBD Project Description: This pursuit included the early design, planning, scheduling, and estimating services for the complex interchange reconstruction of the I-26, 126, and 20 highways in Columbia, South Carolina. The project included over 30 bridges, 90 lane miles of mainline interstate, 100,000 LF of drainage pipe, multiple utility relocations, and preliminary mitigation strategies for environmental concerns as part of the pursuit.</p> <p>Marcie managed the development of all Alternative Technical Concepts and the preliminary design, coordinating with SCDOT to ensure the innovative design was progressing in a manner that would ultimately receive permitting approval. Additionally, she oversaw the development of the design delivery schedule to support the construction phasing. As part of this pursuit phase, the design received FHWA SO&E approval and technical plans were provided to the SCDOT for incorporation into future projects.</p> <p><u>Van Wyck Expressway (VWE) Capacity & Access Improvements to JFK Airport – Contract 2 Design-Build</u> Key Personnel Role: Civil Design Manager Experience with Other Firm: HDR Project/Assignment Duration: Project 05/2020 – Ongoing, Assigned 05/2020 – 10/2022 Owner Contact Information: NY State Department of Transportation, Milton Okwuoha, P.E., Milton.okwuoha@dot.ny.gov, 631-487-6236 Design/Construction Value: \$319 Million Project Description: This project included the replacement of one Long Island railroad bridge, rehabilitation and retrofit of two additional Long Island railroad railway bridges, and replacement of one vehicular bridge over the Van Wyck Expressway in Queens, NY.</p> <p>Marcie led a team of design managers, working with the teams to confirm the entire project team was following the same quality standards and meeting the demanding schedule. She was responsible for coordinating the over-the-shoulder design reviews with designers, reviewers, and third-party entities to progress design in a timely manner.</p>	

Additionally, Marcie was responsible for the civil design development of the project. This included overseeing the design to ensure RFP compliance and quality standards were met.

Kew Gardens Interchange Infrastructure Operational Improvement Project | Design-Build

Key Personnel Role: Lead Highway Engineer/Design Services During Construction Project Engineer

Experience with Other Firm: HDR

Project/Assignment Duration: Project 02/2018 – 09/2022, Assigned 09/2018 – 09/2022

Owner Contact Information: NY State Department of Transportation, Susan McClellan, P.E;
susan.mcclellan@dot.ny.gov, 917-751- 0867

Design/Construction Value: \$366 Million

Project Description: This design-build project improved the operation of the interchange between Grand Central Parkway, Jackie Robinson Parkway, Van Wyck Expressway, and Union Turnpike in Queens, NY. To achieve this, 11 new bridge structures and 22 roadways were realigned and constructed throughout the 49-acre tri-level urban interchange. This project received an ACEC Engineering Excellence Award.

Throughout the design phase, Marcie led the civil teams and oversaw the coordination between design entities. She was the Engineer of Record for the Highway and Work Zone Traffic Control design packages. Marcie transitioned into a construction support engineer role, where she was responsible for shop drawing reviews, RFI responses, and changes in the field over the three-year construction.

Hampton Roads Bridge Tunnel Project | Design-Build

Key Personnel Role: Deputy Design Manager

Experience with Other Firm: HDR

Project/Assignment Duration: Project 06/2018 – Ongoing, Assigned 06/2018 – 10/2018

Owner Contact Information: Virginia Department of Transportation, Ryan Banas,
ryan.banas@VDOT.Virginia.gov , 757-578-9284

Design/Construction Value: \$3.9 Billion

Project Description: This design-build project expanded the I-64 corridor between Hampton and Norfolk by adding a third lane and drivable shoulder in each direction and a new four-lane bridge-tunnel underneath the James River. The project included rehabilitation of the existing structures in the 10-mile corridor, environmental assessments, drainage and stormwater quality, work zone traffic control, noise studies, walls, and utility adjustments.

Marcie was responsible for overseeing the design development, quality control, and deliverables for the preliminary design development. She led the technical working sessions to develop the preliminary design with the construction and design teams. Marcie was responsible for establishing the overall project deliverables and the submission schedule to meet the construction schedule and deliver the project while meeting the project goals.

West Shoreway Projects | Design-Bid-Build

Key Personnel Role: Design Engineer

Experience with Other Firm: Michael Baker International

Project/Assignment Duration: Project 01/2006 – 07/2017, Assigned 01/2009 – 02/2015

Owner Contact Information: Ohio Department of Transportation, Natalie Conley,
natalie.conley@dot.ohio.gov, 216-584-2103

Design/Construction Value: \$96 Million

Project Description: The overall Lakefront West Program, an Ohio DOT design-bid-build project, focused on converting freeway USR 6 to a low-speed boulevard. The multi-phased project was broken out into four separate projects to procure funding: West Shoreway, W. 78th Street, the pedestrian tunnels, and W. 45th & 28th Streets. The mainline project received an ACEC National Recognition Award.

Marcie was a pivotal member of the design team for the West Shoreway projects, as she was the only designer on each project and was the liaison for design. For the mainline project, she was responsible for roadway and drainage design for three access ramps. She oversaw the subconsultant work, including the landscaping design and utility coordination.

- 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.

As a full-time employee of KEGI, Marcie will oversee and be responsible for all aspects of the design of the Project, subject to the oversight of the Project Manager. For the duration of the design phase, Marcie will attend all routine project meetings in-person, be primarily dedicated to design of the Project, and be available as needed by SCDOT.

KEY INDIVIDUAL RESUME FORM

Brief Resume of Key Individual anticipated for the Project.

a. Name & Title:
Christopher (Chris) James Gladson, PE
Project Sponsor

b. Role of Key Individual for this Project:
Construction Manager

c. Name of Firm with which you are now associated:
Kiewit Infrastructure South Co. (KISC)

d. Years of Experience: With this Firm 15 Years With Other Firms 0 Years
KISC: Project Sponsor – Responsible for providing resources, equipment, and personnel for projects, 2021 – Present
KISC: Project Manager – Responsible for overall construction management of infrastructure projects, 2015 – 2021
KISC: Superintendent / Engineer – Responsible for managing roadway and structures crews, 2008 – 2015

e. Education:
University of Nebraska / Lincoln, NE / Bachelor of Science / 2007 / Civil Engineering

f. Active Registrations:
2018/ NE / Civil / E-17407

g. Document the extent and depth of your experience and qualifications relevant to the Project.
 Chris's extensive background includes over 15 years of experience in project management and operations management. He has an in-depth understanding of how to best meet client expectations, labor force and subcontractor management, job logistics, equipment and material coordination, and cost control. Chris is a skilled leader who always encourages transparent communication and ensures safety and quality are top priorities on all projects. Chris will be responsible for all aspects of the construction of the I-77 New Exit 26 Interchange and Connecting Roads Design-Build Project and will be subject to oversight of the Project Manager.

Carolina Crossroads, Phase 3 Design-Build

Key Personnel Role: Pursuit Scheduling and Phasing Manager

Experience with Current Firm: KISC

Project/Assignment Duration: Project 12/2022 - 10/2023, Assigned 10/2022 – 09/2023

Owner Contact Information: SCDOT, Brian Klauk, KlaukBD@scdot.org, 803-737-5051

Design/Construction Value: \$TBD

Project Description: This pursuit included the early design, planning, scheduling, and estimating services for the complex interchange reconstruction of the I-26, 126, and 20 highways in Columbia, South Carolina. The project included over 30 bridges, 90 lane miles of mainline interstate, 100,000 LF of drainage pipe, multiple utility relocations, and preliminary mitigation strategies for environmental concerns as part of the pursuit.

Chris was responsible for the overall KISC management of the design, scheduling, and estimating groups of the pursuit and included CPM scheduling, logical construction process ordering, resource management, and client and stakeholder coordination along with interfacing with multiple utility owners and railroads (along with their subconsultants).

Intercounty Connector (ICC) Contract B

Key Personnel Role: Field Engineer/Superintendent

Experience with Current Firm: KISC

Project/Assignment Duration: Project 01/2009 – 03/2013, Assigned 01/2009 – 03/2013

Owner Contact Information: Maryland State Highway Administration, Mark Coblentz, mcoblentz@sha.state.md.us, 410-545-5752

Design/Construction Value: \$561 Million

Project Description: ICC Contract B was the third and final contract for a highway system connecting two major Washington, DC, metropolitan areas. The largest design-build ever undertaken by the State of Maryland, the scope of work included 7 miles of new six-lane highway constructed through some of Maryland's most environmentally sensitive and heavily populated areas.

Chris and the rest of the project team helped deliver more than 7 miles of new six-lane, divided highway within a right-of-way that included some of the most environmentally sensitive and heavily populated areas in the Baltimore and Washington corridor project successfully. Chris used his experience in CPM scheduling and resource management to maintain grading operations and collaborated with the rest of the Design-Build team to keep owner-initiated delays from delivering the project on schedule.

Seminole Combined-Cycle Facility

Key Personnel Role: Project Operations Manager

Experience with Current Firm: KISC



Project/Assignment Duration: Project 02/2019 – 05/2022, Assigned 02/2020 – 05/2021
Owner Contact Information: Seminole Electric Cooperative, Troy Patton, TPatton@seminole-electric.com, 386-328-9255 ext. 2660
Design/Construction Value: \$589 Million
Project Description: The job involved engineering, procurement, construction, and start-up of a new 1,050 MW 2x1 combined cycle facility on the site of an existing coal fired plant. The project included demineralized water treatment and cooling water chemical treatment.

Chris was responsible for managing design, procurement, and construction operations. Even though the project took place during Covid, Chris led the engineering and construction for the project on schedule, and the equipment and vendor deliveries remained on time without any delay to the construction. Chris was also responsible for safety, compliance, and ensuring the project was constructed according to specifications.

Inland Port Greer – West/East Expansion

Key Personnel Role: Project Director
Experience with Current Firm: KISC
Project/Assignment Duration: Project 01/2023 – 12/2024, Assigned 01/2023 – 06/2024
Owner Contact Information: South Carolina Ports Authority, Ed Stehmeyer, P.E., estehmeyer@scspa.com, 843-860-0540
Design/Construction Value: \$34.4 Million
Project Description: The project includes the extension of the Inland Port Greer in both directions to address capacity issues. The project includes site grading and utilities, soil stabilization, grade beams, paving, and electrical work.

Chris is currently serving as the off-site project director on this inland port expansion project. His responsibilities include executive management and support, allocating resources and maintaining oversight for all aspects of the project.

Woodbridge Energy Center

Key Personnel Role: Project Manager
Experience with Current Firm: KISC
Project/Assignment Duration: Project 09/2013 – 01/2016, Assigned 01/2014 – 11/2015
Owner Contact Information: Competitive Power Ventures Inc. LLC, Dan Nugent, dnugent@cpv.com, (617) 842-9300
Design/Construction Value: \$350 Million
Project Description: This project included the engineering and construction of a 700 MW natural gas-fired 2x1 combined cycle facility using two GE 7FA.05 combustion turbine generators, a GE D11 steam turbine generator, two CMI M-100 heat recovery steam generators and a wet cooling tower.
Chris was responsible for coordinating and prioritizing complex construction operations. His competence in overall project scheduling ensured work activities started and completed on time. Chris coached Kiewit's field execution team on project goals to improve overall project performance.

- 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.

Chris will be dedicated solely to the construction of the Project and will have no other assignments and will not be utilized on other projects during the duration of the Project. He will be on-site during all construction activities, attend weekly status meetings during the construction phase, and be available at the request of SCDOT.




Appendix B

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

Intercounty Connector (ICC) Contract B | DB | *Montgomery and Prince George's Counties, MD* | \$561M

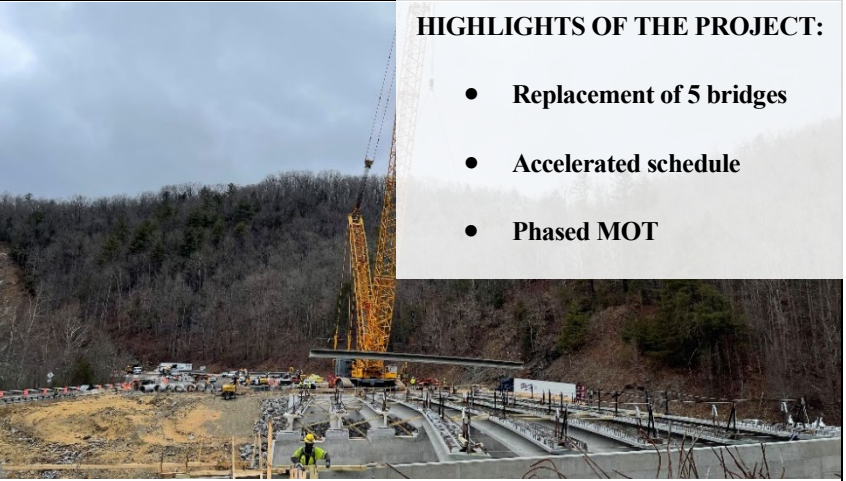
WORK HISTORY AND QUALITY FORM – CONTRACTOR/DESIGNER
Kiewit Infrastructure South Co. (KISC)

a. Project Name, Delivery Method (DBB, DB, etc.), & 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 and KEGI (in thousands)
Name: DFW Connector – Connect 4 Delivery Method: DB Location: Grapevine, TX	Name: Northgate Constructors, a Joint Venture Lead Designer: WSP (as Parsons-Brinckerhoff) Design Support: KEGI / Lead Designer for \$383M scope Lead Contractor: Kiewit Infrastructure West Co. (affiliate of KISC and KEGI) – self-performed 65% of the work	Name of Owner: TxDOT Project Manager: Michael Gage, PE Phone: 817.370.6500 Email: Michael.gage@txdot.gov	12/2017 (Design) 01/2022 (Construction)	\$383,000	\$248,000 (KISC) \$6,340 (KEGI)
g. Narrative describing the work performed by KISC. Kiewit Infrastructure West Co. led this DB JV; Kiewit Infrastructure Co., KISC, and KEGI share resources including craft and staff labor, design staff, fabricators (as needed), materials, supplies, and a private equipment fleet. Kiewit companies routinely leverage the resources of affiliates; this SCDOT Project will have similar access to shared resources. Design location: Dallas, TX					
<div><div><p>This DB project included design and construction of a complex series of four interchanges, while improving connectivity, capacity, and safety through the economic heart of North Texas’ business, commercial, and recreational hub to the Dalla Fort Worth International Airport (DFW). SH 121 included full reconstruction of the main lanes with associated collector-distributor, ramp, and frontage road lanes. The existing interchange connecting SH 121 and FM 2499 was fully reconstructed and tied into the previous construction of FM 2499. The scope of I-635 included full reconstruction of the interchange with SH 121 and I-635 main lanes up to approximately the Tarrant/Dallas County line. Kiewit’s fully integrated DB team resulted in a lower-risk profile for design and cost savings to the client. The full DFW Connector project deployed multiple structure foundation systems and pavement sections, designed wetlands protection and drainage without new ponds, coordinated with current and future railways, integrated bicycle and shared use paths, maintained operations for many private commercial and industrial concerns, and integrated dynamic tolling lanes with general-purpose lanes. Major quantities included 2.9M CY of excavation, 130,000 ft. of drainage installation with reinforced concrete pipe, 2.1M CY of embankment, 725,000 SF of MSE wall installation, construction of 100 retaining walls, 43 new bridge structures, 1.6 million SY of concrete paving, and maintenance. HOW THIS EXPERIENCE IS RELEVANT TO THE PROJECT One of the keys to completing the project on time was the Kiewit ROW task force. The ROW task force targeted a 14-month time frame to achieve 100% right of entry and use. Through collaboration at all levels the ROW goal was successfully reached and workers built on all properties without impact to the construction schedule. Through constructability task forces, the team incorporated cost-saving, innovative solutions such as optimization of several horizontal alignments, resulting in reduced scope and a bridge elimination. Our optimization replaced inlet structures with ditches and, when combined with reduced scope, resulted in further cost savings for the client and better water quality. Altogether, traffic control innovations reduced travel delays, saving \$8M and reducing the schedule by six months. The project team identified more than 1,000 potential utility conflicts; through coordinated design efforts to re-phase portions of the work, the JV team limited the number of utility relocations to 41. Additionally, continual and successful railroad coordination with adjacent rail lines (FWWR and DART agencies) was required. By accommodating the FWWR’s clearance requirements, impacts were eliminated.</p></div><div><div>HIGHLIGHTS OF THE PROJECT:<ul style="list-style-type: none">• On time, on budget, no claims• 200,000 ADT• Railroad coordination• Multi-level interchanges• Extensive utility & ROW coordination• Outstanding safety record - 3 years with zero recordables</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.					
Kiewit’s proficiency in executing DB contracts allowed the team to accelerate the ROW, design, and construction phases, thereby minimizing impacts to both businesses and the traveling public. In the early stages of the project, Kiewit reconfigured the original plan to change aspects such as the on- and off-ramps to create a tighter corridor. This saved TxDOT several million dollars and helped avoid potential environmental issues. The reconfiguration eliminated a bridge and walls and reduced the amount of the overall pavement. The reconfiguration eliminated the need for a sensitive ROW purchase and accelerated the schedule, allowing the team to begin work earlier.					
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.					
Kiewit’s commitment to partnership with TxDOT allowed all issues to be solved at the project level. Through weekly client meetings, quarterly partnering meetings, and open communication as issues arose, the team was able to complete the work on time and with no claims. The team’s Quality Manager co-chaired an Inspector Development Program alongside TxDOT and formally trained all QA inspectors on the project.					
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/DESIGNER
Kiewit Infrastructure South Co. (KISC)

a. Project Name, Delivery Method (DBB, DB, etc.), & 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 and KEGI (in thousands)
Name: I-440 Pavement Replacement Delivery Method: DB Location: Nashville, TN	Lead Designer: WSP Design Support: KEGI (design refinements) Lead Contractor: Kiewit Infrastructure South Co.	Name of Owner: TNDOT Project Manager: Clayton Markham, PE Phone: 615.350.8332 Email: clayton.markham@tn.gov	03/2019 (Design) 07/2020 (Construction)	\$155,756	\$15,576 (KEGI) \$155,756 (KISC)
g. Narrative describing the work performed by KISC. Design location: Nashville, TN					
<div><div>Recognized as the largest contract and DB in TDOT’s history, this approximately 7.5-mile widening project involved a full reconstruction of I-440 between the I-40 and I-24 junctions. It included three bridge locations, one being a fourth-level complex bridge spanning I-65, in addition to widening portions of I-440 for an added travel lane in each direction in a corridor with major interchanges on the east and west ends. Other work involved replacing existing concrete pavement with asphalt pavement for the entire mainline alignment, as well as adding a lane in each direction by removing a center raised island. Geotechnical work included rockfall mitigation and control, design of bridge deep foundations, sign and ITS structural supports and noise wall post foundations, bridge widening, drainage improvements, concrete ramp repairs, electrical, ITS, guardrail, signs and sign structures, new noise walls, and repair and replacement of existing walls. The Kiewit team also performed landscaping activities, erosion prevention, and sediment control. HOW THIS EXPERIENCE IS RELEVANT TO THE PROJECT Kiewit’s role began with taking a global view to understand how this project would disrupt traffic. Kiewit collaborated closely with TDOT and multiple stakeholders, including utilities, neighborhoods, schools, hospitals, universities, and railroads. With railroad agreements as a critical path component, we met with CSX and their consultant, STV, one week after award to begin coordination. The teams met monthly as the design was finalized and interim and final submittals were made. This continual communication created a streamlined comment and resolution process and, ultimately, a fully executed railroad agreement by July 2019, ahead of the required date. To accommodate structural steel erection on the bridge, the Kiewit team developed an innovation using two 100-ton gantry cranes spanning the existing bridges. This innovation minimized impacts to traffic on I-65 below and on the active CSX Railroad. Conventional methods would have required additional rail coordination and track closures. Kiewit worked with gantry manufacturers to design a gantry specific to the project, allowing a 60-foot negative drop to complete this substructure work. Additional innovations included rubblizing and overlaying the existing concrete pavement where possible and crushing, recycling, and reusing the concrete pavement for new road base in areas where rubblize and overlay were not viable. This yielded a reduction of over 25,000 truckloads of material either coming into or out of the very busy corridor and surrounding interstates, greatly reducing the impacts on traffic and the safety of the traveling public, as well as schedule efficiencies and nearly \$3 million in cost savings. Kiewit understands how critical your Project’s schedule is to the mobility and growth of South Carolina and the success of future projects. Our team will use this same level of extremely detailed scheduling and resource planning to expedite the work and determine time-saving ideas during the design phase.</div><div><div>HIGHLIGHTS OF THE PROJECT:<ul style="list-style-type: none">Completed ahead of schedule20+ major stakeholders110,000 ADTCoordination with railroadATCs resulting in \$20M of savingsMajor interchanges</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.					
TDOT’s main goal was to accelerate construction and minimize traffic impacts to the I-440 corridor and the three connecting interstates. Leveraging the full breadth of KEGI, Kiewit refined the structure and pavement design, as well as staging plans, to optimize crane lifts. Our review of high-risk operation work plans allowed for design refinement that further contributed to delivering the large DB project ahead of time and under budget. Design on this schedule-driven job was completed in just eight months – four months ahead of schedule – and construction was completed within budget and two months ahead of schedule. Construction began within three months of award through selective design advancements.					
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.					
Kiewit followed our stringent Quality Policy and performed all QA-QC, providing a project that met or exceeded our client’s expectations. TDOT performed all QA-QC and rated Kiewit “Very Good” on our ability to meet quality standards specified for technical performance and “Excellent” at resolving contract problems quickly and effectively without extensive client guidance. The owner reference provided for this project can also provide feedback for QA-QC. Kiewit managed the schedule through daily collaboration with TDOT and key stakeholders, ultimately developing a plan to complete the work early (completing design and construction in 22 months). From day one, the team developed and used an integrated design and construction schedule to guide the work and meet the aggressive milestones. The project reached early substantial completion due to these efforts.					
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/DESIGNER
Kiewit Infrastructure South Co. (KISC)

a. Project Name, Delivery Method (DBB, DB, etc.), & 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: I-40 Gorge Bridges Delivery Method: CM/GC Location: Pisgah Forest, NC	Lead Designer: Alfred Benesch & Co. Design Support: Kiewit Engineering Group Inc. Lead Contractor: Kiewit Infrastructure South Co.	Name of Owner: NCDOT Project Manager: Nathan Tanner Phone: 828.421.6930 Email: nrtanner@ncdot.gov	12/2023 (Design) 10/2026 (Construction)	\$203,866	\$203,866 (KISC) \$1,000 (KEGI)
g. Narrative describing the work performed by KISC . Design location: Raleigh, NC					
<div><p>Kiewit is leading the pilot CM/GC project for NCDOT to replace five rapidly deteriorating bridges on I-40 in Haywood County, NC. As one of the only transportation routes through the Smoky Mountains, minimizing traffic impacts to this critical artery was key. The five bridges (57, 171,159, 124, and 142) are in the process of being replaced in consecutive seasons over the winter months through 2026 to facilitate demolition and replacement of the structures while keeping the vital trucking and tourist route relatively unimpacted. To accommodate this compressed schedule, KISC and KEGI helped develop a design that allowed for work to occur out of the critical windows, incorporated accelerated bridge construction (ABC) methods, and implemented multiple shifts. HOW THIS EXPERIENCE IS RELEVANT TO THE PROJECT During the preconstruction phase, both KISC and KEGI have proven instrumental in developing a MOT phasing plan that satisfied the restriction window of November to May for traffic impacts. The high volume of oversized loads that pass through this critical freight corridor added complexity to when work could occur while still achieving the client’s goals. KISC leveraged experience from other relevant projects, brought in KEGI subject matter experts, and presented various detailed P6 schedule options to the DOT in order to develop a phasing plan that eliminates bridge acceleration costs and opens the traffic lanes on time. Necessary erosion and sediment control BMPs were implemented to comply with NCDOT environmental requirements in a sensitive mountain terrain.</p></div> <div><div>HIGHLIGHTS OF THE PROJECT:<ul style="list-style-type: none">● Replacement of 5 bridges● Accelerated schedule● Phased MOT</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.					
As a steward of NCDOT’s first CM/GC and to promote the success of the pilot program, Kiewit conducted in-depth constructability reviews, which resulted in a number of alternative concepts to benefit the schedule and cost of the project. The Kiewit team proposed various substructure designs to allow for building beneath the existing structure prior to the traffic impact season, reducing the amount of work to be conducted in the accelerated time period. Additionally, through analysis of the MOT plans during preconstruction, median drainage and barrier work was moved out of the critical traffic impact window. Replacing a complex two-tier MSE wall abutment with a small additional bridge span on Bridge 171 through value engineering support provided the client with significant schedule savings and reduced cost by approximately three million dollars. In several instances, the Kiewit team provided the client with cost comparisons for various options, allowing the client to see the cost/benefit of all choices before selecting the best alternative. Evaluations were performed on soil nail wall facings, wildlife fence details, superstructure, foundation, and wall types, among others. For the latest design packages, full cost estimates were performed for eleven different variants at 30% design and seven unique options at 65% design in order to deliver the best possible combination. There are many ways to build a bridge, and a collaborative brainstorming process was utilized so the experiences and expertise of the client, designer, independent cost estimator (ICE), and contractor could all be leveraged to come up with best scheme to execute the work. This also helped eliminate disagreements on means and methods later in the process.					
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.					
To ensure a fair and transparent price with NCDOT, we shared past productions and field reports to justify cost and met with upper management from major subcontractors to develop high-level relationships and commitment. As the design was developed, Kiewit created schedules for every alternate option that was explored, in order to keep the client’s impact window in focus. These schedules were also an essential tool to identify the different risks associated with each alternative, ensuring the ultimate design was achievable and mitigated as much risk as possible. Working as a team, we have successfully negotiated all five guaranteed maximum price (GMP) proposals of the pilot program and are on schedule to deliver the in-progress work on time.					
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/DESIGNER
Kiewit Engineering Group Inc. (KEGI)

a. Project Name, Delivery Method (DBB, DB, etc.), & 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: I-15 Tropicana Delivery Method: DB Location: Paradise, NV	Lead Designer: KEGI – self-performed 30% of the design Lead Contractor: Kiewit Infrastructure West Co. (affiliate of KISC and KEGI) -self-performed 65% of the work	Name of Owner: NDOT Project Manager: Ryan Wheeler, PE Phone: 702.278.3391 Email: RWheeler@dot.nv.gov	07/2024 (Design) 11/2024 (Construction)	\$320,016	\$30,499
g. Narrative describing the work performed by KEGI . Design location: Las Vegas, NV					
<p>The interchange of Interstate 15 (I-15) and Tropicana Avenue serves as one of the main gateways to the Las Vegas resort corridor and provides an essential connection for some of Las Vegas Valley’s largest employment centers. This project will replace the interchange and structures to widen and lengthen the Tropicana Avenue Bridge over I-15 for: 1) Increased capacity and 2) future space on the bridge for added through lanes and turn lanes to I-15. The scope of work includes replacing existing interchange and structures to widen and lengthen the Tropicana Avenue bridge over I-15 for increased capacity. Other improvements include replacing the existing flyover to maintain connectivity and allow for widening of Tropicana Avenue over I-15, adding high occupancy vehicle (HOV) ramps allowing direct access to the Strip, widening/overlay of I-15, environmental re-evaluation, and 408 permitting adding active traffic management (ATM) sites along I-15. HOW THIS EXPERIENCE IS RELEVANT TO THE PROJECT </p> <p>KEGI was created to maximize the benefits of alternative delivery and provide substantial benefits to our clients; this is demonstrated on I-15 through the 30+ innovations identified by KEGI, resulting in 14 accepted ATCs totaling over \$23M in cost savings. ATCs ranged from geometric solutions, salvage of existing structures, and accelerated bridge construction. The MOT phasing strategies required accommodation of all major events and was supported by an “event heat map” that ensured alignment with the phasing and closure schedules with the event schedule. To facilitate traffic in the heavily congested area, the team implemented a temporary diverging diamond configuration for the I-15 Tropicana interchange to maximize traffic flow in the bridge construction area. Each strategy ensured the highest traffic operations, minimized impacts to commuters, made accommodations for numerous events, and maximized work zones to construct the project. The client expressed a preference for salvaging an existing multi-span bridge flyover structure; early in the project, KEGI developed a geometric solution for the system interchange that de-braided exit ramps and allowed for a lowered Tropicana profile and salvage of approximately 2/3 of the existing flyover structure along with the elimination of a ramp bridge structure. The team also developed a construction phasing strategy for the interchange movements to optimize bridge construction and traffic operations during construction.</p>			 <div>HIGHLIGHTS OF THE PROJECT:<ul style="list-style-type: none">• 170,000 ADT, max of 300,000• High-profile project in a dense business corridor• Extensive utility & MOT coordination</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>This unique project location includes many high-profile stakeholders, including MGM Resorts International, Allegiant Stadium, Station Casino, Formula One, In-n-Out Burger, and utility owners. Specifically, this In-n-Out is the busiest location in the nation, T-Mobile Arena is the busiest year-round arena in the world, F1 Racing shut down portions of town for four days in November 2023, and Allegiant Stadium will host the 2024 Superbowl. The project team implemented comprehensive scheduling and MOT phasing strategies considering these closures with four major construction phases to focus operations and deployed efficient traffic management strategies, substantially reducing lane and full closures required. KEGI’s innovative MOT configurations resulted in 15 weeks of project schedule savings. Accelerated Bridge Construction methods and post-tensioned tee beam bridges have been used to accelerate construction, improve safety, and enhance operational efficiency. Collaboration with NDOT and local jurisdictions facilitated innovative design approaches. Through these strategies, the team avoided delays and mitigated claims, ensuring smooth progression with minimal disruptions. To measure the project’s milestone successes, client satisfaction interviews are held, and KEGI’s most recent client satisfaction score was 96.65% satisfaction. As noted by the Client’s Contract Compliance team, “Even though Kiewit was the highest bidder, Kiewit submitted the best proposal and was the right contractor to select.”</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 Design Quality Management Plan (DQMP), a project-specific plan derived from the Kiewit corporate-wide quality management system, is impactful due to required processes for training on QA audits, internal audits, and client audits of every deliverable. As part of Kiewit’s process of continual improvement, we have incorporated quality update meetings, discussions of real-time quality issues, and 1-on-1 client feedback meetings. Every submittal to the client undergoes several quality checks and a Quality Assurance audit.</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 – CONTRACTOR/DESIGNER
Kiewit Engineering Group Inc. (KEGI)

a. Project Name, Delivery Method (DBB, DB, etc.), & 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 (MVC) Delivery Method: DB Location: Salt Lake City, UT	Lead Designer: Parsons Transportation Group Inc. Design Support: KEGI – 30% of the design Lead Contractor: Kiewit Infrastructure West Co. (an affiliate of KISC and KEGI)	Name of Owner: UDOT Project Manager: Robert Stewart Phone: 801.440.5746 Email: rstewart@utah.gov	12/2018 (Design) 06/2021 (Construction)	\$228,978	\$3,418
g. Narrative describing the work performed by KEGI. Mountain View Corridor Constructions was a Kiewit-Clyde Joint Venture led by Kiewit Infrastructure West Co. (the lead design-builder). Design location: Draper, UT					
<p>MVC is a 35-mile freeway providing an alternate route to I-15 in Utah. This project included design and construction of four miles of two-lane freeway in both directions, frontage roads, widening five miles of SR-201, 12 bridges, six pedestrian trail bridges, an at-grade single-point urban interchange (SPUI), intersections/cross streets improvements, and mainline roadways/cross streets concrete paving. 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 overall 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. Kiewit also met monthly with the stakeholder Community Coordination Team (CCT) to discuss upcoming work and mitigate impacts wherever possible and provided post-design services, including submittal reviews, design changes, non-conformance reports, and as-built drawings. Kiewit’s scope included: four miles of two-lane freeway in each direction from 4100 South to SR-201, ramps to California Avenue, widening approximately five miles of SR-201, a grade-separated single-point urban interchange, on- and off-ramps, improvements to crossing roads, 12 bridges (including a new arterial bridge over mainline), 1.3 miles of freeway and about one mile total of arterials, including roadway, drainage, retaining and noise walls, pavement, MOT for cross streets, abutments and piers for prefabricated pedestrian bridges at two locations, and a total of six shared-use path bridges. HOW THIS EXPERIENCE IS RELEVANT TO THE PROJECT Initially, the client's design proposed two bridges, one for northbound and one for southbound lanes, with the freeway passing over an existing residential street. The Kiewit DB team collaborated with UDOT to innovate this section of freeway, routing it under the residential street. In addition to eliminating the visual and noise impacts of an above-ground freeway overpass, this innovation reduced the number of bridges, saving cost and schedule for UDOT. Similar to the I-77 Exit 26 New Interchange and Connecting Roads, a large portion of the project was adjacent to residential areas and schools, so daytime work was optimized to minimize noise impacts. The day shift began and ended when most residents were at work to keep disruptions as low as possible. White noise backup alarms were also installed on all pieces of equipment to keep the beeping noise localized to the project site and workers around the equipment minimizing disruption impacts to the surrounding environment. The white noise backup alarms could not be heard in the residential areas. Similarly, we intend to limit our work's impacts on Blythewood's local communities.</p>			<div><div>HIGHLIGHTS OF THE PROJECT:<ul style="list-style-type: none">● On-time substantial completion and opening of the road to the public● Interchange reconstruction● 12 roadway bridges● Achieved perfect UDOT CCT scores● More than 50 unique stakeholders</div></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.					
Weekly coordination meetings, design reviews, constructability reviews, comment resolution sessions, and other formal and informal meetings were conducted on an ongoing basis with the client to address challenges, and integrate construction and design efforts. This collaborative approach ensured effective communication and coordination between the design teams responsible for different project segments. Through proactive discussions and a commitment to resolving issues swiftly and at the lowest level, our team successfully avoided any claims on this project.					
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.					
Throughout the project, KEGI constantly investigated ways to optimize the design, reduce costs, and compress the schedule. One significant cost- and schedule-reducing innovation 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 as lead contractor.					
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 – CONTRACTOR/DESIGNER
Kiewit Engineering Group Inc. (KEGI)

a. Project Name, Delivery Method (DBB, DB, etc.), & 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 Contracts 3 & 4 Delivery Method: DB Location: Washington, DC Area	Lead Designer: KEGI Lead Contractor: Kiewit Infrastructure Co. (an affiliate of KISC and KEGI)	Name of Owner: Washington Metropolitan Area Transit Authority (WMATA) Project Manager: Alexandria Zimar, PE Phone: 843.475.1475 Email: adzimar@WMATA.com	Contract 3: Design 05/2021 Construction 12/2021 Contract 4: Design 03/2023 Construction 12/2023	\$325,000 (Contract 3) \$267,000 (Contract 4)	\$19,112 (Contract 3) \$18,503 (Contract 4)
g. Narrative describing the work performed by KEGI. Kiewit Infrastructure Co. served as the lead contractor as is an affiliate of both KEGI and KISC. Design location: Greenbelt, MD					
The Station Platform Rehabilitation Program Contracts 3 and 4 included project delivery in a major metropolitan area, and, as expected on the JOC Program, each required extensive systems work, service shutdowns, and working around active railroads. WMATA serves as the backbone of a strong and inclusive regional mobility system, giving millions of residents, commuters, and visitors reliable, safe, and affordable access to destinations. HOW THIS EXPERIENCE IS RELEVANT TO THE PROJECT The Program exemplifies the DB construction principle of Continuous Improvement and demonstrates how KEGI will serve as a partner to SCDOT. With four contracts wrapped up in one multi-year program, the KEGI and WMATA teams lived the DB model over the years, gathering lessons learned on implementing collaborative design and construction processes under tight deadlines and applying them to improve efficiency along the way. KEGI developed bridge structural, station structural, civil, architectural, mechanical, plumbing and electrical and systems scopes as the Lead Designer. Contract 4 included the rehabilitation of five bridge structures that span over existing roadways and third-party railroads. This work included deck replacements, joint replacements, substructure concrete repair, bearing replacements, steel repairs and drainage repairs. KEGI drove efficiency through internal task force meetings, coordinating disciplines, mitigating conflicts, and working well with WMATA and other stakeholders, including Class 1 freight railroad CSX. As a result, we produced design packages with few comments and allowed construction to begin as planned. Frequently, 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 was less than nine months. This includes a preliminary, final, and IFC review by WMATA and third parties.			<div><div>HIGHLIGHTS OF THE PROJECT:<ul style="list-style-type: none">Key Personnel – Brian Watkinson, Project Manager (11/2018 – 12/2022)High-profile project in a dense business corridorOutstanding safety record – more than 900,000 hours without a recordable</div></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.					
The Kiewit-WMATA partnership shows what can be accomplished through effective DB partnering, even when a global pandemic threatens to disrupt the supply chain, jobsite conditions, schedule, and field productions. With proactive planning, collaborative relationships, and extensive logistics planning, KEGI delivered the work on Contracts 3 and 4 with no disruptions to the schedule. Our team accommodated significant WMATA-requested change orders throughout the Program. Ranging from \$9 million to \$80 million, the additions came with little to no schedule extension. They comprised a wide range of work, including added maintenance to mezzanines and pedestrian walkways, and design/construction of additional bearing replacement on a bridge which required full design, additional permitting, procurement of materials, and installation in less than six months.					
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.					
To maintain Quality Assurance/Quality Control (QA/QC) and craftsmanship, our entire team was well-versed on the design specifications and on the steps required to build the work in accordance with the contract. 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 impacts to 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.					
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.					

An aerial photograph of a bridge construction site. The image shows a large steel truss bridge structure under construction, spanning a deep gorge. Several yellow and red cranes are positioned around the site, and workers in safety gear are visible on the bridge deck. An American flag is attached to one of the bridge's vertical supports. The background is a dense forest.

Appendix C

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

I-40 Gorge Bridges | CMGC | *Pisgah Forest, NC* | \$204M

3.5.2 APPENDIX C

QUESTIONS	DFW CONNECT 4	I-440 PAVEMENT REPLACEMENT	I-40 GORGE BRIDGES	I-15 TROPICANA	MOUNTAIN VIEW CORRIDOR	STATION PLATFORM REHABILITATION CONTRACTS 3 & 4
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 design-build projects or projects of similar scope 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	No	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

WORK HISTORY AND QUALITY FORM – CONTRACTOR/DESIGNER
Kiewit Infrastructure South Co. (KISC)

a. Project Name, Delivery Method (DBB, DB, etc.), & 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 Delivery Method: DB Location: Tampa, FL	Lead Designer: AECOM Design Support: KEGI (ATCs only) Lead Contractor: KISC	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 (Design) 05/2021 (Construction)	\$234,585	\$234,585
g. Narrative describing the work performed by KISC . 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 1,000 day contract, and the viaduct footprint overhangs all traffic lanes below, and (5) Top-down construction methods. 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. 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. 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.					
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.					
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.					
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. 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.					



Appendix D

Legal and Financial

DFW Connector - Connect 4 | DB | *Grapevine, TX* | \$383M



Kiewit

December 20, 2023

Ms. Carmen Wright
Office of Project Delivery
South Carolina Department of Transportation
955 Park Street, Room 101 (302,421)
Columbia, SC 29201
WrightCL@scdot.org

RE: Request for Qualifications
I-77 New Exit 26 Interchange and Connecting Roads Design-Build Project
Kiewit Infrastructure South Co. Financial Capability Letter

Dear Ms. Wright:

In accordance with the provisions in the Request for Qualifications ("RFQ") I-77 New Exit 26 Interchange and Connecting Roads Design-Build Project, Section 3.6.1. – Financial Capacity, Kiewit Infrastructure South Co. ("KISC") is to demonstrate the financial capacity and resources to successfully complete the project as proposed in the RFQ.

For the year-ended December 31, 2022, KISC had cash and cash equivalents of \$117M; net current assets of \$401M; total equity of \$467M; and no outstanding debt. KISC had \$1.6B in revenue; \$128M in net income; and paid net \$48M 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

(in accordance with State notary requirements)

State of Nebraska


County of Douglas


This instrument was acknowledged before me this 20th day of December (month),
2023 (year), by James M. Nolan, Controller (name of officer or
agent, title or officer or agent) of Kiewit Infrastructure South Co. (name of entity).

 X Personally Known

____ Produced Identification

Type of ID and Number on ID _____

 GENERAL NOTARY - State of Nebraska
JENNIFER L. BOOKOUT
My Comm. Exp. Sept. 24, 2025


Signature of Notary

Jennifer L. Bookout

Name of Notary

(Typed, Stamped or Printed)

Notary Public, State of Nebraska



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

One Tower Square
Hartford, CT 06183

December 29, 2023

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

RE: I-77 New Exit 26 Interchange and Connecting Roads Design-Build Project
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. 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 \$12 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

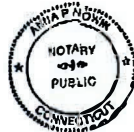
By: 
Robert L. Raney, Senior Vice President

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 29th day of December, 2023




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 that:

1. Timothy J. Cleary ("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 bid proposal (the "Proposal") to [South Carolina Department of Transportation] for the [I-77 New Exit 26 Interchange Design Build Project] [P042443] in [Richland County, SC] (the "Project").
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 14th day of December, 2023.



KIEWIT INFRASTRUCTURE SOUTH CO.

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

STATE OF Georgia)
)ss.
COUNTY OF Fayette)

The foregoing instrument was acknowledged before me this 14th day of December, 2023, 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

Jessica Wolfe
Notary Public



Appendix E

Organizational Conflict of Interest

Mountain View Corridor (MVC) | DB | *Salt Lake City, UT* | \$229M

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

01/02/2024

Date

Timothy J. Cleary

Print Name

Kiewit Infrastructure South Co.

Company

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

Phone

N/A

Company



Appendix F

Confidential or Proprietary
Information Summary List

Intercounty Connector (ICC) Contract B | DB | *Montgomery and Prince George's Counties, MD* | \$561M

3.7.2 APPENDIX F

Confidential or Proprietary Information Summary List

At this time, Kiewit wishes to hold the entirety of Appendix C and D of this SOQ as confidential information.



Appendix G

Addendum Receipt Form(s)

Station Platform Rehabilitation Program Contracts 3 & 4 | DB | *Washington, DC Area* | \$325M (Contract 3), \$267M (Contract 4)

NOTICE TO PROPOSERS
I-77 New Exit 26 interchange
Design-Build Project – Project ID P042443
Richland County

December 15, 2023

NOTICE TO PROPOSERS - Enclosed is **Addendum 1** to the Request for Qualifications (RFQ) for the I-77 New Exit 26 Interchange design-build project. The information provided in this notice and the addendum shall be made part of the Statement of Qualifications (SOQ) and 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:

- Section 2
- Section 4



NOTICE TO PROPOSERS
I-77 New Exit 26 interchange
Design-Build Project – Project ID P042443
Richland County

Addendum 1

The information in this addendum shall be made part of the SOQ and 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 SOQ. 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 SOQ and 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

December 29, 2023

Date

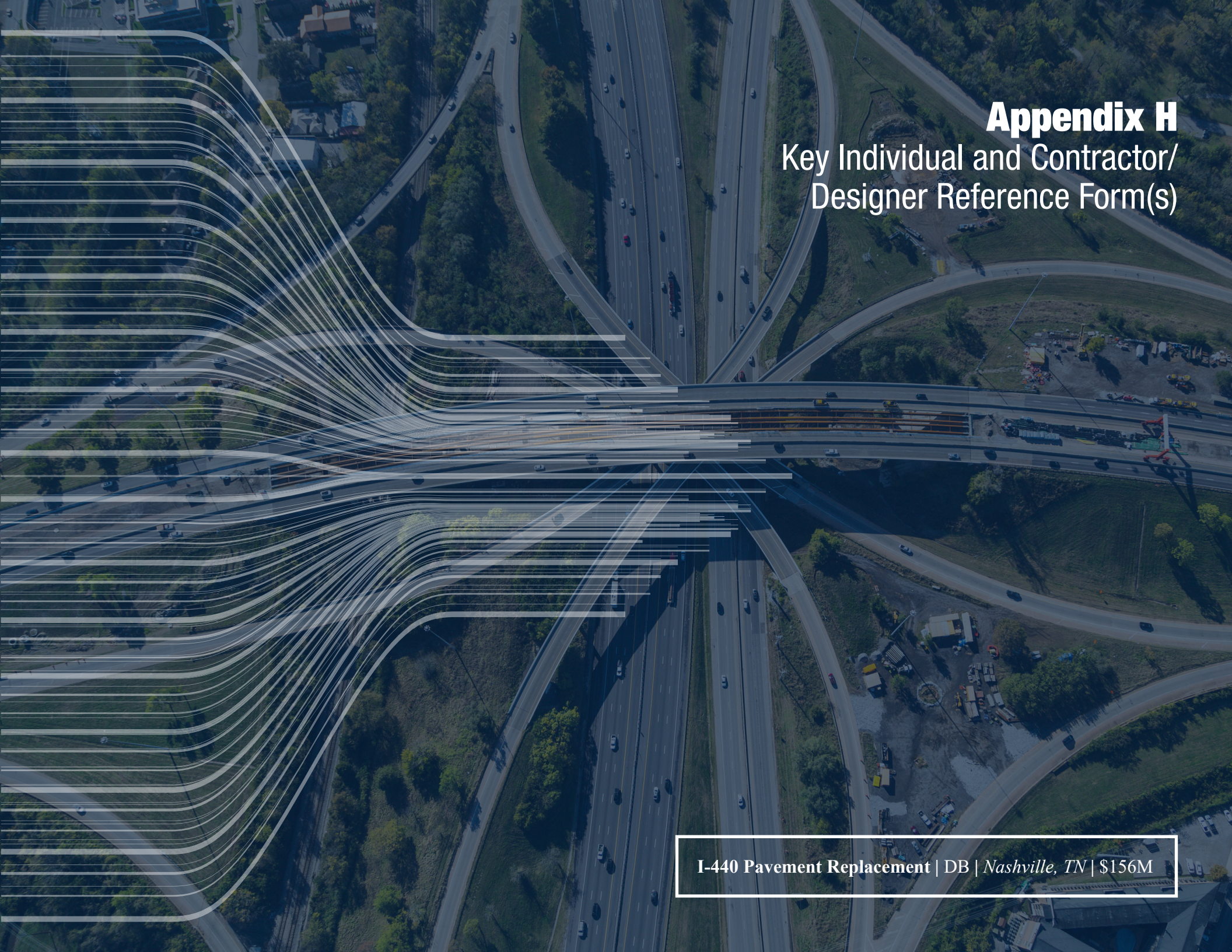
Timothy J. Cleary

Printed Name

For: Kiewit Infrastructure South Co.

Design-Build Team Name





Appendix H

Key Individual and Contractor/ Designer Reference Form(s)

I-440 Pavement Replacement | DB | *Nashville, TN* | \$156M

[illegible]

[illegible]