



Kiewit



RFQ 2025-013

CMAR NORTHWEST NEIGHBORHOOD IMPROVEMENTS, PROJECT NO. 17-020

CITY OF DELRAY BEACH, FL

Kiewit Infrastructure South Co.
6301 NW 5th Way, Suite 3200
Ft Lauderdale, FL 33309

4.2.1. INTRODUCTION

February 5, 2025

Casetra Thompson

City of Delray Beach Purchasing and Contract Administration Division
100 NW 1st Avenue
Delray Beach, FL 33444

RE: RFQ NO.: 2025-013 CONSTRUCTION MANAGER AT RISK Northwest Neighborhood Improvements Project No. 17-020

Dear Casetra Thompson and members of the Selection Committee:

DIVERSE TEAM - PURPOSE BUILT

Kiewit Infrastructure South Co. (KISC), a wholly owned subsidiary of Kiewit Corporation (Kiewit), commits to exceeding the required services for the Northwest Neighborhood Improvements Project for the City of Delray Beach. We are proud to present our qualifications and proposal for this Project. We have assembled a first in class CMAR team for this project. Combining the right strengths, competencies, experience, and senior level staff has been our team's mission since the City's announcement of this important opportunity. Each of our team members have been added for strategic purposes to provide the City's residents, businesses, and stakeholders the strong performance they desire. In a booming Florida and local construction market, the commitment and availability of key resources is our industry's common threat to successful performance.

PUBLIC OUTREACH

This project is in a well-established community with multiple residents, businesses, stakeholders, and other City constituents. Open, often, and transparent communication is paramount for the success of this project. The City of Delray can't afford to not select KISC to perform this project, you need a team that is focused on the Public, and Project success. Doing what you say you are going to do, communicating where, when, and by who is something we take pride in. Planning our work, allocating our resources accordingly, and going above and beyond to make the neighborhood raving fans is what we do best.

PRECONSTRUCTION AND CONSTRUCTION MANAGEMENT SERVICES

Through our extensive CMAR experience, we have developed several innovative approaches to the preconstruction phase of projects that help exceed our clients' goals and ensure the successful delivery during the construction phases of these projects. First, our team utilizes a fully open-book approach regarding cost estimating, innovation tracking, and risk management. From the onset, our team will develop a production-based bottoms-up estimate and focus on areas where we can make the most significant impact on cost. Next, our team will concentrate on innovation and risk mitigation by utilizing detailed tracking logs and tools that aid in decision-making. As a true differentiator, our builders will be involved in every step of preconstruction and roll into the construction phase, making a seamless transition. Their critical right-time constructability input will reduce cost, improve quality, reduce maintenance, and ensure on-time delivery. These best practices, combined with our track record of winning 17 FTBA Best in Construction Awards, will be brought to the Northwest Neighborhood Improvements Project.



UNDERSTANDING OF THE SCOPE OF WORK

KISC brings extensive and well-developed experience delivering full neighborhood comprehensive infrastructure improvement for small municipal and large municipal clients. Our team has proven experience providing design and constructability input during preconstruction while increasing cost certainty and

minimizing disruptions to the local community. We will collaborate with the City of Delray Beach to develop an efficient phasing plan during preconstruction in order to limit impacts to the traveling public and stakeholders during the construction phase.

COMMITTED TO DETERMINED TIME FRAME

Through early and ongoing collaboration with the City and Baxter & Woodman, Inc. and our team members' in-depth knowledge of CMAR processes, KISC will collaboratively instill scheduling efficiency and confidence in preconstruction and construction. We recognize the City requires the project be completed by 2031 and will plan accordingly to beat your expectations. We will increase schedule certainty and optimize phasing and potentially reduce impact to the community. Our ability to scale up resources as needed and self-perform various scopes of work, combined with our commitment to solicit local best value scopes from the local contracting community will offer the best possible budgetary performance. This method ensures the City of Delray Beach and KISC will have the flexibility of complete schedule certainty and full control of the critical path throughout the Project.

SAFETY AND QUALITY CULTURE

Our culture of "Nobody Gets Hurt" and "Build it Right the First Time" results in our industry-leading safety and quality performance.

Kiewit's 2024 EMR rating of 0.55 is best in class for the industry.

We emphasize quality and have made it one of our core values, second only to the safety and well-being of our employees, clients, subcontractors, stakeholders, and the public. Through our project experience, KISC has implemented a disciplined, process-based quality program that uses accountability, systematically measured results, and promotion of continuous improvement. This culture is instilled and demanded for all subcontractors working on a KISC Project. KISC understands that quality is not only about the final product, but also the successful implementation of step-by-step processes and procedures used to achieve those results.



COMMITMENT TO RESULTS

KISC understands the importance of this project and is committed to provide all required services of this Project. We understand the urgency that the City's leadership has on repairing the aging infrastructure in this neighborhood. Understanding that; KISC knows that strong partnering, positive public perception, expediency, good quality, and safe results will deliver the City a positive endeavor. Using the same dedication from our long tenured management team and employees that have successfully delivered countless high-profile projects across North America, KISC is committed to ensuring this project has the attention it deserves and produces the results it demands.

We strongly believe that our carefully selected team, experience, capabilities, and approach described in this proposal will exceed the requirements for the Northwest Neighborhood Improvements Project. Our team is enthusiastic about the opportunity to work with The City of Delray Beach, Baxter & Woodman, project stakeholders, and the community on this challenging and exciting project.

Please contact me at Tim.Cleary@kiewit.com or 770-487-2300 if you any questions while evaluating our proposal. Thank your for your time and consideration.

Sincerely,

Kiewit Infrastructure South Co.

Timothy J. Cleary

Senior Vice President

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4.2.3. MINIMUM QUALIFICATIONS

4.2.3. MINIMUM QUALIFICATIONS

3.A. Affirmative Statement And Submission Of Evidence

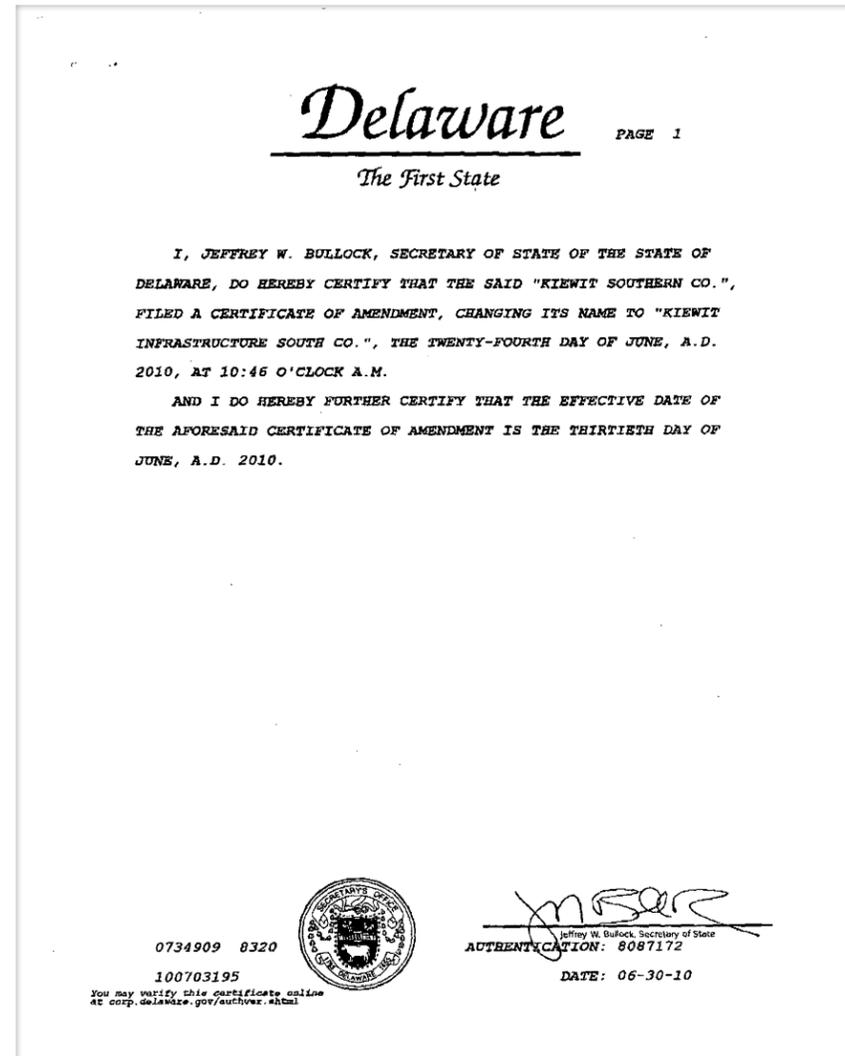
Kiewit Infrastructure South Co. confirms that all assigned key professional staff possess all licenses and certification required to undertake and complete the project. Please see 3.B, below, for General Contractor's License. KISC will provide additional licenses if requested.

3.B. Florida State General Contractor's License



3.C. Confirmation Of Business

Kiewit Infrastructure South Co. has worked under its current vendor name since 2010.



3.D. Bonding Capacity

Please see page 6.

3.E. Conflicts Of Interest

Kiewit Infrastructure South Co. does not have any conflicts of interest in relation to the RFQ.

3.F. AIA Document A305-2020 And All Exhibits

Please see pages 7-26.

3.G. State of Florida Division of Corporations

Kiewit Infrastructure South Co. is registered with the State of Florida Division of Corporations.

Hyperlink:

<https://search.sunbiz.org/Inquiry/CorporationSearch/SearchResultDetail?inquirytype=EntityName&directionType=Initial&searchNameOrder=KIEWITINFRASTRUCTURESOUTH%208373503&aggregateId=forp-837350-a6b21e4f-319f-41b5b1dd-cf912d5593bc&searchTerm=kiewit%20infrastructure%20south%20co&listNameOrder=KIEWITINFRASTRUCTURESOUTH%208373503>

3.H. Florida State Board of Administration Scrutinized List.

Kiewit Infrastructure South Co. is not on the Florida State Board of Administration Scrutinized List of Prohibited Companies.



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

One Tower Square
Hartford, CT 06183

February 3, 2025

City of Delray Beach
100 Northwest 1st Avenue
Delray Beach, FL 33444

RE: Northwest Neighborhood Improvements; Project No. 17-020
RFQ No. 2025-013
Kiewit Infrastructure South Co.

Dear Sir or Madam:

We have had the pleasure of extending surety credit to the Kiewit companies since 1958 in connection with contracts aggregating billions of dollars. As a Kiewit operating subsidiary, it is our opinion that Kiewit Infrastructure South Co. is one of the outstanding and reputable construction organizations in North America. Its skill, integrity, and financial responsibility are unquestioned.

As part of an overall work program commitment, we have authorized Kiewit Infrastructure South Co. to bid individual contracts up to \$350 million in size. The total program capacity for all Kiewit companies is \$15 billion. It is our intention to furnish Kiewit Infrastructure South Co. with Performance and Labor and Material Payment Bonds, for the above-referenced project.

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

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

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

Deanne Jones
Attorney-in-Fact



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Exhibit A

General Information

This Exhibit is part of the Contractor's Qualification Statement, submitted by «Kiewit Infrastructure South Co.» and dated the «5th» day of «February» in the year «2025» (In words, indicate day, month and year.)

§ A.1 ORGANIZATION

§ A.1.1 Name and Location

§ A.1.1.1 Identify the full legal name of your organization.

«Kiewit Infrastructure South Co. »

§ A.1.1.2 List all other names under which your organization currently does business and, for each name, identify jurisdictions in which it is registered to do business under that trade name.

« Kiewit Infrastructure South Co. »

§ A.1.1.3 List all prior names under which your organization has operated and, for each name, indicate the date range and jurisdiction in which it was used.

« **Kiewit Southern Co.** | 2006-2010 | Florida, Tennessee, Utah, Virginia, Alabama, Georgia, South Carolina, West Virginia, Mississippi, North Carolina, Iowa, Louisiana, Kentucky, Arkansas, Kansas, Oklahoma, South Dakota, Maryland, District of Columbia, Texas, Nebraska, and New Mexico
Gilbert Southern Corp. | 1991-2006 | Florida, Tennessee, Utah, Virginia, Alabama, Georgia, South Carolina, West Virginia, Mississippi, North Carolina, Iowa, Louisiana, Kentucky, Arkansas, Kansas, Oklahoma, and South Dakota
Gilbert Corporation of Delaware, Inc. | 1969-1991 | Florida, Tennessee, Utah, Virginia, Alabama, Georgia, South Carolina, West Virginia, Mississippi, and North Carolina »

§ A.1.1.4 Identify the address of your organization's principal place of business and list all office locations out of which your organization conducts business. If your organization has multiple offices, you may attach an exhibit or refer to a website.

«District Office: 450 Dividend Drive, Peachtree City, GA 30269
Regional Offices:
Florida - Tampa: 5405 Cypress Center Drive, Suite 210. Tampa. FL 33609
Florida - Orlando: 6200 Lee Vista Blvd .. Suite 700. Orlando. FL 32822
Florida – Ft. Lauderdale: 6301 NW 5th Way, Suite 3200, Ft Lauderdale, FL 33309
South Carolina: 5617 North Rhett Avenue. Suite 125 D & E, North Charleston. SC 29406
Maryland: 6994 Columbia Gatewav Drive Suite 200, Columbia. MD 21046
»

§ A.1.2 Legal Status

§ A.1.2.1 Identify the legal status under which your organization does business, such as sole proprietorship, partnership, corporation, limited liability corporation, joint venture, or other.

« Corporation »

ADDITIONS AND DELETIONS: The author of this document has added information needed for its completion. The author may also have revised the text of the original AIA standard form. An *Additions and Deletions Report* that notes added information as well as revisions to the standard form text is available from the author and should be reviewed.

This document has important legal consequences. Consultation with an attorney is encouraged with respect to its completion or modification.

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- .1 If your organization is a corporation, identify the state in which it is incorporated, the date of incorporation, and its four highest-ranking corporate officers and their titles, as applicable.

« State of Incorporation: Delaware
Date of incorporation: November 28, 1969
President's Name: David Miles
Sr. Vice President's Name: Timothy J. Cleary
Secretary's Name: Michael F. Norton
Treasurer's Name: Stephen S. Thomas »

- .2 If your organization is a partnership, identify its partners and its date of organization.

« N/A »

- .3 If your organization is individually owned, identify its owner and date of organization.

« N/A »

- .4 If the form of your organization is other than those listed above, describe it and identify its individual leaders:

« N/A »

§ A.1.2.2 Does your organization own, in whole or in part, any other construction-related businesses? If so, identify and describe those businesses and specify percentage of ownership.

« The following companies are wholly owned subsidiaries of Kiewit Infrastructure South Co.:

1. Kiewit Louisiana Co.- Infrastructure Construction
2. Kiewit Texas Co.- Infrastructure Construction
3. Kiewit Frontier Inc.- Infrastructure Construction
4. Consolidated Oil field Services. Inc.- Infrastructure Construction
5. Kiewit Texas Construction LP- Infrastructure Construction »

§ A.1.3 Other Information

§ A.1.3.1 How many years has your organization been in business?

« 55 Years »

§ A.1.3.2 How many full-time employees work for your organization?

« 1,131 »

§ A.1.3.3 List your North American Industry Classification System (NAICS) codes and titles. Specify which is your primary NAICS code.

« 237310, Highway, Street, and Bridge Construction »

§ A.1.3.4 Indicate whether your organization is certified as a governmentally recognized special business class, such as a minority business enterprise, woman business enterprise, service disabled veteran owned small business, woman owned small business, small business in a HUBZone, or a small disadvantaged business in the 8(a) Business Development Program. For each, identify the certifying authority and indicate jurisdictions to which such certification applies.

« N/A »

§ A.2 EXPERIENCE

§ A.2.1 Complete Exhibit D to describe up to four projects, either completed or in progress, that are representative of your organization's experience and capabilities.

§ A.2.2 State your organization's total dollar value of work currently under contract.

« \$5,812,774,699 »

§ A.2.3 Of the amount stated in Section A.2.2, state the dollar value of work that remains to be completed:

« \$1,969,691,085 »

§ A.2.4 State your organization's average annual dollar value of construction work performed during the last five years.

« \$2,110,855,800 »

§ A.3 CAPABILITIES

§ A.3.1 List the categories of work that your organization typically self-performs.

« Trench .Excavation & Backfill, General Embankment, Roadway Reconstruction, Pipe Installation, Drainage & Structures installation, MOT »

§ A.3.2 Identify qualities, accreditations, services, skills, or personnel that you believe differentiate your organization from others.

« Company qualities and accreditations:

Kiewit Infrastructure South Co. has an EMR of 0.55 for the year of 2024 and is ISO 9001 Certified.

Key Personnel:

Brad Williamson – Project Principal | Industry: 18 Years

Joe Pescatore – Project Manager | Industry: 15 Years

Fabricio Cedillo – Construction Manager | Industry: 18 Years

Juan Arana – Project Engineer | Industry: 9 Years

Abby Conner – Lead Estimator | Industry: 19 Years

Mark Thomas – Drainage Superintendent | Industry: 30 Years

Please refer to Tab 6. which demonstrates the unique qualities. accreditations, services, and skills of our key personnel. »

§ A.3.3 Does your organization provide design collaboration or pre-construction services? If so, describe those services.

« Yes. Kiewit provides both design collaboration and pre-construction services including, but not limited to, civil, structural, .geotechnical, drainage, and temporary structures design; value engineering; constructability reviews; GMP development; Subcontractor and supplier procurement; schedule development: bid packaging; and permitting, »

§ A.3.4 Does your organization use building information modeling (BIM)? If so, describe how your organization uses BIM and identify BIM software that your organization regularly uses.

« Yes, Kiewit uses building information modeling (BIM) software such as Bentley and Autodesk. »

§ A.3.5 Does your organization use a project management information system? If so, identify that system.

« Yes. Kiewit uses a propriety project management information system powered by InEight. This tool seamlessly integrates with other accounting, estimating, scheduling, and document management systems, allowing unprecedented visibility to data and ensuring all parties are making decisions based on a single version of the truth. »

§ A.4 REFERENCES

§ A.4.1 Identify three client references:

(Insert name, organization, and contact information)

« Brad Baird | City of Tampa, Florida | Brad.Baird@tampagov.net, (813) 274-7883

Edwin Dendor | Clay County BOCC | edwindendor@claycountygov.com, (904) 529-4260
Scott Shedek | Greater Orlando Aviation Authority | scott.shedek@goaa.org, (407) 750-0971 »

§ A.4.2 Identify three architect references:
(Insert name, organization, and contact information)

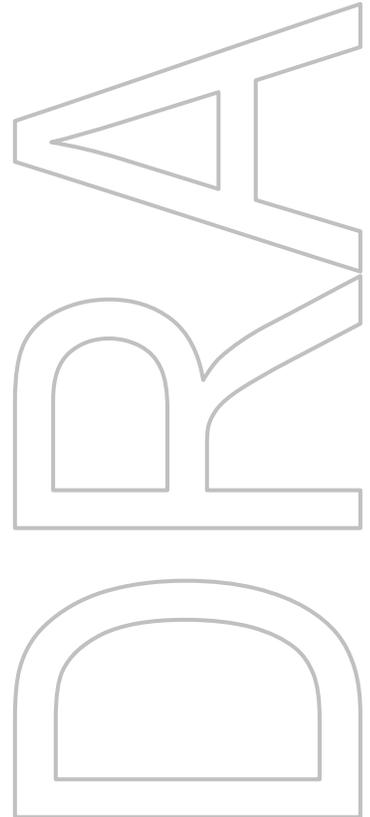
« Trent Dreese | Gannett Fleming Inc. | tdreese@gfnet.com, (717) 763-7211
Josh Wade | Parsons | joshua.s.wade@parsons.com, (571) 842-6300
Chris McGuire | AECOM | Chris.McGuire@aecom.com, (443) 386-6286 »

§ A.4.3 Identify one bank reference:
(Insert name, organization, and contact information)

« Mukesh Singh | Bank of America | msingh64@bofa.com, (646) 743-2640 »

§ A.4.4 Identify three subcontractor or other trade references:
(Insert name, organization, and contact information)

« Mike Adams | Gulf Coast Rebar Inc. | Mike@gulfcoastrebar.com, (561) 723-1456
Dennis Storm | ABC Cutting Contractors of Atlanta. Inc | dstorm@abccuttinginc.com, (404) 768-0965
Jonethan Biasatti | Johnson Laux | jonb@johnson-laux.com, (407) 770-2180 »



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Exhibit B

Financial and Performance Information

This Exhibit is part of the Contractor's Qualification Statement, submitted by « Kiewit Infrastructure South Co. » and dated the « 5th » day of « February » in the year « 2025 »
(In words, indicate day, month and year.)

§ B.1 FINANCIAL

§ B.1.1 Federal tax identification number:

« 47-0530367 »

§ B.1.2 Attach financial statements for the last three years prepared in accordance with Generally Accepted Accounting Principles, including your organization's latest balance sheet and income statement. Also, indicate the name and contact information of the firm that prepared each financial statement.

« As allowed by the Q&A, our Financial Statements have been provided on a separate PDF named "Confidential Financial Statements".

Contact Information and Firm that prepared each statement:

Dan Koraleski, Partner
KPMG LLP
(402) 661-5285 »

§ B.1.3 Has your organization, its parent, or a subsidiary, affiliate, or other entity having common ownership or management, been the subject of any bankruptcy proceeding within the last ten years?

« No. »

§ B.1.4 Identify your organization's preferred credit rating agency and identification information.

(Identify rating agency, such as Dun and Bradstreet or Equifax, and insert your organization's identification number or other method of searching your organization's credit rating with such agency.)

« Duns and Bradstreet – 05-507-6616 »

§ B.2 DISPUTES AND DISCIPLINARY ACTIONS

§ B.2.1 Are there any pending or outstanding judgments, arbitration proceedings, bond claims, or lawsuits against your organization, its parent, or a subsidiary, affiliate, or other entity having common ownership or management, or any of the individuals listed in Exhibit A, Section 1.2, in which the amount in dispute is more than \$75,000?

(If the answer is yes, provide an explanation.)

« Yes, please see attachment B.1. »

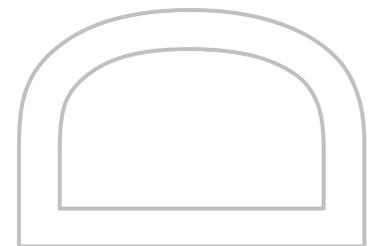
§ B.2.2 In the last five years has your organization, its parent, or a subsidiary, affiliate, or other entity having common ownership or management:

(If the answer to any of the questions below is yes, provide an explanation.)

.1 failed to complete work awarded to it?

ADDITIONS AND DELETIONS: The author of this document has added information needed for its completion. The author may also have revised the text of the original AIA standard form. An *Additions and Deletions Report* that notes added information as well as revisions to the standard form text is available from the author and should be reviewed.

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« No »

- .2 been terminated for any reason except for an owners' convenience?

« No »

- .3 had any judgments, settlements, or awards pertaining to a construction project in which your organization was responsible for more than \$75,000?

« No »

- .4 filed any lawsuits or requested arbitration regarding a construction project?

« Yes, please refer to Attachment B.2. »

§ B.2.3 In the last five years, has your organization, its parent, or a subsidiary, affiliate, or other entity having common ownership or management; or any of the individuals listed in Exhibit A Section 1.2:
(If the answer to any of the questions below is yes, provide an explanation.)

- .1 been convicted of, or indicted for, a business-related crime?

« No »

- .2 had any business or professional license subjected to disciplinary action?

« No »

- .3 been penalized or fined by a state or federal environmental agency?

« Yes. KISC and the Kiewit Companies perform hundreds of projects every year and have received some Environmental Notice of Violations or Fines in the last five years. A full list of our Violations and Fines for the last five years can be provided upon request. »

ATTACHMENT B.1 - Pending Litigations**PROJECT | MATTER NAME | MATTER SUMMARY**

Bayone Bridge | Bayonne Bridge - NASDI, LLC v. Skanska Koch Inc., Kiewit Infrastructure Co. (JV) d/b/a Skanska Kiewit

Lawsuit filed by demolition subcontractor (NASDI, LLC) in relation to the Bayonne "Raise the Roadway" Project against Skanska, Koch, Kiewit (SKK) stemming from a dispute over allocation of owner dispute proceeds, and NASDI's subsequent abandonment of its work.

I-95 Wilmington Viaduct Early Works | Laborers Int. Union of North America No. 199 Welfare, Pension Apprenticeship & Training Annuity & Laborers Employers Cooperative Education Trust Funds of Delaware & Laborers Int. Union Local 199 v. Kiewit Infrastructure Co.

Failure to make to pay liquidated damages on delinquent contributions

New London State Pier Facility PreCon | Blakeslee Arpaia Chapman Inc. v. Kiewit Infrastructure Co., Travelers Casualty Surety Company of America, Connecticut Port Authority

Lawsuit filed by subcontractor seeking payment on a differing site condition claim which has been submitted by Kiewit Infrastructure Co. to the Owner but not yet paid by the Owner regarding the New London State Pier Facility PreCon Project, in New London, Connecticut.

MECT - CTA O'Hare Signal | Alstom Signaling, Inc. v. Kiewit-Aldridge, AJV, Kiewit Infrastructure Co., Aldridge Electrical, Inc., Travelers Casualty and Surety Company of America Continental Casualty Company and Chicago Transit Authority | Lawsuit by subcontractor, Alstom Signaling, Inc. against Kiewit-Aldridge, AJV and Kiewit Infrastructure Co. demanding an Accounting of Public Funds, alleging breach of contract regarding work performed on the O'Hare Line - Jefferson Park to O'Hare Signal Updates and Special Trackwork Project in Chicago, Illinois.

Project Neon | Encon Arizona, LLC d/b/a TPAC v. Kiewit Infrastructure West Co. | Lawsuit by material supplier seeking payment of fees due for labor, materials and work in connection with Project Neon in Las Vegas, Nevada.

I-205 Widening | I-205 Abernethy Project - Doka USA Ltd. Dispute | Potential lawsuit against subcontractor alleging breach of contract in connection with the I-205 Abernethy project in Oregon City, OR.

Dulles | Parsons Transportation Group, Inc. of VA v. Capital Rail Constructors, Clark Construction Group, LLC and Kiewit Infrastructure South Co. | Lawsuit by designer against Capital Rail Constructors, a JV, Clark Construction Group, LLC and Kiewit Infrastructure South Co. alleging breach of contract regarding the Dulles Corridor Metrorail Project to extending the Silver Line metro system Project in Fairfax County, VA.

Comanche Springs - US 28 | Fulfillsource, LLC D/B/A Crewback v. Travelers Casualty and Surety Company and Kiewit Infrastructure South Co. | Lawsuit against Kiewit Infrastructure South Co. and surety by a second-tier subcontractor alleging breach of contract and monies due for work performed on the Comanche Springs, US 285 in Pecos, Texas.

PCCP | Stantec Consulting Services, Inc., V&A Consulting Engineers, Inc., and Patterson Pump Company v. Kiewit Louisiana Co., M.R. Pittman Group, LLC, and Traylor Bros, Inc. PCCP Constructors, a JV | Lawsuit by the project designer and various subcontractors requesting declaratory judgment regarding the PCCP Project in New Orleans, Louisiana.

PCCP | PCCP Owner Claims_COFD 01_C-0595 | PCCP Constructors, a Joint Venture, ("PCCP JV") filed suit against the United States Army Corps of Engineers (USACE) in the United States Court of Federal Claims challenging a Contracting Officer's Final Decision ("COFD") was issued on April 21, 2023, in relation to Permanent Canal Closures and Pumps ("PCCP") (Contract No. W912P8-12-C-0049) ("Contract"). In the COFD, the government alleges design deficiencies and latent defects in work performed under the Contract. In the COFD, the government alleges design deficiencies and latent defects in work performed under the Contract. In the Suit, PCCP JV disputes the Government's claims.

PCCP | PCCP Owner Claims_COFD 02_C-0597 | PCCP Constructors, a Joint Venture, ("PCCP JV") filed suit against the United States Army Corps of Engineers (USACE) in the United States Court of Federal Claims ("Suit") challenging a Contracting Officer's Final Decision ("COFD") on April 24, 2023, in relation to Permanent Canal Closures and Pumps ("PCCP") (Contract No. W912P8-12-C-0049) ("Contract"). In the COFD, the government alleges design deficiencies and latent defects in work performed under the Contract. In the Suit, PCCP JV disputes the Government's claims.

PCCP | PCCP Owner Claims_COFD 03_C-0600_Basement Cracks | A Contracting Officer's Final Decision ("COFD") on April 26, 2023, in relation to Permanent Canal Closures and Pumps ("PCCP") (Contract No. W912P8-12-C-0049) ("Contract"). The COFD concerns a government claim for design deficiencies which have resulted in basement cracks at the pumps designed and constructed under the subject contract by PCCP, a Joint Venture, ("PCCP JV", or "JV") and which are located at the 17th Street, Orleans Avenue and London Avenue Outfall Canals at or near Lake Pontchartrain, Orleans and Jefferson Parishes, Louisiana.

PCCP | PCCP Owner Claims_COFD 04_C-0599_Pump Tilt | A Contracting Officer's Final Decision ("COFD") on April 27, 2023, in relation to Permanent Canal Closures and Pumps ("PCCP") (Contract No. W912P8-12-C-0049) ("Contract"). The COFD concerns a government claim for design deficiencies and latent defects due to pump tilt and building movement at the structures designed and constructed under the subject contract by PCCP Constructors, a Joint Venture, and which are located at the 17th Street, Orleans Avenue and London Avenue Outfall Canals at or near Lake Pontchartrain, Orleans and Jefferson Parishes, Louisiana.

PCCP | PCCP Owner Claims_COFD 05_C-0598_Climber Screens | A Contracting Officer's Final Decision ("COFD") on April 27, 2023, in relation to Permanent Canal Closures and Pumps ("PCCP") (Contract No. W912P8-12-C-0049) ("Contract"). The COFD concerns a government claim for design deficiencies and latent defects pertaining to the climber screen features which have resulted in motor failure due to oil/water intrusion in the gearboxes ("gearboxes") and the dislodgement of the E-chains during operations which have caused damage at or near the structures designed and constructed under the subject Contract by PCCP Constructors, a Joint Venture ("PCCP JV", or "JV"), and which are located at the 17th Street, Orleans Avenue and London Avenue Outfall Canals at or near Lake Pontchartrain, Orleans and Jefferson Parishes, Louisiana.

Manasquan Project | Agate Construction Company, Inc. v. Weeks Marine, Inc. | As a result of delays experienced in the Manasquan project, Agate Construction Company, Inc. filed suit in New Jersey Supreme Court to recover alleged delay costs. The suit is unfounded as Weeks Marine reconciled all payments and Agate waived all claims prior to final payment.

Little Island Project | Lloyds of London and Pier 55 v. Weeks Marine | Lloyds of London (who issued builders' risk policy to Owner Pier 55) and Pier 55 have sued Weeks, Hunter Roberts, and other companies in connection with the cracking of concrete piles at the Little Island Project in Manhattan, New York. The claim is for negligent construction and breach of contract. Weeks did not manufacture the piles; this was done by co-defendant Coastal Precast Systems.

Patent Infringement | Wilco v. Weeks Marine, Inc. | Wilco filed a patent infringement lawsuit against Weeks in the Eastern District of Louisiana for infringement and misappropriation of Wilco's intellectual property, US Patent #6,918,801, regarding amphibious vehicle technology. Spud attachments were developed and the subject of a Wilco Patent which was in turn manufactured by EIK International, a Malaysian company, who then sold marsh buggies incorporating the technology to Weeks. Weeks purchased the EIK product subject to an indemnity to patent infringement. Wilco claims that it had a patent on "amphibious vehicles" employing the use of this accessory.

ATTACHMENT B.2 - Filed Litigations**PROJECT | MATTER NAME | MATTER SUMMARY**

Selmon Expressway | Kiewit Infrastructure South Co. v. AECOM Technical Services, Inc. | On August 31, 2021, Kiewit Infrastructure South Co. ("KISC") file suit 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 in Tampa, Florida

MECT - CTA O'Hare Signal | Kiewit-Aldridge, AJV v. Alstom Signaling, Inc., Federal Insurance Company, The Continental Insurance Company and National Union Fire Insurance Company of Pittsburgh, PA, together as surety Arbitration against subcontractor, Alstom Signaling, Inc. alleging delay regarding work performed on the CTA O'Hare Signal Project, Chicago, Illinois.

Runway 4R | KIWC v Northern Powerline Constructors, Inc. | Lawsuit by Kiewit Infrastructure West Co. against subcontractor, Northern Powerline Constructors, Inc. alleging estoppel and breach of contract regarding the Runways and Taxiways Shoulder Rehabilitation Project, in Honolulu, Hawaii.

Project Neon | Kiewit Infrastructure West Co. v. L.L.O. Inc. dba ACME Electric; TAB Contractors, Inc., Liberty Mutual Insurance Company | Lawsuit by Kiewit Infrastructure West Co. against L.L.O. dba ACME Electric; TAB Contractors, Inc.; and Liberty Mutual Insurance Company, alleging breach of contract, breach of implied covenant of good faith dealings; recovery against performance bond; declaratory relief in connection with the Project Neon Design Build Project in Las Vegas, Nevada. Anticipation of a counterclaim from ACME Electric for alleged additional work and acceleration/disruption costs.

Fullerton Creek | Kiewit v Cornerstone Demolition | Lawsuit by KIWC against subcontractor for Breach of Contract and Breach of Promissory Note.

Mud Mountain Dam Fish Passage Facility | KIWC v. Western Industries, Inc. | Lawsuit by Kiewit Infrastructure West Co. against terminated subcontractor for alleged breach of contract regarding the Mud Mountain Dam Fish Passage Facility, Buckley, Washington.

Mud Mountain Dam | Bowers Steel v. Western Industries, Inc., Kiewit, Travelers | Third party lawsuit by second-tier subcontractor to perfect Miller Act Claim for amounts unpaid by Kiewit's first tier subcontractor.

LACTMA Blue Line Signal Sys Rehab | Mass. Electric Construction Co. v. Potomac Yard Constructors, a Joint Venture | Arbitration against Potomac Yard Constructors, a Joint Venture arising from cost and schedule impacts in connection with the Potomac Yard Metrorail Station project in Alexandria, Virginia.

Cabot Yard & MSF Improvement | Mass. Electric Construction Co. v. LM Heavy Civil Construction, LLC and The Lane Construction Corporation and Cooperativa Muratori & Cementisti - C.M.C. Di Ravenna Societa Cooperativa, collectively acting by and through the LMH-Lane Cabot Yard Joint Venture | Arbitration against LMH-Lane Cabot Yard JV pertaining to MEC's Claim for delay impacts regarding the Cabot Yard & Maintenance Facility Improvements Project in Boston, Massachusetts.

Paulsboro Marine Terminal Bulkhead | Weeks Marine, Inc. vs. Gloucester County Improvements Authority (GCIA); (Paulsboro I Litigation) | Weeks Marine filed an action on May 4, 2017, in New Jersey State Court arising from a project awarded to Weeks Marine in January 2011 for the Paulsboro Marine Terminal Bulkhead, Dredging and Upland Site Preparation Project in Paulsboro, NJ. Weeks Marine asserted a Differing Site Condition in August 2013 alleging the dredging to be significantly more difficult (harder material) than shown on the geotechnical information included with the bid package.

Paulsboro Marine Terminal Modified I Wharf Project | Weeks Marine, Inc. vs. Gloucester County Improvements Authority (GCIA); a/k/a Paulsboro II Litigation) | On November 27, 2017, Weeks Marine filed a second action in New Jersey State Court against GCIA. This litigation arises from a project awarded to Weeks Marine in August 2014 for the Paulsboro Marine Terminal Modified I Wharf Project in Paulsboro, NJ. Weeks filed its Complaint on or about 11/22/2017 which included a request for payment of seventeen (17) individual issues including Pile Cutoffs, Pile Restrikes, Pile Crack Repairs, Extended Overhead and Acceleration. GCIA filed its counterclaim on 2/2/2018 for liquidated damages and a credit for alleged relaxation of pile driving criteria.

Venture Global Storm Surge Wall Project | Keiland Construction v. Weeks Marine | Suit in federal court in Louisiana to recover costs Keiland alleges were incurred on the Venture Global Storm Surge Wall Project. Weeks Marine terminated Keiland due to its inability to advance the Project's critical path. Court has found in favor of Weeks Marine regarding methodology of calculation for costs. Summary judgment motion filed by both Keiland (for costs and work performed and legal fees) and Weeks Marine (for overpayments made to Keiland prior to termination and to receive legal fees).

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Exhibit C

Project Specific Information

This Exhibit is part of the Contractor's Qualification Statement, submitted by « Kiewit Infrastructure South Co. » and dated the « 5th » day of « February » in the year « 2025 »
(In words, indicate day, month and year.)

PROJECT:

(Name and location or address.)

« RFQ NO.: 2025-013 CONSTRUCTION MANAGER AT RISK Northwest
Neighborhood Improvements Project No. 17-020 »
« 100 NW 1st Avenue
Delray Beach, FL 33444 »

CONTRACTOR'S PROJECT OFFICE:

(Identify the office out of which the contractor proposes to perform the work for the Project.)

« 6301 NW 5th Way, Suite 3200
Ft Lauderdale, FL 33309 »

TYPE OF WORK SOUGHT

(Indicate the type of work you are seeking for this Project, such as general contracting, construction manager as constructor, design-build, HVAC subcontracting, electrical subcontracting, plumbing subcontracting, etc.)

« Construction Manager at Risk »

CONFLICT OF INTEREST

Describe any conflict of interest your organization, its parent, or a subsidiary, affiliate, or other entity having common ownership or management, or any of the individuals listed in Exhibit A Section 1.2, may have regarding this Project.

« N/A »

§ C.1 PERFORMANCE OF THE WORK

§ C.1.1 When was the Contractor's Project Office established?

« Kiewit Infrastructure South Co. has been active in South Florida since 1991. Our current office was established in 2024. »

§ C.1.2 How many full-time field and office staff are respectively employed at the Contractor's Project Office?

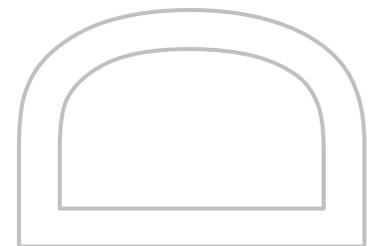
« Local Staff: 401 | Local Craft: 573 »

§ C.1.3 List the business license and contractor license or registration numbers for the Contractor's Project Office that pertain to the Project.

« FL Certified General Contractor: CGC 15 11417 / CGC 1522040 / CGCI 522051
FL Certified Mechanical Contractor: CMCI249632

ADDITIONS AND DELETIONS: The author of this document has added information needed for its completion. The author may also have revised the text of the original AIA standard form. An *Additions and Deletions Report* that notes added information as well as revisions to the standard form text is available from the author and should be reviewed.

This document has important legal consequences. Consultation with an attorney is encouraged with respect to its completion or modification.



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FL Certified Plumbing Contractor: CFC 1427088
FL Certified Underground Utility & Excavation: CUC1224233 /CUC 1225 152
FL Authority to Transact Business: 837350 »

§ C.1.4 Identify key personnel from your organization who will be meaningfully involved with work on this Project and indicate (1) their position on the Project team, (2) their office location, (3) their expertise and experience, and (4) projects similar to the Project on which they have worked.

« Brad Williamson – Project Executive | Address: 5405 Cypress Center Drive, Suite 210, Tampa, FL 33609
Joe Pescatore – Project Manager | Industry: Address: 5405 Cypress Center Drive, Suite 210, Tampa, FL 33609
Fabricio Cedillo – Construction Manager | Address: 6301 NW 5th Way, Suite 3200, Ft Lauderdale, FL 33309
Juan Arana – Project Engineer | Industry: Address: 6301 NW 5th Way, Suite 3200, Ft Lauderdale, FL 33309
Abby Conner – Lead Estimator | Address: 5405 Cypress Center Drive, Suite 210, Tampa, FL 33609
Mark Thomas – Drainage Superintendent | Address: 6301 NW 5th Way, Suite 3200, Ft Lauderdale, FL 33309
Luke Gutshall – Utility Superintendent | Address: 6301 NW 5th Way, Suite 3200, Ft Lauderdale, FL 33309
Please see Tab 6 for Key Personnel expertise and experience and similar projects.»

§ C.1.5 Identify portions of work that you intend to self-perform on this Project.

« MOT, Roadway demo, Storm installation, Sanitary Installation, Water main installation, Roadway »

§ C.1.6 To the extent known, list the subcontractors you intend to use for major portions of work on the Project.

« While Kiewit can self-perform a majority of this work we recognize the importance of local sub involvement. Below is a list of potential subs we will solicit during the preconstruction process. Through the GMP process on this CMAR, it is our intent to solicit from the following subcontractors. Bob’s Barricades Inc., Acme Barricades, Arrive Alive Traffic Control, Weekly Asphalt Paving Inc., Roadway Construction, LLC, Gencon Partners, Inc., Ric-Man Construction Florida, Inc. David Mancini & Sons Inc. Murphy Pipeline Contractors, Shenandoah, Insituform, Blue Works Company, Atlantic Pipe Services, HK Solutions Company, Arazoza Bros. Corp, VisualScape, Inc. Dias Brothers Landscape Services, LLC, Halley Engineering Contractors, Inc., General Asphalt Co., Community Asphalt Corporation, Homestead Concrete and Drainage, Inc., V&G Construction Solutions, Complete Highway Identity, Inc., Safety Systems Barricades, Road Runner, McShea, Conti LLC, Under Power Electric, and AUM Construction. »

§ C.2 EXPERIENCE RELATED TO THE PROJECT

§ C.2.1 Complete Exhibit D to describe up to four projects performed by the Contractor’s Project Office, either completed or in progress, that are relevant to this Project, such as projects in a similar geographic area or of similar project type. If you have already completed Exhibit D, but want to provide further examples of projects that are relevant to this Project, you may complete Exhibit E.

§ C.2.2 State the total dollar value of work currently under contract at the Contractor’s Project Office:

« \$478.2 Million »

§ C.2.3 Of the amount stated in Section C.2.2, state the dollar value of work that remains to be completed:

« 105.7 Million »

§ C.2.4 State the average annual dollar value of construction work performed by the Contractor’s Project Office during the last five years.

« \$380.06 Million »

§ C.2.5 List the total number of projects the Contractor’s Project Office has completed in the last five years and state the dollar value of the largest contract the Contractor’s Project Office has completed during that time.

« 18 Projects | Largest Project: \$471 Million »

§ C.3 SAFETY PROGRAM AND RECORD

§ C.3.1 Does the Contractor's Project Office have a written safety program?

« Yes »

§ C.3.2 List all safety-related citations and penalties the Contractor's Project Office has received in the last three years.

« N/A »

§ C.3.3 Attach the Contractor's Project Office's OSHA 300a Summary of Work-Related Injuries and Illnesses form for the last three years.

§ C.3.4 Attach a copy of your insurance agent's verification letter for your organization's current workers' compensation experience modification rate and rates for the last three years.

§ C.4 INSURANCE

§ C.4.1 Attach current certificates of insurance for your commercial general liability policy, umbrella insurance policy, and professional liability insurance policy, if any. Identify deductibles or self-insured retentions for your commercial general liability policy.

§ C.4.2 If requested, will your organization be able to provide property insurance for the Project written on a builder's risk "all-risks" completed value or equivalent policy form and sufficient to cover the total value of the entire Project on a replacement cost basis?

« Yes »

§ C.4.3 Does your commercial general liability policy contain any exclusions or restrictions of coverage that are prohibited in AIA Document A101-2017, Exhibit A, Insurance A.3.2.2.2? If so, identify.

« No »

§ C.5 SURETY

§ C.5.1 If requested, will your organization be able to provide a performance and payment bond for this Project?

« Yes »

§ C.5.2 Surety company name:

« Travelers Casualty and Surety Company of America »

§ C.5.3 Surety agent name and contact information:

« Traci Sutton, (402) 271-2956, traci.sutton@midwestagenciesinc.com »

§ C.5.4 Total bonding capacity:

« \$15 Billion »

§ C.5.5 Available bonding capacity as of the date of this qualification statement:

« \$8.01 Billion »

Summary of Work - Related Injuries and Illnesses

U.S. Department of Labor
Occupational Safety and Health Administration

All establishments covered by Part 1904 must complete this Summary page, even if no work-related injuries or illnesses occurred during the year. Remember to review the log to verify that the entries are complete and accurate before completing this summary.

Using the Log, count the individual entries you made for each category. Then write the totals below, making sure you've added the entries from every page of the log. If you had no cases, write "0".

Employees, former employees, and their representatives have the right to review the OSHA Form 300 in its entirety. They also have limited access to the OSHA Form 301 or its equivalent. See 29 CFR Part 1904.35, in OSHA's recordkeeping rule, for further details on the access provisions for these forms.

Number of Cases

Total number of deaths	Total number of cases with days away from work	Total number of cases with job transfer or restrictions	Total number of other recordable cases
<u>0</u>	<u>2</u>	<u>0</u>	<u>2</u>
(G)	(H)	(I)	(J)

Number of Days

Total number of days away from work	Total number of days of job transfer or restriction
<u>67</u>	<u>16</u>
(K)	(L)

Injury and Illness Types

Total number of ... (M)			
(1) Injury	<u>4</u>	(4) Poisoning	<u>0</u>
(2) Skin Disorder	<u>0</u>	(5) Hearing Loss	<u>0</u>
(3) Respiratory Condition	<u>0</u>	(6) All other Illness	<u>0</u>

This data was gathered from several project locations, and is provided only to support requisitions and bid proposal requests. This information is not to be used for any other purpose. This information was accurate on the date submitted.

Establishment information

Your Establishment name 1044_Kiewit Infrastructure South Co.

Street 1550 Mike Fahey Street

City Omaha State NE Zip 68102

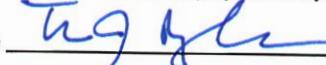
Industry description (e.g., Manufacture of motor truck trailers)
*Multiple Industries Included

North American Industrial Classification (NAICS), if known (e.g., 336212)
*Multiple Industries Included

Employment information

Annual average number of employees 1,143

Total hours worked by all employees last year 2,625,407

Sign here 

Knowingly falsifying this document may result in a fine.

I certify that I have examined this document and that to the best of my knowledge the entries are true, accurate, and complete.

<u>Thomas J. Boyle</u>	<u>Assistant Secretary</u>
Print First & Last Name	Print Title
<u>770-487-2300</u>	<u>31-Jan-2025</u>
Phone	Date

***As this is a summary of several projects there are multiple NAICS codes & industries included.**

Summary of Work - Related Injuries and Illnesses

U.S. Department of Labor
Occupational Safety and Health Administration

All establishments covered by Part 1904 must complete this Summary page, even if no work-related injuries or illnesses occurred during the year. Remember to review the log to verify that the entries are complete and accurate before completing this summary.

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Number of Cases

Total number of deaths	Total number of cases with days away from work	Total number of cases with job transfer or restrictions	Total number of other recordable cases
<u>0</u>	<u>0</u>	<u>0</u>	<u>2</u>
(G)	(H)	(I)	(J)

Number of Days

Total number of days away from work	Total number of days of job transfer or restriction
<u>0</u>	<u>0</u>
(K)	(L)

Injury and Illness Types

Total number of ... (M)			
(1) Injury	<u>2</u>	(4) Poisoning	<u>0</u>
(2) Skin Disorder	<u>0</u>	(5) Hearing Loss	<u>0</u>
(3) Respiratory Condition	<u>0</u>	(6) All other Illness	<u>0</u>

This data was gathered from several project locations, and is provided only to support requisitions and bid proposal requests. This information is not to be used for any other purpose. This information was accurate on the date submitted.

Establishment information

Your Establishment name 1044_Kiewit Infrastructure South Co.

Street 1550 Mike Fahey Street

City Omaha State NE Zip 68102

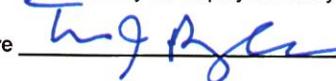
Industry description (e.g., Manufacture of motor truck trailers)
*Multiple Industries Included

North American Industrial Classification (NAICS), if known (e.g., 336212)
*Multiple Industries Included

Employment information

Annual average number of employees 1,035

Total hours worked by all employees last year 2,359,215

Sign here 

Knowingly falsifying this document may result in a fine.

I certify that I have examined this document and that to the best of my knowledge the entries are true, accurate, and complete.

<u>Thomas J. Boyle</u>	<u>Assistant Secretary</u>
Print First & Last Name	Print Title
<u>770-487-2300</u>	<u>31-Jan-2025</u>
Phone	Date

*As this is a summary of several projects there are multiple NAICS codes & industries included.

Summary of Work - Related Injuries and Illnesses

U.S. Department of Labor
Occupational Safety and Health Administration

All establishments covered by Part 1904 must complete this Summary page, even if no work-related injuries or illnesses occurred during the year. Remember to review the log to verify that the entries are complete and accurate before completing this summary.

Using the Log, count the individual entries you made for each category. Then write the totals below, making sure you've added the entries from every page of the log. If you had no cases, write "0".

Employees, former employees, and their representatives have the right to review the OSHA Form 300 in its entirety. They also have limited access to the OSHA Form 301 or its equivalent. See 29 CFR Part 1904.35, in OSHA's recordkeeping rule, for further details on the access provisions for these forms.

Number of Cases

Total number of deaths	Total number of cases with days away from work	Total number of cases with job transfer or restrictions	Total number of other recordable cases
<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
(G)	(H)	(I)	(J)

Number of Days

Total number of days away from work	Total number of days of job transfer or restriction
<u>0</u>	<u>0</u>
(K)	(L)

Injury and Illness Types

Total number of ... (M)			
(1) Injury	<u>0</u>	(4) Poisoning	<u>0</u>
(2) Skin Disorder	<u>0</u>	(5) Hearing Loss	<u>0</u>
(3) Respiratory Condition	<u>0</u>	(6) All other Illness	<u>0</u>

This data was gathered from several project locations, and is provided only to support requisitions and bid proposal requests. This information is not to be used for any other purpose. This information was accurate on the date submitted.

Establishment information

Your Establishment name 1044_Kiewit Infrastructure South Co.

Street 1550 Mike Fahey Street

City Omaha State NE Zip 68102

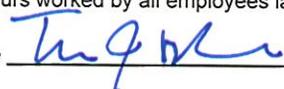
Industry description (e.g., Manufacture of motor truck trailers)
*Multiple Industries Included

North American Industrial Classification (NAICS), if known (e.g., 336212)
*Multiple Industries Included

Employment information

Annual average number of employees 796

Total hours worked by all employees last year 1,731,080

Sign here 

Knowingly falsifying this document may result in a fine.

I certify that I have examined this document and that to the best of my knowledge the entries are true, accurate, and complete.

<u>Thomas J. Boyle</u>	<u>Assistant Secretary</u>
Print First & Last Name	Print Title
<u>770-487-2300</u>	<u>31-Jan-2025</u>
Phone	Date

*As this is a summary of several projects there are multiple NAICS codes & industries included.



OLD REPUBLIC INSURANCE COMPANY

445 South Moorland Road, Suite 300, Brookfield, Wisconsin 53005 | T: 262.797.3400

February 3, 2025

City of Delray Beach
100 Northwest 1st Avenue
Delray Beach, FL 33444

RE: Kiewit Infrastructure South Co.
Workers' Compensation Experience Modification Rating

Dear Sir or Madam:

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

2024	0.55	Effective Date: March 1, 2024
2023	0.54	Effective Date: March 1, 2023
2022	0.51	Effective Date: March 1, 2022
2021	0.43	Effective Date: March 1, 2021

Sincerely,

Philip G. Dehn
Authorized Representative



SCHEDULE OF OTHER POLICIES

DATE ISSUED
1/27/2025

NAMED INSURED:

Kiewit Infrastructure South Co.
450 Dividend Drive
Peachtree City GA 30269

CERTIFICATE HOLDER:

City of Delray Beach
100 NW 1st Avenue
Delray Beach FL 33444

Type of Insurance	Insurer - NAIC No.	AI	SW	Policy Number	Eff / Exp	Limits
Contractor's Professional Liability 2024-2025	Old Republic Insurance Co. - 24147			MWZZ 312912	3/1/2024 3/1/2025	\$5,000,000 per claim / \$5,000,000 aggregate

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Exhibit D

Contractor's Past Project Experience

	1	2	3	4
PROJECT NAME	Tampa PIPES	Sandridge and Russel Road Reconstruction	OIA South Terminal C - Landside CMAR	Southport Turning Notch
PROJECT LOCATION	Tampa, FL	Green Cove Springs, FL	Orlando, FL	Ft. Lauderdale, FL
PROJECT TYPE	Water Supply - Transmission, Aqueducts - Pipeline Intake	Roadwork, Utilities, Drainage, excavation, paving, paving removal	Airport - Roadwork, Sanitary Sewer, pavement, signage	Marine - Port, Harbor, Marina
OWNER	City of Tampa, Florida	Clay County BOCC	Greater Orlando Aviation Authority	Broward County, Florida
ARCHITECT	Hazen and Sawyer, P.C.	Wantman Group, Inc.	HNTB	WSP
CONTRACTOR'S PROJECT EXECUTIVE	Cody Jensen	Nick Sosa	Nick Sosa	Cody Jensen
KEY PERSONNEL (include titles)	Project Director: Brad Williamson Project Manager: Joe Pescatore Lead Estimator: Abby Conner Superintendent: Luke Gutshall	Project Manager: Ben Kincaid Superintendent: Michael Cooper	Project Manager: Kent Oberle Superintendent: Ryan Conner Lead Estimator: Abby Conner	Project Manager: Travis Brilliant Superintendent: Danny Kirby
PROJECT DETAILS	Contract Amount \$91 Million Completion Date 05/25/2025 % Self-Performed Work 40%	Contract Amount \$44.3 Million Completion Date 05/25/2025 % Self-Performed Work 68%	Contract Amount \$1.4 Billion Completion Date 06/30/2023 % Self-Performed Work 20%	Contract Amount \$480 Million Completion Date 06/30/2025 % Self-Performed Work 10%
PROJECT DELIVERY METHOD	<input type="checkbox"/> Design-bid-build <input type="checkbox"/> Design-build <input type="checkbox"/> CM constructor <input type="checkbox"/> CM advisor <input checked="" type="checkbox"/> Other: Progressive Design-build	<input type="checkbox"/> Design-bid-build <input type="checkbox"/> Design-build <input checked="" type="checkbox"/> CM constructor <input type="checkbox"/> CM advisor <input type="checkbox"/> Other:	<input type="checkbox"/> Design-bid-build <input type="checkbox"/> Design-build <input checked="" type="checkbox"/> CM constructor <input type="checkbox"/> CM advisor <input type="checkbox"/> Other:	<input type="checkbox"/> Design-bid-build <input type="checkbox"/> Design-build <input checked="" type="checkbox"/> CM constructor <input type="checkbox"/> CM advisor <input type="checkbox"/> Other:
SUSTAINABILITY CERTIFICATIONS			2022 Sustainable Technology Award - United States Green Building Council	

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Exhibit E

Contractor's Past Project Experience, Continued

	1	2	3	4
PROJECT NAME	Camino Real	SE 5 th Avenue Bridge Improvements	CFRC Capital Improvements - Multiple Locations	
PROJECT LOCATION	Boca Raton, FL	City of Pompano Beach	Clermont, FL	
PROJECT TYPE	Transportation - Bridges	Transportation - Bridges	Transportation - Bridges	
OWNER	Palm Beach County, FL	Pompano Beach, FL	Florida Department of Transportation	
ARCHITECT	Wantman Group, Inc.	TY Lin	AECOM	
CONTRACTOR'S PROJECT EXECUTIVE	Cody Jensen	Cody Jensen	Nick Sosa	
KEY PERSONNEL (include titles)	Project Manager: Michael Graham Superintendent: Alberto Baca	Project Manager: Ben Kincaid Superintendent: Alberto Baca	Project Manager: David Pilon Superintendent: Andrew Wilkins	
PROJECT DETAILS	Contract Amount \$10.6 Million Completion Date 06/20/2019 % Self-Performed Work 75%	Contract Amount \$2.8 Million Completion Date 02/04/2022 % Self-Performed Work 86%	Contract Amount \$30.6 Million Completion Date 12/31/2024 % Self-Performed Work 78%	Contract Amount Completion Date % Self-Performed Work
PROJECT DELIVERY METHOD	<input checked="" type="checkbox"/> Design-bid-build <input type="checkbox"/> Design-build <input type="checkbox"/> CM constructor <input type="checkbox"/> CM advisor <input type="checkbox"/> Other:	<input type="checkbox"/> Design-bid-build <input type="checkbox"/> Design-build <input checked="" type="checkbox"/> CM constructor <input type="checkbox"/> CM advisor <input type="checkbox"/> Other:	<input checked="" type="checkbox"/> Design-bid-build <input type="checkbox"/> Design-build <input type="checkbox"/> CM constructor <input type="checkbox"/> CM advisor <input type="checkbox"/> Other:	<input type="checkbox"/> Design-bid-build <input checked="" type="checkbox"/> Design-build <input type="checkbox"/> CM constructor <input type="checkbox"/> CM advisor <input type="checkbox"/> Other:
SUSTAINABILITY CERTIFICATIONS				

4.2.4. PROPOSER'S INFORMATION

4.2.4. PROPOSER'S INFORMATION

4.A. Legal Contracting Name

Name: Kiewit Infrastructure South Co.

State of Incorporation: Delaware.

4.B. Ownership Structure Of Proposer's Company

Corporation

4.C. Proposer's W-9

Please see page 29 at the end of this section.

4.D. Proposer's Contact Information

Project Office:

6301 NW 5th Way, Suite 3200
Ft Lauderdale, FL 33309
(954) 835-2228

Please see page 7 for other office locations.

4.E. Proposer's Primary And Secondary Contact Information

PRIMARY CONTACT	SECONDARY CONTACT
Brad Williamson (954) 835-2228 Brad.Williamson@kiewit.com 6301 NW 5th Way, Suite 3200 Ft Lauderdale, FL 33309	Joe Pescatore (954) 835-2228 Joseph.Pescatore@kiewit.com 6301 NW 5th Way, Suite 3200 Ft Lauderdale, FL 33309

4.F. Proposer's Ownership Changes

Kiewit Infrastructure South Co. has had no ownership changes in the past three years and does not anticipate any within the next 6 months.

4.G. Proposer's Principal Company Officers

MILES, DAVID J.	HUCKS, JR., CHARLES E.	SWINTON, MATT L.
BENTLEY, WALTER L.	JOYCE, ANTHONY	VAN WAGNER, III EUGENE D.
GLASER, WILLIAM D.	KRUMWIEDE, CHRISTOPHER J.	APPLEGATE, BRUCE J.
CARLSGAARD, TERRY J.	OSTLUND, MICHAEL D.	JENSEN, CODY J.
CLEARY, TIMOTHY J.	PETERSEN, SHANE T.	SOSA, NICK
GOODRUM, PHILLIP B.	SODERBERG, PATRICK A.	DEMULLING, TRENT M.
NOLAN, JAMES M.	THOMAS, STEPHEN S.	BOYLE, THOMAS J.

4.H. Additional Information

Letters from the City of Tampa and Local Resident regarding Kiewit's performance.



City of Tampa
Jane Castor, Mayor

Brad L. Baird, P.E.
Deputy Administrator of Infrastructure
107 North Franklin Street
Tampa, Florida 33602
Email: Brad.Baird@tampagov.net
Office (813) 274-7883

October 25, 2024

Mr. Darcy B. Goshorn
2517 W. Ivy Street
Tampa, Florida 33607

Re: Commendation for the City of Tampa's Team response with PIPES Project

Dear Mr. Goshorn,

It is with gratitude and pride that I am sending you this response to acknowledge your letter of outstanding service received by the Contract Administration Department and Water Department staff working on the PIPES project. We value all feedback from the citizens we serve. It is especially rewarding to know when staff provides outstanding customer service and successfully resolves unexpected challenges.

Please know your letter will be included in an internal newsletter within the Water Department's staff to share with others. A copy of your letter will also be retained in the following staff's personnel files.

- Richard Mutterback, Director, Contract Administration Department
- Albert "P.J." Calloway, Construction Engineer, Contract Administration Department
- Rory Jones, Director, Water Department
- Chad Bailey, Chief Engineer, Water Department

Thank you for sharing your experience. Together, we remain a great city and community!

Sincerely,

Brad L. Baird, P.E.
Deputy Administrator of Infrastructure

Enclosure: Mr. Darcy Goshorn's letter of commendation

cc: Richard Mutterback, Director, Contract Administration Department
Rory Jones, P.E., Director, Water Department
Chad Bailey, P.E., Chief Engineer, Water Department
Albert "P.J." Calloway, Construction Engineer, Contract Administration Department

tampagov.net

Brad L. Baird, P.E., Deputy Administrator of Infrastructure
107 N. Franklin Street
Tampa, Florida 33602

Dear Mr. Baird,

I am writing to express my sincere appreciation for the outstanding service provided by the PIPES project team during the recent work on my block and at my residence 2517 West Ivy Street. After the pavers on my driveway were removed for the project, they unfortunately disappeared. However, one of the workers took the time to personally discuss the situation with me and ensured that the issue was fully resolved by replacing the missing pavers with equivalents and restoring the area as close to its original condition as possible.

I was very impressed by the team's professionalism and commitment to ensuring the work was done correctly, despite the unexpected challenge of the missing materials. This level of care and attention to detail reflects highly on the PIPES project and your leadership in overseeing these efforts.

Please extend my heartfelt thanks to the team for their dedication and efforts in going above and beyond to address the issue. It has made a positive difference in my experience as a homeowner and as a resident of Tampa.

Thank you again for your team's exceptional service.

Sincerely,


Darcy Goshorn
2517 W Ivy St
Tampa, FL 33607
717-504-5355
Darcy.Goshorn@gmail.com

4.I. Liquidated Damages And Details



January 20, 2025

The City of Delray Beach
100 NW 1st Avenue
Delray Beach, FL 33444

RE: RFQ No. 2025-013; Construction Manager at Risk
Northwest Neighborhood Improvements; Project No. 17-020
Kiewit Infrastructure South Co. Liquidated Damages Letter

Dear Sir or Madam:

In accordance with the RFQ No. 2025-013; Construction Manager at Risk Northwest Neighborhood Improvements Project – Section 4.2.4 – Proposer's Information, paragraph I, Kiewit Infrastructure South Co. ("KISC") is to provide a list of liquidated damages and/or contract terminations.

KISC does not have a record of incurring liquidated damages in the last 10 years and has never been terminated for default.

Sincerely,
Kiewit Infrastructure South Co.

Timothy J. Cleary
Senior Vice President



KIEWIT INFRASTRUCTURE SOUTH CO.
1550 Mike Fahey St., Omaha, NE 68102
(402) 342-2052

4.J. Pending Litigation

<u>MATTER NAME</u>	<u>PROJECT</u>	<u>MATTER SUMMARY</u>
Fulfillsource, LLC D/B/A Crewback v. Travelers Casualty and Surety Company and Kiewit Infrastructure South Co.	104903 Comanche Springs - US 28	Lawsuit against Kiewit Infrastructure South Co. and surety by a second-tier subcontractor alleging breach of contract and monies due for work performed on the Comanche Springs, US 285 in Pecos, Texas.
Parsons Transportation Group, Inc. of VA v. Capital Rail Constructors, Clark Construction Group, LLC and Kiewit Infrastructure South Co.	Dulles	Lawsuit by designer against Capital Rail Constructors, a JV, Clark Construction Group, LLC and Kiewit Infrastructure South Co. alleging breach of contract regarding the Dulles Corridor Metrorail Project to extending the Silver Line metro system Project in Fairfax County, VA.
Fulfillsource, LLC d/b/a Crewback v. Travelers Casualty and Surety Company and Kiewit Infrastructure South Co.	104903 Comanche Springs - US 28	Lawsuit against Kiewit Infrastructure South Co. and surety by a second-tier subcontractor alleging breach of contract and monies due for work performed on the Comanche Springs, US 285 in Pecos, Texas.
Titan Florida, LLC v. Kiewit Infrastructure South Co., and Travelers Casualty and Surety Company of America.	103624; 103572 Selmon West Expressway	Lawsuit by concrete supplier against Kiewit Infrastructure South Co. alleging payments owed for work performed regarding the Selmon Expressway Western Extension in Tampa, FL.
Southgate Mobility Partners LLC and Southgate Constructors AJV v. Steven Johnson and Texas Sterling Construction	Midtown Express, 102412	Claim against a trucker and trucking company for damage to two bridges.
Kiewit Infrastructure South Co., v. MACK Industries, Inc. d/b/a MACK Concrete Industries, Inc., Western Surety Company, and Charlotte County, Florida	103686 Loveland Grand Master Lift Station	Lawsuit by Kiewit Infrastructure South Co. against supplier MACK Industries, Inc. d/b/a MACK Concrete Industries, Inc. regarding breach of contract, indemnification and a claim against Western Surety Company to pay surety bond regarding the Loveland Grand Master Lift Station Project, Charlotte County, Florida.
Kiewit Infrastructure South Co. v. AECOM Technical Services, Inc.	103572 Selmon Expressway	On August 31, 2021, Kiewit Infrastructure South Co. ("KISC") file suit 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 in Tampa, Florida
Hayley Carson Odom Cordrays Mill Plantation, LLC v. Kiewit Infrastructure South Co, Andy O'Keefe and Kenneth Ledbetter	Cordrays Pond 23385	Lawsuit by Hayley Carson Odom alleging violations of the lease and various tort actions arising from Kiewit Infrastructure South Co.'s removal of material from her property in connection with the GDOT Project SR45 Cordrays Pond in Calhoun County, GA.
ABRAMS-KIEWIT JOINT VENTURE v. Stantec Consulting Services, Inc.	102447 Border West Expressway	Lawsuit by Abrams-Kiewit, JV against Stantec Consulting Services, Inc. alleging professional negligence and breach of contract regarding the Loop 375 Border Highway Extension Project in El Paso, Texas.

4.K. Financial Statements

Please refer to separate PDF named "Confidential Financial Statements".

Request for Taxpayer Identification Number and Certification

Go to www.irs.gov/FormW9 for instructions and the latest information.

Give form to the requester. Do not send to the IRS.

Before you begin. For guidance related to the purpose of Form W-9, see *Purpose of Form*, below.

Print or type. <i>See Specific Instructions on page 3.</i>	1 Name of entity/individual. An entry is required. (For a sole proprietor or disregarded entity, enter the owner's name on line 1, and enter the business/disregarded entity's name on line 2.) Kiewit Infrastructure South Co.	
	2 Business name/disregarded entity name, if different from above.	
	3a Check the appropriate box for federal tax classification of the entity/individual whose name is entered on line 1. Check only one of the following seven boxes. <input type="checkbox"/> Individual/sole proprietor <input checked="" type="checkbox"/> C corporation <input type="checkbox"/> S corporation <input type="checkbox"/> Partnership <input type="checkbox"/> Trust/estate <input type="checkbox"/> LLC. Enter the tax classification (C = C corporation, S = S corporation, P = Partnership) Note: Check the "LLC" box above and, in the entry space, enter the appropriate code (C, S, or P) for the tax classification of the LLC, unless it is a disregarded entity. A disregarded entity should instead check the appropriate box for the tax classification of its owner. <input type="checkbox"/> Other (see instructions) _____	4 Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3): Exempt payee code (if any) _____ Exemption from Foreign Account Tax Compliance Act (FATCA) reporting code (if any) _____ <i>(Applies to accounts maintained outside the United States.)</i>
	3b If on line 3a you checked "Partnership" or "Trust/estate," or checked "LLC" and entered "P" as its tax classification, and you are providing this form to a partnership, trust, or estate in which you have an ownership interest, check this box if you have any foreign partners, owners, or beneficiaries. See instructions <input type="checkbox"/>	
	5 Address (number, street, and apt. or suite no.). See instructions. 450 Dividend Drive	Requester's name and address (optional)
	6 City, state, and ZIP code Peachtree City, GA 30269	
	7 List account number(s) here (optional)	

Part I Taxpayer Identification Number (TIN)																																																																
Enter your TIN in the appropriate box. The TIN provided must match the name given on line 1 to avoid backup withholding. For individuals, this is generally your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the instructions for Part I, later. For other entities, it is your employer identification number (EIN). If you do not have a number, see <i>How to get a TIN</i> , later.																																																																
Note: If the account is in more than one name, see the instructions for line 1. See also <i>What Name and Number To Give the Requester</i> for guidelines on whose number to enter.	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td colspan="9" style="text-align: center;">Social security number</td> </tr> <tr> <td style="width: 20px; height: 20px;"></td> </tr> <tr> <td colspan="3" style="text-align: center;">-</td> <td colspan="3" style="text-align: center;">-</td> <td colspan="3"></td> </tr> <tr> <td colspan="9" style="text-align: center;">or</td> </tr> <tr> <td colspan="9" style="text-align: center;">Employer identification number</td> </tr> <tr> <td style="width: 20px; height: 20px; text-align: center;">4</td> <td style="width: 20px; height: 20px; text-align: center;">7</td> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px; text-align: center;">-</td> <td style="width: 20px; height: 20px; text-align: center;">0</td> <td style="width: 20px; height: 20px; text-align: center;">5</td> <td style="width: 20px; height: 20px; text-align: center;">3</td> <td style="width: 20px; height: 20px; text-align: center;">0</td> <td style="width: 20px; height: 20px; text-align: center;">3</td> </tr> <tr> <td style="width: 20px; height: 20px; text-align: center;">6</td> <td style="width: 20px; height: 20px; text-align: center;">7</td> <td colspan="7"></td> </tr> </table>	Social security number																		-			-						or									Employer identification number									4	7		-	0	5	3	0	3	6	7							
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6	7																																																															

Part II Certification	
Under penalties of perjury, I certify that:	
1. The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me); and	
2. I am not subject to backup withholding because (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding; and	
3. I am a U.S. citizen or other U.S. person (defined below); and	
4. The FATCA code(s) entered on this form (if any) indicating that I am exempt from FATCA reporting is correct.	
Certification instructions. You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and, generally, payments other than interest and dividends, you are not required to sign the certification, but you must provide your correct TIN. See the instructions for Part II, later.	
Sign Here	Signature of U.S. person Date 02/05/2025

General Instructions

Section references are to the Internal Revenue Code unless otherwise noted.

Future developments. For the latest information about developments related to Form W-9 and its instructions, such as legislation enacted after they were published, go to www.irs.gov/FormW9.

What's New

Line 3a has been modified to clarify how a disregarded entity completes this line. An LLC that is a disregarded entity should check the appropriate box for the tax classification of its owner. Otherwise, it should check the "LLC" box and enter its appropriate tax classification.

New line 3b has been added to this form. A flow-through entity is required to complete this line to indicate that it has direct or indirect foreign partners, owners, or beneficiaries when it provides the Form W-9 to another flow-through entity in which it has an ownership interest. This change is intended to provide a flow-through entity with information regarding the status of its indirect foreign partners, owners, or beneficiaries, so that it can satisfy any applicable reporting requirements. For example, a partnership that has any indirect foreign partners may be required to complete Schedules K-2 and K-3. See the Partnership Instructions for Schedules K-2 and K-3 (Form 1065).

Purpose of Form

An individual or entity (Form W-9 requester) who is required to file an information return with the IRS is giving you this form because they

4.2.5. EXPERIENCE, ABILITY AND REFERENCES

4.2.5. EXPERIENCE, ABILITY AND REFERENCES

5.A. CMAR Experience

The Kiewit companies have been performing CMAR contracts since 2000, when legislation was first passed to allow the contracting method. We have become one of the most experienced and successful CMAR contractors in the country because we understand how to become an extension of your team and serve as your advocate. This experience has allowed us to develop the tools and processes to make this procurement model successful. Below is a table of our most recent CMAR and other alternative delivery contracts.

CMAR Project Name/Location	Value
OIA South Terminal C - Landside CMAR, Orlando, FL	\$1.4 B
Russell and Sandridge Roads Reconstruction, Green Cove Springs, FL	\$44.4 M
Southport Turning Notch Expansion And Crane Rail Improvements, Ft. Lauderdale, FL	\$471.0 M
Orlando South Intermodal Terminal Facility, Orlando, Florida	\$189.0 M
Manatee County CMARs, Manatee County, FL	\$90.0 M
SE 5th Avenue Bridge Improvements, Pompano Beach, FL	\$2.8 M
I-40 Gorge Bridges - Br. 57, Clyde, NC	\$18.9 M
I-40 Over Sr 1338 (Whie Oak Road) and Jonathan Creek, Clyde, NC	\$85.6 M
Alternative Delivery Project Name/Location	Value
Tampa Progressive Infrastructure Planning to Ensure Sustainability (PIPES) PDB, Tampa, FL	\$88.0 M
Selmon Expressway Western Extension DB, Tampa, FL	\$235.0 M
TBW Reservoir DB, Lithia, FL	\$106.0 M
Prospect Lake Clean Water Center DB, Ft. Lauderdale, FL	\$585.0 M

5.B. Project Experience

Please see pages 32-38.

5.C. References

City of Tampa, Florida
 Brad Baird | (813) 274-7883
 Brad.Baird@tampagov.net
 107 North Franklin Street,
 Tampa, FL 33602
 02-2020 - Present
 See page 32 for scope of work

Broward County, Florida
 Claude Gentil | (904) 529-4260
 cgentil@broward.org
 115 S Andrews Ave, Room 212,
 Fort Lauderdale, FL 33301
 05/2017 - Present
 See page 35 for scope of work

Greater Orlando Aviation Authority
 Scott Shedek | (407) 750-0971
 scott.shedek@goaa.org |
 5855 Cargo Rd
 Orlando, FL 32827
 01/2017 - 06/2023
 See page 34 for scope of work

5.D. Primary Personnel

Name	Position	Name	Position
Brad Williamson, PE, DBIA	Project Executive	Juan Arana	Project Engineer
Joe Pescatore	Project Manager	Abby Conner	Lead Estimator
Fabricio Cedillo	Construction Manager	Mark Thomas	Drainage Superintendent
Lucas Gutshall	Utility Superintendent		

5.E. Proposer's Accessibility

Kiewit's approach to accessibility is centered around a dedicated project team that is exclusively focused on this project. This ensures that our team members are fully available and committed to addressing the needs of the City and all stakeholders. We prioritize open and transparent communication, making sure that our team is consistently accessible for meetings, general communications, and supervision. Our commitment extends beyond regular business hours, with team members available after hours and on weekends to address any urgent concerns or issues that may arise. This level of dedication guarantees that there is always a reliable point of contact for the City, ensuring seamless coordination and effective project management throughout the duration of the project.

5.F. Proposer's Previous Accomplishments

Project	Award[S]	Years
Orlando South Airport Intermodal Terminal		2022
Marquee Green Building Legacy Award - United States Green Building Council (USGBC)		
Selmon Expressway Western Extension		2021-2022
ASBI Award of Excellence - American Segmental Bridge Institute (ASBI)		
Best In Construction - Expressway Authority Award		
Grand Award - Florida Transportation Builders Association (FTBA)		
Project Achievement in Transportation (CMMA)		
Project of the Year - American Council of Engineering Companies (ACEC) - Florida		
Slag Cement In Sustainable Concrete - Club Management Association of America (CMAA) - Florida		
Top 10 Bridges - Roads & Bridges Magazine (RB)		
OIA South Terminal C - Landside CMAR		2022-2023
Airport Business Project of the Year - Airport Business Magazine		
ENR SE Best Project: Airport/Transit - Engineering News-Record (ENR) - Southeast		
Sustainable Technology - United States Green Building Council (USGBC)		
Big Bend Unit 1 Modernization Project		2023
ENR Southeast 2023 Regional Best Projects - Engineering News-Record (ENR)		
Largo Wastewater Reclamation Facility Biological Treatment Improvements		2023
Project of the Year - Design-Build Institute of America (DBIA) -Florida Region		
SR-5/US-1 Over Cow Key Channel Bridges		2021
Best in Construction - Community Awareness - Florida Transportation Builders Association (FTBA)		

TAMPA PROGRESSIVE INFRASTRUCTURE PLANNING TO ENSURE SUSTAINABILITY (PIPES) POB

PROJECT OWNER:

City of Tampa, Florida

CONTACT:

Brad Baird
Brad.Baird@tampagov.net

LOCATION:

Tampa, FL

DATES OF PROJECT:

02/2020 - Present

PROJECT GMP:

\$91 Million

FINAL CONSTRUCTION COST:

\$88 Million

KISC saved the City of Tampa 4% in total contract value through Value Engineering and Shared Savings.

COMPONENTS OF PROJECT

- Alternative Delivery Project
- Roadway and Pavement Design
- Alleyway Design
- Traffic Calming Design
- Pedestrian Systems
- Signing and Pavement Markings
- Stormwater Improvements
- Potable Water Main Improvements
- Reclaimed Water Main Improvements
- Sanitary Sewer Improvements
- Street and Alleyway Lighting
- Landscaping & Irrigation



DESCRIPTION OF PROJECT

This ongoing Progressive Design Build project is part of the City of Tampa's 20-year, \$2.8 billion infrastructure program, the largest in the city's history. The goal is to upgrade aging underground pipelines, transforming the over 100-year-old water and wastewater infrastructure that serves nearly 720,000 residents and businesses. The project includes over 18 miles of new potable water mains and 28 miles of sanitary sewer CIPP lining and new line upgrades in four Tampa neighborhoods: East Tampa, Forest Hills, MacFarlane Park, and Virginia Park. Each neighborhood has unique needs and aging infrastructure overdue for upgrades.

The project was chosen by the City to add a \$380,000 Tree Pilot Program to plant canopy trees throughout the neighborhoods where new water mains are being installed. This is part of the City's Trees for Tampa initiative to plant 30,000 trees by 2030. The City and local residents have shown great excitement for the added trees.

The sanitary sewer mains, made of vitrified clay pipes, are 80 to 100 years old and have been fractured and damaged by tree roots. Many laterals providing service to private properties are deteriorated, undersized, or located in backyard easements with limited or no maintenance access. The infrastructure improvements for this project include:

- Water main replacement and upsizing
- New sanitary sewer mains, manholes, and service laterals
- Sewer, manhole, lateral rehabilitation, and cleanout installation
- Stormwater improvements
- Associated roadway and flatwork improvements

The rehabilitation program involves detailed inspections to identify deficiencies in the service lines and develop cost-efficient solutions to prevent future failures while minimizing impacts on residents, businesses, and the environment. The City's overall goal is to upgrade the aging infrastructure and avoid revisiting these neighborhoods for maintenance or emergency repairs for the next 50 years. These emergency repairs currently cost the city millions of dollars annually and cause significant unplanned disruptions to street traffic. By providing comprehensive neighborhood infrastructure upgrades, the City has greatly improved the resiliency of its water, storm, and wastewater systems throughout these neighborhoods.

RUSSELL AND SANDRIDGE ROADS RECONSTRUCTION

PROJECT OWNER:

Clay County BOCC

CONTACT:

Edwin Dendor
edwin.dendor@claycountygov.com

LOCATION:

Green Cove Springs, FL

DATES OF PROJECT:

12/2022 - Present

PROJECT GMP:

\$42.3 Million

FINAL CONSTRUCTION COST:

\$44.3 Million



COMPONENTS OF PROJECT

- CMAR Project
- Roadway and Pavement Design
- Alleyway Design
- Traffic Calming Design
- Pedestrian Systems
- Signing and Pavement Markings
- Stormwater Improvements
- Potable Water Main Improvements
- Reclaimed Water Main Improvements
- Sanitary Sewer Improvements
- Street and Alleyway Lighting
- Landscaping & Irrigation

DESCRIPTION OF PROJECT

The scope of work for this project includes widening Sandridge Rd. (CR739B) from Henley Rd. (CR739) to Dairy Lane, adding new drainage, base work, signage, and lighting. The project will expand 2.8 miles of two-lane roadway to four lanes, including new turn lanes, shoulders, and sidewalks. Specific tasks include excavation, embankment, drainage, roadway stabilization, asphalt paving, curb and gutter, lighting, striping, signage, and temporary traffic control measures. Construction is phased to maintain existing traffic.

The project involves over 84,000 SY of roadway reconstruction, 14,000 SY of sidewalks and driveways, complex drainage systems, stormwater management facilities, significant landscape/streetscape improvements, and extensive utility coordination. This segment provides access to residential neighborhoods, so Kiewit focuses on traffic control and maintaining access during construction. Kiewit coordinated construction to minimize impacts to school and pedestrian traffic along the corridor throughout the lifecycle of the project. New stormwater systems allow for bike paths on both sides of the roadway. Estimated final features include:

- Removing 3,900 LF of existing pipe and demolishing inlets and manholes
- Laying and backfilling approximately 17,500 LF of new drainage pipe
- Approximately 21,500 SY of pond slopes

The project also includes significant streetscaping, such as 3,432 SY of sidewalk paving removal, 56,000 LF of curb and gutter work, 25,000 CY of borrow excavation, 13,000 CY of roadway excavation,

OIA SOUTH TERMINAL C (STC) - LANDSIDE CMAR

PROJECT OWNER:

Greater Orlando Aviation Authority
(GOAA)

CONTACT:

Scott Shedek
scott.shedek@goaa.org

LOCATION:

Orlando, FL

DATES OF PROJECT:

01/2017 - 06/2023

PROJECT GMP:

\$1.4 Billion

FINAL CONSTRUCTION COST:

\$1.4 Billion



COMPONENTS OF PROJECT

- CMAR Project
- Roadway and Pavement Design
- Alleyway Design
- Traffic Calming Design
- Pedestrian Systems
- Signing and Pavement Markings
- Stormwater Improvements
- Potable Water Main Improvements
- Reclaimed Water Main Improvements
- Sanitary Sewer Improvements
- Street and Alleyway Lighting
- Landscaping & Irrigation

DESCRIPTION OF PROJECT

Kiewit joint venture delivered CMAR services for the STC Phase 1 at Orlando International Airport, which was the first phase of a \$1.8 billion expansion program administered by GOAA. Kiewit's scope involved extensive drainage work, including stormwater canals and retention ponds, utility installation for the new terminal, pavement and roadway construction, maintaining traffic through the construction zone, minimizing construction impacts to airport operations, landscaping, and extensive coordination with multiple stakeholders. During the Pre-Construction phase, Kiewit developed four GMP packages, two shown below, which were negotiated and constructed as independent projects.

STC Site Logistics and Utilities (\$43 million) - Kiewit laid over 2 miles of new water and sewer pipe, installed a new roadway network to service the site, including grading, subgrade, base and asphalt pavement, roadway signage, and MOT during construction. In addition, this contract involved construction of drainage canals and retention ponds to improve stormwater management.

STC Airfield Civi Works (\$202 million) - This contract included constructing the new STC airfield paving and drainage system. Kiewit also performed extensive landscaping, including replacing/restoring the 160 acres that were disturbed during construction, replacing more than 40,000 LF of curb and gutter, constructing several retention ponds, installing irrigated planters, and integrated hardscaping to create a remarkable aesthetic for the airport expansion.

SOUTHPORT TURNING NOTCH EXPANSION AND CRANE RAIL IMPROVEMENTS

PROJECT OWNER:

Broward County, FL

CONTACT:

Claude Gentil
cgentil@broward.org

LOCATION:

Ft. Lauderdale, FL

DATES OF PROJECT:

05/2017 - Present

PROJECT GMP:

\$471 Million

FINAL CONSTRUCTION COST:

\$480 Million



COMPONENTS OF PROJECT

- CMAR Project
- Roadway and Pavement Design
- Alleyway Design
- Traffic Calming Design
- Pedestrian Systems
- Signing and Pavement Markings
- Stormwater Improvements
- Potable Water Main Improvements
- Reclaimed Water Main Improvements
- Sanitary Sewer Improvements
- Street and Alleyway Lighting
- Landscaping & Irrigation

DESCRIPTION OF PROJECT

The Southport Turning Notch Expansion and Crane Rail Improvements CMAR Project is part of Port Everglades' multi-year expansion which will lengthen the existing deepwater turn-around area for cargo ships from approximately 900 feet to 2,400 feet and will allow for up to five new cargo berths. The Turning Notch portion of the project will extend the port's Southport Turning Notch by approximately 1,500 feet to the west, with 1.5 miles of seawall/wharf construction, marine and utility infrastructure, and 18 acres of upland improvements. The project requires both excavation of 3 million cubic yards of material, processed on-site, and environmental mitigation, including the creation of an artificial reef off the coast and relocation of coral from the existing turning notch to the new reef.

The Crane Rail Improvement project includes the construction of a new electrical switchgear building, 2.2 miles of electrical duct bank, and 4,500 LF of a new gantry crane foundation system. Once completed, the crane rail project will support 5 new gantry cranes. The project is utilizing a vast equipment fleet, including drag lines to excavate the Turning Notch Expansion. The project is the largest undertaken in Broward County's history, and requires major coordination amongst the workforce, subcontractors and port tenants, who cannot be impacted.

CAMINO REAL

PROJECT OWNER:
Palm Beach County, Florida

CONTACT:
Dan Doyle
ddoyle@pbcgov.org

LOCATION:
Boca Raton, FL

DATES OF PROJECT:
01/2018 - 06/2019

PROJECT GMP:
N/A

FINAL CONSTRUCTION COST:
\$10.6 Million



COMPONENTS OF PROJECT

- CMAR Project
- Roadway and Pavement Design
- Alleyway Design
- Traffic Calming Design
- Pedestrian Systems
- Signing and Pavement Markings
- Stormwater Improvements
- Potable Water Main Improvements
- Reclaimed Water Main Improvements
- Sanitary Sewer Improvements
- Street and Alleyway Lighting
- Landscaping & Irrigation

DESCRIPTION OF PROJECT

The Camino Real Bridge Construction project, completed by Kiewit in 2019, was a significant undertaking aimed at rehabilitating the 80-year-old bridge over the Intracoastal Waterway in Boca Raton, Florida. This fast-track project was needed to bring the old movable bridge to current standards. Because the bridge is historic and an anchor to the Camino Real Historic District, great effort was taken in the design and construction to preserve its character. The height, tender house architecture, and railings were rehabilitated to match the 1930s era design, and the bridge was widened to allow for greater pedestrian and bicyclist safety. The project involved extensive repairs and upgrades, including replacing worn mechanical motor couplers and completing structural steel repairs. Additionally, a major Comcast line was identified as potentially lying within the footprint of the new bridge tender house, resulting in consultations with all parties to determine the best solution. Ultimately, it was decided to relocate the Comcast line. During the construction period, alternative routes were provided to minimize disruption, and the reopening of the bridge was marked by a ribbon-cutting ceremony, highlighting the importance of the bridge to the local community.

SE 5TH AVENUE BRIDGE IMPROVEMENTS

PROJECT OWNER:

City of Pompano Beach

CONTACT:

Fernand Thony
Fernand.Thony@copbfl.com

LOCATION:

Pompano Beach, FL

DATES OF PROJECT:

01/2021 - 02/2022

PROJECT GMP:

\$2.8 Million

FINAL CONSTRUCTION COST:

\$2.8 Million



COMPONENTS OF PROJECT

- CMAR Project
- Roadway and Pavement Design
- Alleyway Design
- Traffic Calming Design
- Pedestrian Systems
- Signing and Pavement Markings
- Stormwater Improvements
- Potable Water Main Improvements
- Reclaimed Water Main Improvements
- Sanitary Sewer Improvements
- Street and Alleyway Lighting
- Landscaping & Irrigation

DESCRIPTION OF PROJECT

This \$2.8 million CMAR project involved the replacement of a deficient 120-ft.-long bridge, originally built in 1959, which serves as a critical connection in Pompano Beach. The SE 5th Avenue Bridge had become structurally deficient, necessitating its replacement to ensure the safety and accessibility of the local community.

Kiewit supported the City throughout preconstruction by providing value engineering and intermediate pricing throughout the design phase. KISC also self-performed the bridge demolition, precast concrete pile installation, slope protection, drainage, and bridge construction.

The project faced several challenges, including construction in a high-profile neighborhood with challenging access. However, Kiewit's local CMAR experience and innovative solutions ensured the project's success. Environmental considerations were also a priority, with efforts made to minimize disruption to the surrounding ecosystem and waterway.

The new bridge not only improves traffic flow and safety but also brings long-term economic benefits to the area. This project shares similarities with the Northwest Neighborhood Improvements Project, including local CMAR experience and the ability to manage complex construction environments.

CFRC CAPITAL IMPROVEMENTS

Clermont, FL

PROJECT OWNER:

Florida Department of Transportation

CONTACT:

George Gault
George.Gault@aecom.com

LOCATION:

Clermont, FL

DATES OF PROJECT:

03/2021 - 12/2024

PROJECT GMP:

N/A

FINAL CONSTRUCTION COST:

\$30.6 Million



COMPONENTS OF PROJECT

- CMAR Project
- Roadway and Pavement Design
- Alleyway Design
- Traffic Calming Design
- Pedestrian Systems
- Signing and Pavement Markings
- Stormwater Improvements
- Potable Water Main Improvements
- Reclaimed Water Main Improvements
- Sanitary Sewer Improvements
- Street and Alleyway Lighting
- Landscaping & Irrigation

DESCRIPTION OF PROJECT

The Central Florida Rail Corridor (CFRC) Capital Improvements project consists of infrastructure improvements along a 64.2-mile rail corridor owned by FDOT in central Florida, including new drainage and stormwater features, ditching, underdrains, culvert extensions, rail corridor widening (sub-ballast), interchanges, landscaping, and regrading.

An example of major stormwater system reconstruction is the new double box culvert at the railroad bridge over the East City Canal (MP 806.9). It serves to accommodate the construction of a second track. Prior to the project, the culverts could only accommodate a single track. Replacement of the culvert involved a temporary creek diversion into another existing culvert, removing and replacing pipes, temporary concrete works, demolition of the culvert to be replaced, construction of the new box culvert (2 EA 8'x10') with weekend pours coordinated with train schedules, backfill, cleanout, and installing handrail.

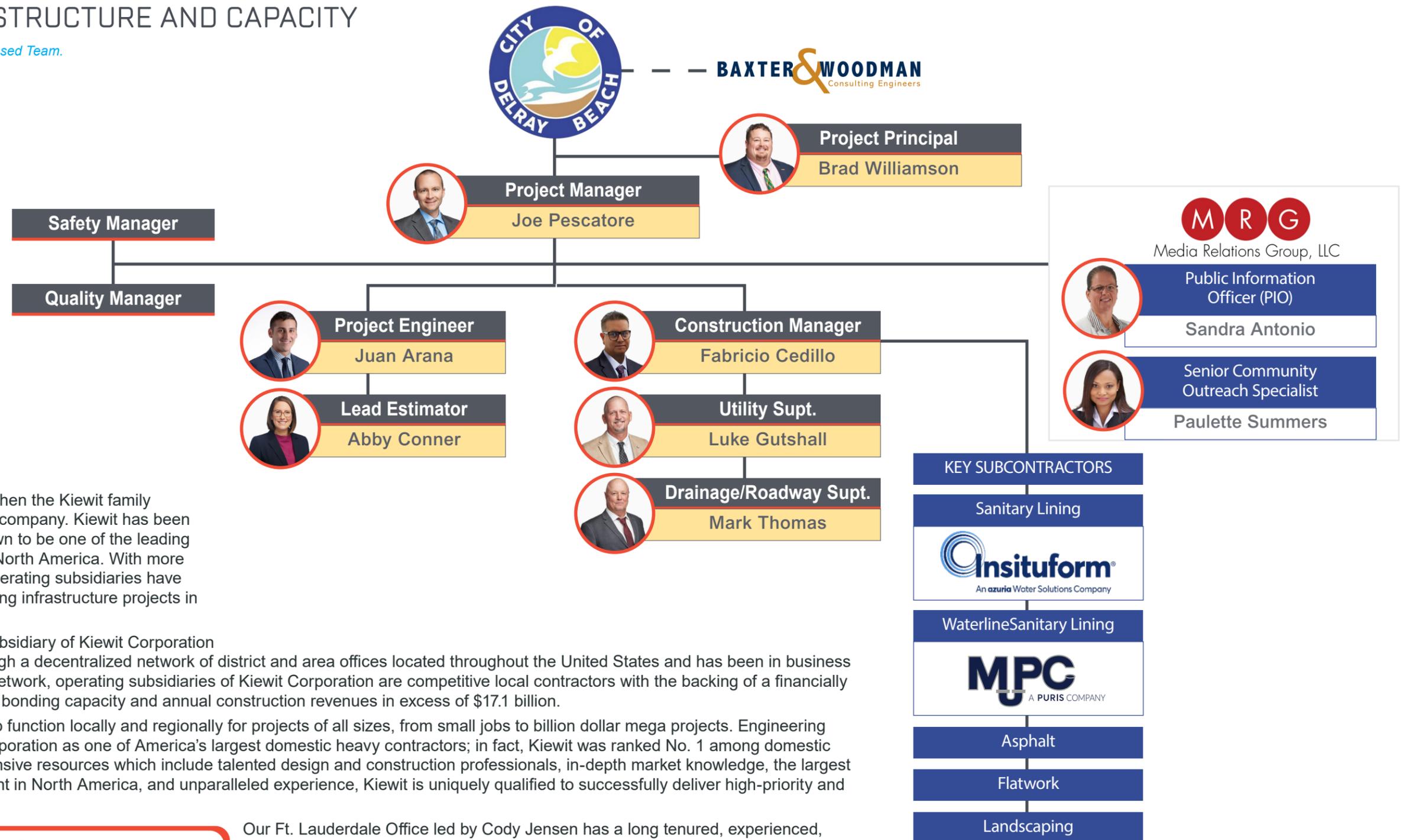
The project requires close coordination with railroads and the CFRC and involves urban construction when the rail corridor passes through roadways. Kiewit understands the importance of preserving mobility and minimizing construction impacts, therefore our construction approach was focused on maintaining rail traffic, coordinating with stakeholders, and construction optimizations.

4.2.6. ORGANIZATIONAL STRUCTURE AND CAPACITY

4.2.6. ORGANIZATIONAL STRUCTURE AND CAPACITY

6.B B. Submit an organizational chart of the proposed Team.

6.B. Organizational Chart



6.C. Staffing Resources

Kiewit's roots can be traced back to 1884 when the Kiewit family started its small, local masonry contracting company. Kiewit has been in business for over 140 years and has grown to be one of the leading construction and engineering firms across North America. With more than 31,100 staff and craft, Kiewit and its operating subsidiaries have built some of the largest and most challenging infrastructure projects in North America.

Kiewit Infrastructure South Co. (KISC), a subsidiary of Kiewit Corporation (Kiewit), maintains client relationships through a decentralized network of district and area offices located throughout the United States and has been in business as a contractor for 55 years. Through this network, operating subsidiaries of Kiewit Corporation are competitive local contractors with the backing of a financially stable, national firm, with a nearly unlimited bonding capacity and annual construction revenues in excess of \$17.1 billion.

Our organizational structure allows Kiewit to function locally and regionally for projects of all sizes, from small jobs to billion dollar mega projects. Engineering News-Record consistently ranks Kiewit Corporation as one of America's largest domestic heavy contractors; in fact, Kiewit was ranked No. 1 among domestic heavy contractors in 2023. With these extensive resources which include talented design and construction professionals, in-depth market knowledge, the largest privately-held fleet of construction equipment in North America, and unparalleled experience, Kiewit is uniquely qualified to successfully deliver high-priority and complex projects across the continent.

Our Ft. Lauderdale Office led by Cody Jensen has a long tenured, experienced, cohesive team. Our team has collectively worked on multiple projects together, and we are here to stay. For the Pre-Construction efforts we will utilize our Ft. Lauderdale office, located 21 miles to City hall, and only 20 miles to the Swinton Operations Center. For Early Works & Full Construction we will rent a local office where our Job Team will be fully operational from which will be adjacent to the Project.

Our reputation with our Clients, and in the region is of the utmost importance. We run at our problems, solve the most complex technical issues, as well as the strategic long term issues. Being both a regional / local contractor, and having the resources of a national firm allows an extensive skillset that the City will not get from our competitors. We have extensive relationships with South Florida regional subcontractors and suppliers, as well as national specialty subcontractors.

We Are Your Local Builder

FLORIDA
STAFF: 401
CRAFT: 573

- Local Florida contractor/local key staff
- Key staff experience with South Florida clients
- Strong craft workforce living near the project location
- Local market knowledge
- Largest privately owned equipment fleet in the nation
- Available resources for quick project startup

Local Office Location: 6301 NW 5th Way, Suite 3200, Ft. Lauderdale, FL 33309

6.A. Project Team



Brad Williamson, PE, DBIA Project Principal

Brad has 18 years of experience with Kiewit, during which he has worked on over \$2 billion in alternative delivery projects, including CMAR, Progressive Design-Builds and Design-Build Projects. As a project manager, Brad has overseen \$500 million worth of work, leading his team to success. He has successfully negotiated multiple change orders and Guaranteed Maximum Prices (GMPs) with clients. Brad believes that transparency, strong relationships, and effective execution are key to building successful projects and securing repeat clients.

Tenure in the Industry:

18 Years

Tenure at Kiewit:

18 Years

Education:

B.S. Civil Engineering, VA Polytechnic Institute and State University, 2006

Why Brad?

- ✔ Extensive Alternative Delivery Experience
- ✔ Local Market Knowledge
- ✔ Big Project Experience
- ✔ Multiple GMP Negotiations
- ✔ Transparent Communicator
- ✔ Problem Solver

Matter Experts. During the design development Brad successfully worked through multiple technical challenges with both THEA and FDOT. The project included a pre-cast segmental concrete box girder viaduct, over 11,000 LF of drainage, over 280 drainage structures, over 122,000 sy of stabilized roadway and reconstruction, over 228,000 CY of embankment, along with flatwork, curb & gutter, landscaping, signalization, ITS, signage, and lighting.

Project Principal | Manatee County CMAR's | Manatee County, FL | \$90 Million

Brad is currently leading Abby Conner and Kiewit's team through GMPs for two different projects with Manatee County, Florida. Kiewit has one executed GMP agreement, and multiple in the works with the County.

Structures Superintendent | SR-90 Tamiami Trail Modified Water Deliveries Project | Miami, FL | \$104 Million

Brad led in the planning of the structures operations, scheduled and directed crews, monitored safety and quality, and assisted with the tracking and managing costs. He offered support with utility potholing, constructability reviews, value engineering, and performed test sections in the field for the design team to witness. The project was to reconstruct and raise 9.75 miles of the existing roadway and also build a new 1-mile-long bridge adjacent to the existing roadway.

Project Manager | FDOT | I-95 Joint Repairs | Palm Beach, FL | \$1.8 Million

Brad was responsible for leading job planning and scheduling sessions, providing oversight for controlling schedule, cost, safety, quality, administration, material procurement, and equipment maintenance. This project included replacing expansion joints at 8 bridges at the I-95 & PBIA Interchange.

RECENT SIMILAR PROJECTS

Project Principal | Tampa PIPES | Tampa, FL | \$91 Million

Brad and his team navigated the negotiations of three Guaranteed Maximum Price (GMP) agreements with the City of Tampa on this Progressive Design Build Project. This included multiple iterations of pricing and scope confirmation with vendors, as well as transparent and organized conversations with the Client. The city is very happy with Kiewit's willingness to listen, adapt, and provide solutions. Brad successfully negotiated these agreements with 4 City departments, of which didn't always have the same end goals. Brad directly supervises all aspects of the project. During the Pre-construction efforts he led constructability reviews, reviewed scopes, as well as helped lead Abby Conner in Pricing the GMPs. Close coordination with Public Outreach is critical on this project, as Kiewit is working in resident's front and backyards. This project includes over 83,000 LF of new waterline, stormwater, wastewater and transportation improvements throughout four of Tampa's neighborhoods.

Project Manager | Selmon Expressway Western Extension | Tampa, FL | \$235 Million

Brad was responsible for all project operations, including planning and scheduling, implementing the QC and Safety program, coordinating with the designers and THEA, managing budget, and overseeing daily operations. This was a highly technical project that required additional Kiewit Subject



Joe Pescatore Project Manager

Joe's experience working alongside owners and designers on various design-build projects, from preconstruction to closeout has allowed him to ensure a project is completed on time and on budget while meeting all stakeholder's expectations. Joe's passion for delivering a banner project is demonstrated by his dedication to understanding the goals of the end-users, continued communication through each step of the process with the Owner, and unwavering commitment to Doing the Right Thing.

Tenure in the Industry:

15 Years

Tenure at Kiewit:

11 Years

Education:

B.S. Civil Engineering, University of Notre Dame, 2009

Why Joe?

- ✔ **Extensive Design-Build/ Alternative Delivery Experience**
- ✔ **Experienced and thorough communicator with client, designers, and public**
- ✔ **Passionate about developing relationships with Project Team**
- ✔ **Experience working in neighborhood environments**

RECENT SIMILAR PROJECTS

Project Manager | Tampa PIPES | Tampa, FL | \$91 Million

Joe ensured the project stayed on schedule and budget through daily coordination with the Project Team, the City of Tampa Contract Administration team and Water Department and Wastewater Department Engineers. Public Outreach is crucial on the project with work designed throughout four diverse neighborhoods of Tampa; working with the public relations team, Joe ensured resident questions and concerns were addressed and satisfied in a timely manner. The wastewater scope included 28 miles of sanitary mainline rehabilitation using cured-in-place pipe, over 1,000 service laterals were rehabilitated and repaired, over 530 manholes were rehabilitated, new manholes were installed to facilitate trenchless repairs, and point repairs were performed as identified throughout the project. The water scope included 18 miles of water main installation, the majority of which were via trenchless methods, HDD or Pipe Bursting. Stormwater scope included installation of 1,256 LF of storm pipe and 25ea stormwater structures.

Project Engineer | Metro Gold Line Foothill Extension Phase 2A | Pasadena, CA | \$515 Million

Joe managed subcontracts, including buy-out, monthly pay applications, and closeout, the project schedule, monthly owner billing, and the conversion of the project controls from Kiewit's legacy system to the current InEight Project Controls software. The design-build project extended the light rail line from Pasadena to Azusa, covering 11.5 miles with six new commuter rail stations. The project included complete street components such as pedestrian pathways, bike lanes, and improved roadways to enhance accessibility and safety. The project also featured significant infrastructure improvements,

including 15 bridges and a 24-acre maintenance and operations facility.

Superintendent | Blue Water Energy Center | East China, MI | \$1 Billion

Joe managed field construction activities, subcontractors, and material receiving for the electrical construction of the boiler feedwater buildings, HRSGs, and Pipe Racks of the \$1B EPC gas-fired power plant construction project. This challenging project, built during the peak of Covid, extended peak manpower through the middle of the winter, resulting in significant craft turnover and procurement challenges. Joe was responsible for planning, scheduling, and estimating electrical scopes while coordinating with multiple trades for the successful completion of this project.

Lead Field Engineer | Cove Point LNG Export Terminal | Lusby, MD | \$3.8 Billion

Joe was involved early with this mega-project, as part of the construction team working alongside engineers, he helped guide the design during the constructability phase of the project, ensuring safety, quality, and productivity were built into the plans. During the preconstruction phase, Joe oversaw the planning of construction, building constructable work plans for each phase of the aboveground construction. Joe was part of the team that reviewed and evaluated new and innovative construction materials eventually successfully incorporated into the project and utilized in many future power projects. As Lead Field Engineer in the construction phase, Joe managed a team of field engineers in the implementation of the design and planning of the Power Block of the LNG Export Facility. Verifying that best safety and quality practices were followed ensured the construction activities were completed successfully, under budget.



Fabricio Cedillo

Construction Manager

Fabricio has 18 years of experience in the construction industry, specializing in grading and underground utility operations. He has a strong knowledge of civil work and has been involved in projects ranging from \$1 million to \$100 million. During preconstruction, he can assist with constructability reviews and cost modeling as the design is developed. Once construction begins, Fabricio will ensure the work is built both safe and with high quality. He has the CMAR experience to ensure the project is successfully completed on or ahead of schedule.

Tenure in the Industry:

18 Years

Tenure at Kiewit:

7 Years

Education:

Central Catholic High School

Why Fabricio?

-  **Alternative Delivery Experience**
-  **Extensive South Florida Construction Experience**
-  **Constructability Review Expert**
-  **Experience working in neighborhood environments**

RECENT SIMILAR PROJECTS

Project Engineer | Venetian Bridges Rehabilitation | Miami, FL | \$7.1 Million

Fabricio provided oversight of project control functions including scheduling, cost control, contract administration, planning, and estimating. This project consisted of repairing concrete spalls and cracks along the beams and decks of 12 bridges along the causeway and replacing 4,000 bolts, 5,000 lbs. of structural steel, and repainting on the causeway's two bascule bridges.

Project Engineer | Port Everglades Bridge | Ft. Lauderdale, FL | \$3.8 Million

Fabricio managed the project controls, primavera schedule, contract administration, subcontracts, procurement, daily cost, and schedule. This project was to complete the bridge portion of the Port Everglades project located at the Port of Fort Lauderdale. A new bridge was completed over the FPI discharge canal in Port Everglades. The scope of work included MSE walls, the demolition and rebuild of a bulkhead cap, and 1000 tons of rip rap installation.

Project Engineer | I-595 Overlay | Ft. Lauderdale, FL | \$1.1 Million

Fabricio inspected field conditions, identified cost-saving measures, ensured compliance with the contract plans and specifications, managed quantity tracking, costs, and schedule, prepared monthly cost projections, managed document control, managed requests for informations, and provided

corrective actions as needed on site. This project involved High Friction Epoxy Overlay on asphalt and concrete surfaces on the entrance ramp to Ft. Lauderdale-Hollywood International Airport in Broward County, FL. Key project features include a floating bridge, high rise building, and a combined cycle power generation facility.

Project Engineer | SR 90 Tamiami Trail | Miami, FL | \$104 Million

Fabricio provided oversight of project control functions including scheduling, cost control, contract administration, planning, and estimating. SR 90 Tamiami Trail is a two-lane undivided rural highway that runs through the Everglades National Park connecting Miami to Tampa. The project was to reconstruct and raise 9.75 miles of the existing roadway and also build a new 1-mile-long bridge adjacent to the existing roadway. Kiewit provided nearly ten miles of roadway and drainage work, which required two significant redesign efforts due to utility conflicts and unanticipated settlement. Kiewit worked closely with USACE to ensure all of their needs were met on this important project.

Project Manager | SR 874/Don Shula Expressway Ramp Connector to SW 128th Street | Miami, FL | \$48.5 Million

Fabricio was the project manager on this job for a previous employer, De Moya Group, LLC. He oversaw all aspects of this project including safety, quality, schedule, and cost control. The project involved constructing a new access ramp from the southern terminus of SR 874 to SW 128th Street and widening SW 128th Street from two to four lanes between SW 122nd Avenue and SW 137th Avenue. Additionally, it included roadway improvements to support increased traffic flow and enhance safety, along with traffic management measures to minimize disruptions during construction.



Juan Arana

Project Engineer

Juan is a Project Engineer with 9 years of experience in construction, specializing in project cost control, design management and permit acquisition. He has experience in constructing drainage and stormwater sewer projects across various delivery models, including CMAR. Juan is an expert in coordinating with subcontractors, reviewing drawings and specifications and supporting all aspects of estimating and engineering.

Tenure in the Industry:

9 Years

Tenure at Kiewit:

8 Years

Education:

B.S. Civil Engineering, Florida State University, 2016

Why Juan?

- ✔ **CMAR Experience**
- ✔ **South Florida Construction Experience**
- ✔ **In-depth understanding of project scheduling, risk identification and mitigation, design constructability improvements, and MOT.**

RECENT SIMILAR PROJECTS

Project Engineer | Selmon Expressway Western Extension | Tampa, FL | \$235 Million

Juan's responsibilities as Field Engineer on this project were creating work plans, tracking quantities and cost, managing electrical subcontractor, supply and procurement, grouting and post-tensioning inspector, and SWPPP inspections. KISC constructed a 1.9-mile elevated tollway extension connecting Lee Roy Selmon Expressway to Gandy Bridge. The new elevated roadway includes a precast segmental concrete box girder viaduct with an extradosed post-tensioned fin constructed using top-down methods.

Superintendent | I-40 Gorge Bridges - Br. 57 CMAR | Clyde, NC | \$18.9 Million

Juan was responsible for overseeing all structural construction of the project including monitoring and tracking quantities, managing operational costs, scheduling and coordinating subcontractors. Bridge 57 was demolished entirely, with traffic being reduced to one lane in both the eastbound and westbound lanes and traffic being diverted through the on/off ramps. Traffic was diverted only during demolition and bridge reconstruction phases. The project also included a considerable amount of drainage improvements to existing drainage as well as ramp widening/reconstruction, median barrier wall reconstruction, and Harmon Den Road will be completely rebuilt to allow for greater clearance under the new bridge.

Superintendent | I-40 Over SR 1338 and Johnathan Creek CMAR | Clyde, NC | \$85 Million

Juan supported the design and helped lead the construction. He directed constructability reviews, planning efforts, temporary engineering, and field operations. Project scope included the accelerated, phased replacement of Bridges 171 and 159 during two seasonal traffic shifts. Each half of the bridges were demolished and rebuilt from November through May to minimize traffic impacts to a critical corridor. Bridge 171 was replaced with twin four span, 610-ft. x 41-ft. structural steel and cast-in-place concrete structures, while Bridge 159 was replaced with an 80-ft. single span precast and cast-in-place concrete structure on mechanically stabilized earthwall abutments.

Project Engineer | Herbert Hoover Dike Rehabilitation S-267 | Tampa, FL | \$16.1 Million

Juan was responsible for tracking quantities and cost, site surveying, managing surveying subcontractor, supply and material procurement, Project Environmental Coordinator, SWPPP inspections, creating work plans, 3-week schedules, attending owner meetings, writing RFIs, and quantity take-offs. This project is part of the Herbert Hoover Restoration Project and consisted of demolition and removal of the existing structure, construction of a new water control structure, and restoring the embankment to its original grade. This project is part of the Herbert Hoover Restoration Project and consisted of demolition and removal of the existing structure, construction of a new water control structure, and restoring the embankment to its original grade.

Superintendent | Prospect Lake Clean Water Center | Fort Lauderdale, FL | \$585 Million

Juan adds resources at the right time to keep the entire team moving forward. His ability to manage schedule, design and construction shows true leadership. Kiewit is designing and building a new 50 million gallon per day water treatment plant. The treatment plant features state-of-the-art technology and is designed to withstand the winds of a Category 5 hurricane.



Abby Conner

Lead Estimator

Abby is a Lead Estimator with 18 years of experience in construction, specializing in project cost control, design management and permit acquisition. She has experience in estimating for sanitary and storm sewer projects across various delivery models, including PDB and design-build. Abby has worked on 9 alternative delivery projects and has presented over 18 GMPs to Kiewit's clients in her career. Her expertise in preconstruction estimates and collaborative delivery projects enhances thorough cost control and effective project management, delivering reliable cost projections and contributing to successful project execution.

Tenure in the Industry:

19 Years

Tenure at Kiewit:

19 Years

Education:

B.S. Civil Engineering, Purdue University, 2005

Why Abby?

- ✔ **Expert in establishing a clear financial baseline, ensuring accurate budgeting from the project's onset**
- ✔ **Facilitates competitive bidding to ensure best value and quality**
- ✔ **Enhances project efficiency by reducing cost and improving constructability.**

RECENT SIMILAR PROJECTS

Lead Estimator | Tampa PIPES | Tampa, FL | \$91 Million

Abby is providing constructability and estimating reviews, cost control, and subcontractor administration. She led the estimate, and assisted with negotiations on three successful GMP proposals with the City of Tampa. Her assistance gauged the financial risk on the project. Work includes 25 miles of sanitary sewer rehabilitation using cured-in-place liners, trenchless sanitary sewer installation under CSX rail tracks, and 19 miles of water main installation.

Lead Estimator | OIA South Terminal C - Landside CMAR | Orlando, FL | \$1.4 Billion

Abby prepared cost estimates, complete constructability reviews, and incorporated VE options throughout the development of the terminal GMPs. She also prepared scope of work packages, then solicited and administered these subcontractor packages. Work consisted of constructing Parking Garage #2, central energy plant, ground transportation facility, emergency power generator, Landside terminal, Arrival/Departure Bridge. Civil package consisted of sanitary, lift stations, storm drainage, water main, force main, fire main, landscape 60 acres, roadwork, lighting, overhead signs and the primary power ductbank for a brand new terminal.

Project Engineer | Selmon Expressway Western Extension Tampa, FL | \$235 Million

Abby managed the project controls including quantity and cost tracking, work planning, contract payment, subcontract and vendor administration, and project scheduling. Her role also included coordinating Engineering

Services During Construction (ESDC). KISC constructed a 1.9-mile elevated tollway extension connecting Lee Roy Selmon Expressway to Gandy Bridge. The new elevated roadway includes a precast segmental concrete box girder viaduct with an extradosed post-tensioned fin constructed using top-down methods.

Lead Estimator | Manatee County CMAR's | Manatee County, FL | \$90 Million

Abby is currently working with Brad Williamson and Kiewit's team through GMPs for two different projects with Manatee County, Florida. Kiewit has one executed GMP agreement, and multiple in the works with the County.

Lead Estimator | C-23/C-24 Stormwater Treatment Area Fort Pierce, FL | \$143 Million

Abby's primary role throughout this process was to deliver cost effective reports, analyze risk factors, and implement resources to prevent potential issues. The project scope includes the construction of 1,970 acres of multi-cell STA spread among five cells within the approximately 10-mile perimeter: two cells of roughly 200 acres each, and three cells of roughly 500 acres each. Project construction consist of approximately 10 miles of levee embankment and seepage canal excavation, along with nearly 2 million cubic yards of random fill in the cell interiors. There are 14 cast-in-place concrete gated structures that will control the flow of water through the 5 cells.



Mark Thomas

Drainage/Roadway Superintendent

Mark has 30 years of experience in drainage, grading, roadway and utility construction, with the bulk of it occurring in Central and South Florida. Mark has run similar construction urban stormwater operations to those in these neighborhoods at the Selmon Expressway Western Extension project, which will guarantee smooth start-up and low impacts to the community.

Tenure in the Industry:

30 Years

Tenure at Kiewit:

18 Years

Education:

High School Graduate

Why Mark?

-  **Alternative Delivery Experience**
-  **South Florida Construction Experience**
-  **Experience working in neighborhood environments**

RECENT SIMILAR PROJECTS

Superintendent | C-23/C-24 Stormwater Treatment Area Fort Pierce, FL | \$143 Million

Mark maintained the project schedule and provided oversight of project controls and safety compliance. The project scope includes the construction of 1,970 acres of multi-cell STA spread among five cells within the approximately 10-mile perimeter: two cells of roughly 200 acres each, and three cells of roughly 500 acres each. Project construction consist of approximately 10 miles of levee embankment and seepage canal excavation, along with nearly 2 million cubic yards of random fill in the cell interiors. There are 14 cast-in-place concrete gated structures that will control the flow of water through the 5 cells.

Superintendent | Selmon Expressway Western Extension Tampa, FL | \$235 Million

Mark's responsibilities included the daily planning and coordination of labor, equipment, and subcontractor resources. KISC constructed a 1.9-mile elevated tollway extension connecting Lee Roy Selmon Expressway to Gandy Bridge. The new elevated roadway includes a precast segmental concrete box girder viaduct with an extradosed post-tensioned fin constructed using top-down methods.

Superintendent | Prospect Lake Clean Water Center | Fort Lauderdale, FL | \$585 Million

Mark's responsibilities included supervising foremen and hourly workers, ensuring safe and cost-effective work methods, optimizing and coordinating labor and equipment needs, creating weekly foremen and equipment forecasting schedules, attending weekly meetings, and identifying and following through on changing conditions. The Prospect Lake Clean Water Center will replace an existing 70-year-old plant and deliver the majority of all fresh water for the City of Fort Lauderdale. The first-of-its-kind facility will feature the latest technology in nanofiltration and ion exchange water treatment, producing 50 MGD. The facility is designed to add future PFAS treatment technologies and withstand Category 5 hurricane winds.

Superintendent | Railroad Avenue Extension | Hanahan, SC | \$15 Million

Mark's primary responsibilities included the installation of piping systems, while also coordinating tight schedules and keeping the project on budget. Work included 25 miles of sanitary sewer rehabilitation using cured-in-place liners, trenchless sanitary sewer installation under CSX rail tracks, and 19 miles of water main installation.

Superintendent | Loveland Grand Master Lift Station | Punta Gorda, FL | \$22 Million

Mark's responsibilities included overseeing the pipe installation, managing subcontractors, performing community outreach and public relations, and communicating with the client. This project involved major pump station and gravity sewer improvements for Charlotte County. The new lift station contains 6 new submersible, non-clog 115HP pumps with VFDs and a SCADA system. The project consisted of 16,510 LF of 24"-48" PVC piping. Most of the piping was installed utilizing open cut trenches, which exceeded 17' depth, and up to 32' deep. Phased MOT was required throughout the project due to the new sewer lines running within the ROW of a highway.



Luke Gutshall

Utility Superintendent

With over 20 years of experience, starting as a laborer and progressing through roles such as Pipe Layer, Foreman, and Superintendent, Luke brings a wealth of knowledge and expertise to any project. His extensive background in both planning and executing complex operations, combined with his ability to manage crews effectively, ensures high-quality and cost-effective project outcomes. Luke's attention to detail, commitment to maintaining schedules, and dedication to team safety make him an invaluable asset to any project team. He understands the critical importance of fostering strong contractor-owner relationships, which significantly contributes to overall project success.

Tenure in the Industry:

22 Years

Tenure at Kiewit:

4 Years

Education:

High School Graduate

Why Luke?

- ✔ **Excels in both planning and executing complex operations, ensuring projects are high-quality and cost-effective**
- ✔ **Meticulous attention to detail, commitment to schedules, and focus on safety**
- ✔ **Ability to build strong contractor-owner relationships that drives project success**
- ✔ **Experience working in neighborhood environments**

RECENT SIMILAR PROJECTS

Superintendent | Tampa PIPES | Tampa, FL | \$91 Million

Luke leads crews in open cut, pipe bursting methods, and HDD methods to install pipe. Work includes 25 miles of sanitary sewer rehabilitation using cured-in-place liners, trenchless sanitary sewer installation under CSX rail tracks, and 19 miles of water main installation.

Superintendent | Largo WWRF Biological Treatment Improvements | Clearwater, FL | \$58.6 Million

Luke was responsible for overseeing the planning, coordination, and execution of construction operations. He ensured quality and safety standards were met, managed schedules, and tracked costs to guarantee the project was completed on time and within budget. Additionally, Luke was in charge of managing much of the equipment. The project scope included upgrades and improvements to secondary treatment process; primary and secondary clarifiers; blower and air header; denitrification filters; isolation and weir gates; instrumentation and controls; electrical; an additional mixer; recirculation piping; combined return activated sludge/waste-activated sludge pump station; filter feed pump station; tertiary disc filters and a methanol injection system.

Foreman | Selmon Expressway Western Extension | Tampa, FL | \$235 Million

Luke was responsible for the coordination of multiple crews and daily construction activities. He planned work schedules and ensured conflicts didn't occur between multiple operations. KISC constructed a 1.9-mile elevated tollway extension connecting Lee Roy Selmon Expressway to Gandy Bridge. The new elevated roadway includes a precast segmental concrete box girder viaduct with an extradosed post-tensioned fin constructed using top-down methods.

Foreman | Loveland Grand Master Lift Station Punta Gorda, FL | \$22 Million

Luke's primary role was to execute different ordinances of construction. This project involved major pump station and gravity sewer improvements for Charlotte County. The new lift station contains 6 new submersible, non-clog 115HP pumps with VFDs and a SCADA system. The project consisted of 16,510 LF of 24"-48" PVC piping. Most of the piping was installed utilizing open cut trenches, which exceeded 17' depth, and up to 32' deep. Phased MOT was required throughout the project due to the new sewer lines running within the ROW of a highway.

Foreman | Groometown Road Booster Station | Greensboro, NC | \$2.7 Million

Luke was responsible for the coordination of multiple crews and daily construction activities. The scope of work involved adding a Water Booster Station to the existing Road Water Tank. This included installing two new 2.5 MGD centrifugal axial split case pumps, new valving and piping, a chlorine room with a tablet feed chlorinator, a jib crane, a suspended ceiling, an HVAC system, control and power panels, and a 150 KW diesel stand-by generator, along with new power service. Additionally, fencing installation and sitework were completed.



Sandra Antonio

Public Information Officer



Media Relations Group, LLC

Sandra Antonio is a seasoned Emmy Award-winning Investigative Producer with over three decades of experience in various facets of communication, public engagement, government agencies and leading television news media across South Florida. Prior to her tenure at Media Relations Group, LLC (MRG), Sandra served as the Public Information Officer for the Miami-Dade Department of Transportation and Public Works (DTPW). In this role, she interfaced extensively with elected officials, media organizations, department heads and key stakeholders. She was instrumental as a primary information conduit for departmental projects, fostering community outreach, and actively participating in public meetings and/or information sessions.

Tenure in the Industry:

30 Years

Tenure at MRG:

4 Years

Education:

B.A. Sports Management/Business,
Barry University, 2009

Why Sandra?

- 
Extensive experience in public information and public relations focusing on engaging the public in Transportation and Public Works projects
- 
Substantial expertise in coordinating news reporting and media efforts across various construction projects

RECENT SIMILAR PROJECTS

Public Information Officer | Miami-Dade County Department of Transportation and Public Works Vision Zero Initiative | Miami-Dade County, FL

Sandra leads the public engagement efforts for this critical, lifesaving program. Her role includes coordinating outreach events, conducting surveys to gather community input, and fostering direct engagement with residents to raise awareness and encourage participation. By working closely with local communities, stakeholders, and advocacy groups, Sandra ensures that Vision Zero's message reaches diverse audiences, driving forward the county's goal of safer, more equitable transportation for all. She also communicated regularly with residents and school staff to keep them informed about the progress of the "Safe Routes to Schools" construction projects. In addition, Sandra produces a monthly recap summary highlighting the outreach events from the past month. The Miami-Dade County Department of Transportation and Public Works has pledged to eliminate traffic fatalities and serious injuries across the county's transportation network by 2040 through its Vision Zero Program. This ambitious initiative focuses on creating safer streets, improving infrastructure, and fostering a culture of road safety.

Public Information Officer | New Dadeland South Intermodal Station Project | Miami-Dade County, FL

Sandra serves as the lead Public Information Officer (PIO) for the project, overseeing public involvement and ensuring riders stay informed about ongoing changes and construction updates at the station throughout the project's duration. The New Dadeland South Intermodal Station will deliver significant infrastructure upgrades to the heavily used Dadeland South Metrorail station.

Public Information Officer | Little River Canal Bridge along North Miami Avenue | Miami-Dade County, FL

Sandra was the lead Public Information Officer (PIO) on this project keeping the Village of Palmetto Bay and surrounding area residents aware of ongoing changes and construction updates throughout the project's duration. The project involves constructing roundabouts, adding sidewalks, curbs and gutters, drainage systems and upgrading roadway lighting to enhance safety and efficiency.

Public Information Officer | Old Cutler Road Traffic Circles | Miami-Dade County, FL

Sandra served as the lead Public Information Officer (PIO) for the project, ensuring that residents, as well as officials from the Village of El Portal and Miami-Dade County District 3, were kept informed with regular construction updates throughout the project's duration. The new concrete bridge fully replaced the existing structure, featuring 6-foot-wide raised sidewalks on both sides while maintaining two lanes of traffic in each direction. Additional improvements included milling and resurfacing the approach roadways, upgrading drainage and lighting systems, installing pedestrian ramps at both ends of the bridge, dredging the Little River Canal and relocating an 8 inch water main.



Paulette Summers

Senior Community Outreach Specialist



Media Relations Group, LLC

Paulette has 26 years of experience specializing in public involvement, facilitation services, public relations, media relations, social media and marketing countless projects, overseeing public involvement plans and community awareness campaigns for numerous agencies throughout Florida. Over the past 13 years with Media Relations Group, LLC (MRG), she has demonstrated strong public involvement, problem-solving, organizational and graphic design skills, coupled with her innate ability to build positive relationships with colleagues, clients, media, partners, community members and stakeholders throughout Broward and Palm Beach counties.

Tenure in the Industry:

26 Years

Tenure at MRG:

13 Years

Education:

B.S. International Business, Florida International University, 2003

Why Paulette?

- ✔ **Extensive public relations and marketing experience, including media outreach throughout numerous South Florida municipalities**
- ✔ **Strong public involvement, problem-solving, and organizational skills**
- ✔ **Ability to build positive strategic alliances through business partnerships and community members**

successful hybrid (virtual and in-person) public meeting held in October 2023. This project is to extend the service life of the pavement by milling and resurfacing, and to enhance roadway safety along SR 804/Boynton Beach Boulevard located in Palm Beach County.

Lead Community Outreach Specialist | State Road (SR) 804/Boynton Beach Boulevard from US 441 to Lyons Road | Palm Beach County, FL

Paulette led all public involvement efforts for this design contract, part of the 2023 Continuing Services Contract (CSC). She managed a wide range of public involvement tasks, including completing a Community Awareness Plan (CAP), preparing the project flyer, compiling Elected and Appointed Official lists, and organizing design completion notification letters and meeting materials for a public meeting.

RECENT SIMILAR PROJECTS

Lead Community Outreach Specialist | SR A1A from south of East Linton Boulevard to north of SR 806/East Atlantic Avenue | Palm Beach County, FL

As the lead Community Outreach Specialist, Paulette led all public outreach efforts for this roadway and safety improvement project in Delray Beach. Her responsibilities included planning and coordinating a public meeting held in 2023, preparing all meeting materials, a notification flyer, and a FAR ad. She also supervised junior staff in the printing and production of meeting materials.

Lead Community Outreach Specialist | State Road (SR) 7/US 441 from north of Glades Road to north of Bridgebrook Drive | Palm Beach County, FL

Paulette was responsible for leading all public involvement efforts which included completing a Community Awareness Plan (CAP), coordinating rehearsals with project staff, conducting key stakeholder research and preparing official lists, as well as a notification flyer in preparation for a public meeting. This design project involved repaving the existing roadway and shoulders, improving traffic and pedestrian signals and replacing signing and pavement markings along a 3.422-mile corridor.

Lead Community Outreach Specialist | State Road (SR) 804/Boynton Beach Boulevard from N Congress Avenue to NW 8th Street | Palm Beach County, FL

As the lead Community Outreach Specialist, Paulette was responsible for all the public outreach efforts on this design job which fell under the Continuing Services Contract (CSC). Her responsibilities included completing a Community Awareness Plan (CAP) and the planning and coordination of

6.D. Team Commitment

KISC has nine active projects currently being performed through our Ft. Lauderdale Office. Six of these projects will be completed within the year and will be able to transition to this project for the City of Delray Beach. Along with the resources that will be available from other projects, Kiewit has over 30,000 employees and over 24,000 pieces of equipment. This plethora of resources makes us uniquely qualified for any project. KISC is committed to providing all necessary resources for this project. In addition, our Tampa PIPES Project is wrapping up this Spring, so the timing couldn't be better for the City of Delray as that seasoned and expert team can roll right into continuing the same exact work that is being performed for the City of Tampa right now.

Project Name	Location	Client	Start	Finish	% Complete	Value
BBCW Contract 5C	Homestead, FL	U.S. Army Corps of Engineers Jacksonville District	10/15/2021	03/01/2025	93%	\$26,989,594
Prospect Lake Clean Water Center	Fort Lauderdale, FL	Prospect Lake Water, L.P.	03/14/2023	09/10/2026	50%	\$585,398,230
S-2, S-3, S-4, S-7 and S-8 Monitoring Panels Project	South Bay, FL	South Florida Water Management District	06/01/2022	05/07/2026	63%	\$17,147,565
Biscayne Bay Coastal Wetlands Cutler Flow Way Phase 1 Pump Station S-701	Cutler Bay, FL	South Florida Water Management District	10/05/2022	11/11/2025	71%	\$36,082,178
CMAR Group #1, Project 4 Construction	Green Cove Springs, FL	Clay County BOCC	12/15/2022	05/25/2025	59%	\$44,415,525
Tampa Progressive Infrastructure Planning to Ensure Sustainability (PIPES) I Full Construction	Tampa, FL	City of Tampa, Florida	02/18/2023	05/25/2025	74%	\$90,930,376
CEPP S-620 and L-6 Improvements	Clewiston, FL	South Florida Water Management District	02/20/2023	09/06/2025	93%	\$14,054,062
Naples Pump Stations and Outfall Removal	Naples, FL	City of Naples	09/02/2024	12/04/2026	5%	\$85,474,216
South Port Turning Notch Crane Rail Improvements Construction	Ft. Lauderdale, FL	Broward County, FL	05/30/2017	06/30/2025	80%	\$480,031,588

4.2.7. METHODOLOGY AND WORK PLAN

4.2.7. METHODOLOGY AND WORK PLAN

7.A. Approach And Methodology for Engaging with the City

Kiewit Infrastructure South Co. (Kiewit) is dedicated to a collaborative and transparent CMAR process with City representatives, emphasizing clear, timely communication. With experience from over **620 CMAR projects worth more than \$20 billion and 30+ Marvin M. Black Partnering Awards from the Associated General Contractors of America**, Kiewit has a proven partnering approach. During the Preconstruction Phase, Joe Pescatore, Project Manager, will be the single point of contact, leading weekly progress and task force meetings with clear agendas and action items. The emphasis will be on in-person meetings, with flexibility for virtual meetings, and frequent visits to City offices for accessibility. Engagement tools include advanced project management tools for real-time collaboration and progress tracking, with documented and tracked action items shared with City representatives.

During the Construction Phase, Kiewit will implement our proven rigorous processes for efficiency, quality, and alignment with project goals. Subcontractors will adhere to Kiewit’s standards, and superintendents will create and update 4-week rolling schedules for stakeholders. Kiewit’s commitment to transparency, accountability, and delivering on commitments ensures a dependable partnership for the CMAR process, leveraging over 140 years of expertise.

7.B. CMAR Approach

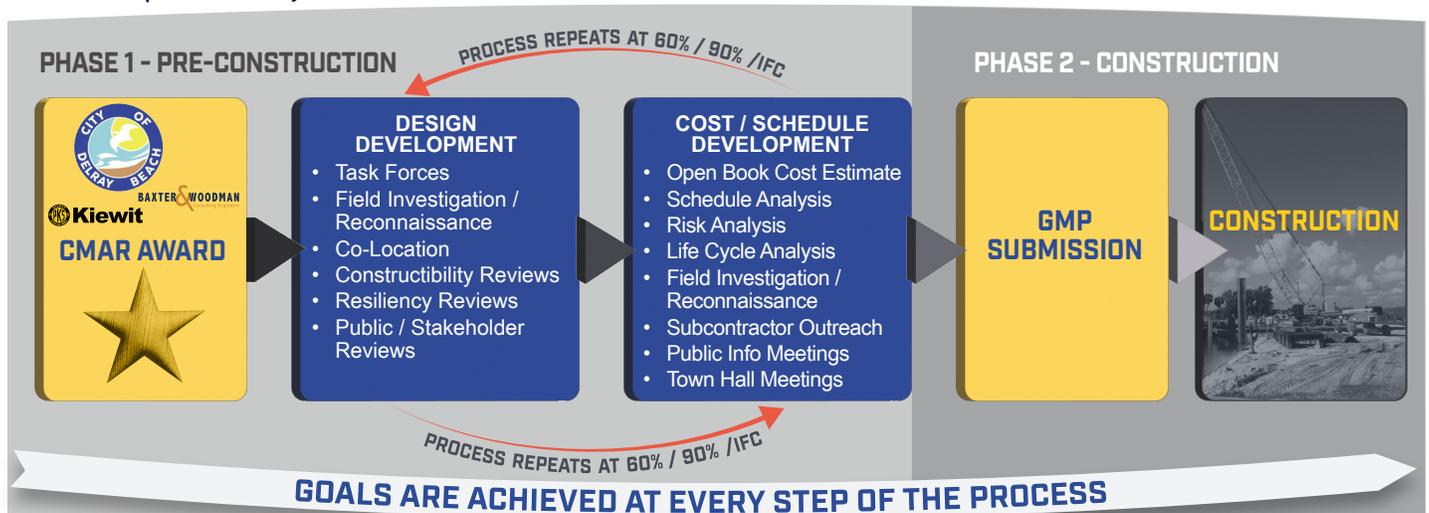
Kiewit understands the complexities and demands of CMAR projects. Our team has extensive experience with CMAR delivery and has thoroughly reviewed the City of Delray Beach’s Northwest Neighborhoods Project to ensure alignment with its goals. Currently, Kiewit is successfully completing the City of Tampa Comprehensive Infrastructure for Tampa Neighborhoods Design-Build Project (Tampa PIPES), a \$91M Progressive Design-Build project comparable to the City of Delray Beach’s initiative. Both projects focus on comprehensive infrastructure improvements within a neighborhood in a single, seamless phase to minimize resident impacts.

Our success with similar projects is rooted in robust preconstruction planning. Early development of detailed construction schedules and thorough phase planning yield significant dividends during the construction phase. A proactive approach to stakeholder engagement—residents, businesses, and other affected parties—is equally critical. By holding community meetings and thoroughly educating the public on what to expect, we can set clear expectations, foster trust, and build consensus from the start.

Tampa PIPES Innovation

Our Tampa office led the development of multiple GMPs to address the City of Tampa’s infrastructure issues; reviewing the provided information and delivering a solution that fully met the client’s vision. A key contribution was implementing “Pipe Bursting” technology, which allowed us to install a new pipeline in the same alignment as the existing one. This minimized the needed right of way, reduced the restoration footprint, and eliminated abandoned utilities in the corridor.

Exhibit 7.1 | CMAR Life cycle



Public Improvement Approach and Engagement Strategy

To enhance community engagement on this project, we have partnered with Media Relations Group, LLC (MRG), certified as a DBE, WBE and SBESouth Florida's premier public outreach firm with over 25 years of experience. MRG has a proven record of successful Public Involvement Programs (PIP) and Community Awareness Plans (CAP) for agencies, including the Florida Department of Transportation (FDOT) Districts Four and Six, several municipalities in Broward and Palm Beach and the Miami-Dade Water and Sewer Department (MD-WASD). MRG has also collaborated and leveraged their services with Kiewit on similar projects, including media relations in

English and Spanish, marketing, graphics services, digital strategy, organizing business interests, and grassroots door-to-door consensus building.

We understand the importance of educating the public about construction impacts and investments in the City's infrastructure. Our team is committed to working closely with City representatives to ensure the community feels informed and supported. A proactive approach is essential to identifying and resolving issues early.

We will incorporate exceptional strategies into a comprehensive outreach plan to effectively engage stakeholders and the public throughout the project lifecycle.

1. Developing a Communications Plan

A robust communications plan will keep stakeholders and the public informed, manage expectations, and highlight project progress.

Key components include:

Regular Updates:

Provide consistent updates on milestones, challenges, and successes, including daily public updates on construction plans and locations as needed.



Brad Williamson talking to residents on Tampa Pipes at a community meeting



Interactive Platforms:

Leverage traditional and digital communication channels, such as newsletters, weekly eblasts, social media, and a regularly updated project website, to foster engagement.

3. Public Input and Feedback

Gathering public input is critical to the project's success and credibility.

Our strategy includes:



Public Consultations:

Hosting town halls, open houses, community meetings, and distributing surveys to gather diverse perspectives and address concerns.

Transparent Reporting:

Tracking public inquiries and resolutions while regularly sharing summaries of feedback to demonstrate responsiveness.

Digital Platforms:

Leveraging social media, email blasts, and websites to make it convenient for the public to provide feedback. We will take over updating and maintaining the existing Project website.

Public Outreach:

Distributing mailers, door hangers, and informational flyers while participating in community events. **Additionally, we will distribute our PIO's cell phone number and develop opt-in text alerts to keep the public informed 24/7 during construction.**

2. Stakeholder Engagement and Collaboration

Kiewit recognizes the critical importance of keeping residents informed, satisfied, and ultimately enthusiastic supporters of the project. We will always ensure residential and business access through our Construction Sites. We are committed to delivering on our promises, ensuring timely and thorough restoration of front yards, driveways, and other impacted areas. Our goal is to create such a positive experience that stakeholders reach out directly to us with questions or concerns, reducing the need for them to contact the City's offices.

To foster collaboration and garner support, we will systematically identify and engage key stakeholders, including local government officials/agencies, community representatives, homeowner associations, schools, property and business owners, and media contacts.

Stakeholder Mapping:

Identifying and categorizing stakeholders based on their influence, interest, and potential project impact.



This process involves:

Needs Assessment:

Understanding each stakeholder group's concerns, expectations, and specific needs through thorough assessments.

Customized Engagement Plans:

Tailoring strategies for each stakeholder group, utilizing face-to-face meetings, workshops, and collaborative sessions with the Kiewit management team.

Continuous Feedback Loop:

Establishing ongoing mechanisms for collecting and addressing stakeholder feedback, ensuring alignment with project objectives.

Detailed Project Approach

Kiewit is flexible in our overall project approach but recommends two key strategies to facilitate project goals and minimize construction disruptions to the neighborhood. The **first recommendation** is to implement a phased Guaranteed Maximum Price (GMP) structure. Specifically, GMP 1 would cover “Early Works”; items that can be executed based on the design developed to date, involve limited Maintenance of Traffic (MOT) disruption, and do not require lengthy permit or procurement processes. A comprehensive, yet expedited, GMP 1 proposal can be prepared and presented for approval within a few months of the Pre-Construction Notice to Proceed (NTP). By initiating these early works, we can accelerate progress on critical operations, effectively advancing the overall schedule while minimizing disruptions to the Neighborhood and its residents.

GMP 1 Early Works would include such items as:

- Sanitary Lining & Root X (Root Killer) Treatment
- Manhole Rehabilitation
- Waterline Pipebursting
- Landscape Demolition
- Public Outreach
- Third Party Utility Relocations
- Other enabling work for Full Construction

Implementing this phased process has proven highly successful, as demonstrated by our work on Tampa PIPES GMP-3. This included lining over 129,000 LF of sanitary mains (6” to 24”), rehabilitating over 535 sanitary manholes, and installing 65 new manholes. Operations in East Tampa and Macfarlane Park required minimal Maintenance of Traffic (MOT) setups, confined to manhole locations.

Based on our experience in Tampa dealing with very old infrastructure, we recommend lining all of the old clay pipes prior to excavation. This reduces the risk of unintended breaks, minimizing disruptions to residents, businesses, and other stakeholders. GMP-3 also involved replacing 426 sanitary laterals, lining 745 laterals, and installing cleanouts at the right-of-way limit. Kiewit performed 38 point repairs based on mainline CCTV findings, ensuring successful segment lining.

This success stemmed from Kiewit’s role as the Prime Contractor, managing specialty subcontractors. Our team controlled the entire process—from analyzing CCTV findings and performing point repairs to delivering post-lining CCTV records to the City of Tampa.

Exhibit 7.2 | Tampa Pipes Project Examples



Tampa PIPES MH Installation



Tampa PIPES Mainline CIPP

The **second recommendation** to minimize construction disruption is prioritizing work along main corridors. Completing these key thoroughfares early will provide uninterrupted routes for residents, pedestrians, bikes, and businesses, ensuring smooth travel during construction. We propose starting with a “Phase 0” approach, focusing on streets requiring minimal work. **For example:**



1. Completing approximately 200 LF along NW 2nd Street at NW 8th Avenue will create a complete East/West thoroughfare through the project area.



2. Completing approximately 1,500 LF along NW 5th Avenue north of NW 2nd Street will establish a North/South route through the neighborhood, connecting Lake Ida Road to West Atlantic Avenue.



3. Completing approximately 3,000 LF along NW 10th Avenue will provide an additional North/South thoroughfare

Prioritizing these thoroughfares early—either as part of the Early Works GMP or at the start of full construction—provides significant benefits. It offers residents and businesses clear, uninterrupted routes through the neighborhood, reducing frustration and facilitating easier travel.

Extensive planning will ensure efficient execution, with coordination among Kiewit crews, subcontractors, the City, and local residents. Despite the project’s large scale, it will be managed in phases, focusing on smaller sections. This approach minimizes disruptions and ensures no single street is impacted for an extended period. By carefully coordinating each phase, the project aims to maintain accessibility and convenience for residents, pedestrians, bikes, and businesses. The project’s “Finish As We Go” philosophy will eliminate extended disruptions to travel routes and residents.

Lessons Learned on Tampa PIPES

A large differentiator from Kiewit and other Contractors is that we know how to work on the neighborhood streets. We have the expertise, and have learned a few tips:

- Early and Often Public Outreach
- Willingness to provide direct cell phone numbers of project staff to Residents
- Strategic Delivery routes of construction materials
- Just in Time delivery, minimizing storage in front of residents
- Outfitted F-250 trucks for crews to have all tools & materials at their finger tips (cutting down construction traffic)
- Have Project Management present to the community, no lip service, personnel who can take action needed
- Daily walk downs with City Inspectors, confirming punch list & work remaining street by street
- Detailed Scheduling, to be able to communicate the plan
- Extreme housekeeping, immaculate MOT & work area
- Doing the little things for each resident (small thing for us may be a big thing to them)
- Helping expedite third party utility repairs and relocations (internet, cable)
- Having additional street plates available for resident access
- Using temporary bypass for continuous water service
- Properly sizing our equipment fleet to work in the tight areas
- Identifying and establishing working relationships with the correct utility company contacts
- Bilingual team members to communicate with all neighbors and residents.

Exhibit 7.3 | Map of project area with “Phase 0” priorities



Previously completed by the city | Phase 0 Priorities | Roadways in project area | Alleys in project area

Operational Approach to Specific Scopes of the Project

Demolition

Significant demolition of existing sidewalks and driveways will be addressed during the Maintenance of Traffic (MOT) design development. Pedestrian Special Detours will be implemented in critical locations, including SD Spady Elementary School, Cason United Methodist Church, New Jerusalem Church of God, and local businesses, ensuring safe and uninterrupted pedestrian access.

Driveway reconstruction will be coordinated with homeowners and business owners to minimize disruption to daily ingress and egress. Communication will be provided well in advance, considering night or weekend work to complete this efficiently while accommodating property owners' needs.

Removal of underground utilities will be executed with precision to minimize stockpiling of unappealing materials, such as existing gravity sanitary sewer mains and drainage pipes. Kiewit is committed to environmental responsibility by recycling reusable materials whenever possible and ensuring proper disposal of non-recyclable materials. This approach supports sustainability goals and helps maintain a clean, organized worksite throughout the project.



MOT

Kiewit will collaborate with the City to design a Maintenance of Traffic (MOT) plan that minimizes public impact while ensuring safe construction operations. This plan will include temporary detours and lane closures along main corridors, gateway entry points, and intersections. We will maintain rigorous housekeeping, provide clear directions, and utilize **Phase 0** to complete the critical thoroughfares.

Advance public notices for closures and traffic restrictions will be communicated through various channels. We'll ensure alternate routes are available and maintain access to residences and businesses at all times.

Our dedicated Public Outreach firm will keep residents, transportation authorities, and businesses informed about upcoming closures, detours, and project progress. This proactive approach will maintain public confidence and support while efficiently achieving the project's goals.



Storm Drainage Work

One strategy involves relocating the drainage trunk line to the opposite side of the proposed underground utilities, away from the road crown. This could apply to streets such as Lee Street, Prospect Street, Washington Avenue, NW 1st Street, NW 13th Avenue, and NW 14th Avenue. Positioning the trunk line along the lane center would enable single-lane closures rather than full road closures, reducing traffic impacts during construction. This approach also offers long-term benefits by making future maintenance more efficient and less intrusive.

A key consideration in the drainage system's design will be the strategic placement of manholes. Manholes will be positioned outside vehicle wheel paths to reduce potential hazards and minimize wear. This placement ensures safer driving while optimizing both installation and future maintenance. By incorporating these strategies, the project aims to achieve an efficient, functional drainage system while maintaining public safety and minimizing disruptions to the community.

Waterline Work

Approximately 31,400 LF of new 4-8" watermain for potable and reclaimed water will be installed on this project. To minimize disruptions, waterline installation will be coordinated with drainage pipe installation, roadway reconstruction, and sidewalk improvements. During preconstruction, Kiewit will collaborate with the Baxter & Woodman, City representatives, and stakeholders to develop a comprehensive phasing and MOT plan.

Most waterline installations will occur under single-lane closures, with limited full road closures. Access to businesses and residences will be maintained at all times. Materials will be procured and stored in approved locations or brought in as needed to minimize our construction footprint, and housekeeping will be rigorously maintained. Laydown yards will reflect the highest standards as a direct reflection of the City.

Kiewit can self-perform or subcontract all waterline work, including dewatering. If required, dewatering will be self-performed or subcontracted to a qualified firm. A Project Environmental Coordinator will ensure Best Management Practices (BMPs) and proper dewatering practices are followed to maintain environmental compliance.

Waterline work will include the demolition of existing streets, curbs, and gutters. Waterline pipe, valves, and services will be installed, chlorinated, pressure, and BacT tested. Once cleared, meter tie-ins and permanent connections will be completed. The status from installation through clearance and final tie-in will be tracked and communicated to the City for transparency.

Tampa PIPES Waterlines

On Tampa PIPES, Kiewit is leading the construction of over 18 miles of new water mains and new single service connections for local residents and businesses. To minimize disruptions, the waterline installation is coordinated with other utility installations, reducing the need for elongating the project schedule. During Preconstruction, Kiewit developed a detailed construction schedule, and coordinated a comprehensive phasing and traffic control plan with our Design team, City representatives, our Public Outreach team, and other stakeholders. The City cannot afford another contractor to be selected for this Project.

Potential VE Opportunity: Kiewit has successfully completed trenchless waterline installation in crowded urban locations similar to the NW Neighborhood. Pre-chlorinated Pipe Bursting and Horizontal Directional Drill (HDD) provide alternatives to open trench construction which minimize resident impacts and reduce restoration limits. Kiewit has successfully subcontracted with Murphy Pipeline Contractors to install miles of trenchless waterline throughout the City of Tampa. Pipe Bursting and HDD eliminate up to 92% of excavation compared to traditional open cut methods of installation.

Quality Control: Kiewit's extensive QA/QC Program ensures a dedicated field engineer and QC manager are involved in every step of waterline installation. Our understanding of eliminating contamination potential and verifying approved pipe clearance before connections to the watermain systems and residences will provide the City with confidence in the final installation. Quality reviews and checklists will be integrated into every step from planning to construction to final connections.

Housekeeping & Laydown

Kiewit recognizes the importance of a clean worksite, both for efficient construction and due to the project's high visibility. Constant monitoring of the job site for trash and debris is essential to address resident concerns and complaints about construction activities.

Kiewit will establish laydown areas near the work for the pipe and ensure materials are kept within organized areas, preventing public and children from entering these zones. Only material scheduled for tight construction windows will be delivered to the site. Extra material and those scheduled for later installation will be kept off-site or coordinated with vendors for on-time delivery.

Sanitary Sewer Work

Kiewit's extensive experience with sanitary lining and repairs provides a strategic advantage in delivering efficient, high-quality solutions. By maintaining a self-perform crew alongside a sanitary lining subcontractor, Kiewit can address unexpected issues like blockages, collapses, or damaged mains in real time. This proactive approach allows for quick point repairs, ensuring continuous lining operations without interruptions.

This strategy eliminates the need for the specialty subcontractor to demobilize and remobilize, saving both time and costs while facilitating seamless completion of the entire scope of work. With over 41,000 LF of sanitary lining planned, the ability to perform point repairs as needed ensures all mains are lined as designed, without delays or inefficiencies.

The project will involve nearly 700 total sanitary laterals and cleanouts across three phases. To minimize impacts on residents, Kiewit will work closely with the Public Outreach team to communicate clearly and consistently, including:

- **Right of Entry Approvals:** Securing necessary permissions for work on private property through early, effective communication.
- **Scheduling Coordination:** Planning work to minimize disruption to residents' daily routines.
- **Resident Engagement:** Keeping residents informed about the scope of work, timelines, and restoration efforts to ensure transparency and build trust.

Kiewit understands that residents are the ultimate stakeholders in this project. Our team is committed to conducting repairs, installations, and restoration with minimal invasiveness, ensuring a positive experience for each resident. **Our goal is to turn every resident into a “Raving Fan” of both the City’s initiative and Kiewit’s performance, fostering goodwill and long-term community satisfaction.**

Flatwork

Flatwork restoration and improvements will serve as significant visual and functional milestones for the project, enhancing the aesthetic appeal and usability of public spaces. These improvements also play a critical role in effective stormwater management, ensuring the long-term resilience and functionality of the neighborhood’s infrastructure. Kiewit will meticulously coordinate final flatwork installations with the construction of underground systems, including watermain, sanitary sewer, and stormwater systems. This comprehensive, integrated approach will ensure seamless alignment between surface and subsurface elements, minimizing road and sidewalk closures and disruptions.

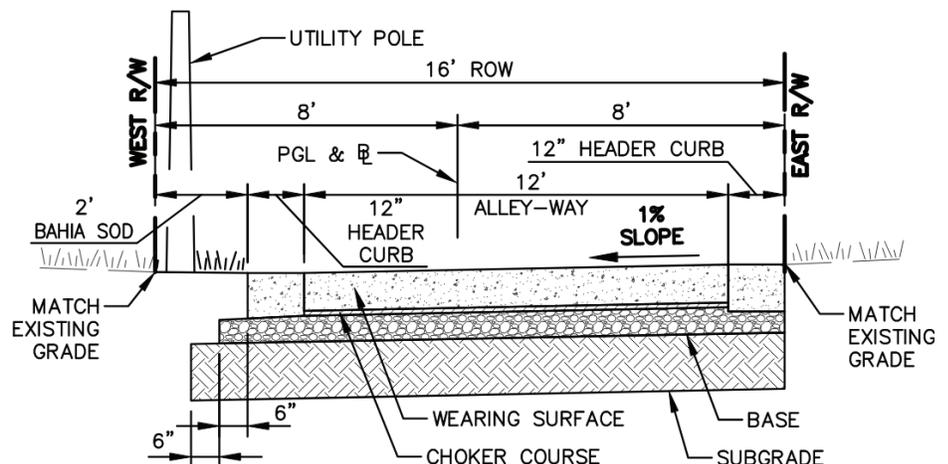
By phasing the delivery of neighborhood blocks, Kiewit will provide functional and visual benefits to the community at each stage of the project. This approach will deliver completed and restored areas more quickly, allowing residents to enjoy improved infrastructure and enhanced public spaces while construction continues in other areas.

Alleyway Permeable Pavement

Kiewit recognizes that installing approximately 2.0 miles of permeable concrete, which is guaranteed to reduce runoff, delay runoff onset, and improve water quality, requires collaboration with a Florida Concrete & Products Association accredited company. To ensure the highest quality installation, Kiewit has been in communication with both Homestead Concrete & Drainage and Homestead Paving Co., both of which have extensive experience with this type of application in The City of Delray Beach. Their expertise is valuable in ensuring that the project meets the necessary performance and durability standards.

As a result of our discussions, it was identified that the typical sections do not include a barrier between the Choker Course (1” AASHTO No. 57 Stone) and the Base Course. We want to bring this to your attention early on while also demonstrating our commitment to thoroughly reviewing the details and ensuring transparency throughout the process.

Exhibit 7.4 | Permeable Pavement Detail



PAVEMENT SPECIFICATIONS	
WEARING SURFACE	8" PERMEABLE CONCRETE (CONSTRUCTED PER ACI 522.1-B)
CHOKER COURSE	1" AASHTO NO. 57 STONE
BASE	6" UNIFORMLY GRADED AASHTO NO. 3 STONE
SUBGRADE	12" INSITU OR SUITABLE LEVEL SOIL COMPACTED TO MIN 95% MAX DRY DENSITY IN ACCORDANCE W/MODIFIED PROCTOR ASTM D1557

Roadway Work

Nearly 143,000 SY of roadway reconstruction will be performed across three phases once utility work is complete. During reconstruction, Kiewit will develop the phasing and MOT plan with Baxter & Woodman, City, and stakeholders. We anticipate single-lane closures with minimal full road closures requiring detours. However, access to facilities and residents will be maintained by optimizing MOT plans.

Once equipment is mobilized, demolition of the existing road will begin, followed by excavation and construction of embankments to new subgrade. This includes 12" of stabilized subgrade and 8" of limerock base. Curb and gutter will be installed, and sections of impacted driveways, including brick pavers, will be restored. Sidewalks and other flatwork will be installed to new elevations. Finally, the roadways will be paved with structural and friction course asphalt, followed by striping and additional new signage. The new roadway will integrate with the newly designed drainage infrastructure including swales and existing property elevations.

Traffic Calming Elements

Kiewit, working alongside Baxter & Woodman and the public outreach team, will provide a clear process for the implementation of the Complete Streets Concept Designs. There are approximately 130 traffic calming measures that will be integrated into the neighborhood corridor, please see **Exhibit 7.5** below. Improvements include sidewalk, upgraded school signage, pavement markings, and decorative pavement at neighborhood gateway entrances. We have developed a matrix from the RFQ that summarizes both the "High Priority" and Spot Improvement Recommendations for traffic calming measures.

Exhibit 7.5 | *Traffic Calming Elements*

TRAFFIC CALMING MEASURE	High Priority				Spot Improvement Recommendations				Total
	NW 3rd Ave	NW 4th Ave	NW 8th Ave	NW 10th Ave	Roosevelt Ave NW 13th Ave & NW 3rd St	NW 3rd St	NW 12th Ave	Lincoln Lane & Depot Ave	
Speed Hump	1	5	1	3	4	1	4		19
Raised Intersection	4		4	2					10
Raised Crosswalk								1	1
Decorative Pavement	1	1	1	2	1		1		7
Parking	4	6	4	5	4		1		24
School Zone Sign	8	4	4		1				17
Flashing School Zone Sign	2	2	6						10
Flashing Stop Sign					3				3
Landscaped Bulb-Out		4		5		4			13
Pavement Markings	6	5	4	5	4	2			26

Lighting / Signing / Striping

Kiewit will subcontract with an experienced electrical subcontractor for street light installations in local municipalities. Advanced planning and coordination of electrical infrastructure with flatwork and roadway installation will ensure final light fixtures are installed shortly after roadway construction is completed.

Temporary striping will be applied after each lift of pavement to maintain traffic control until final thermoplastic striping is completed. Timely delivery and installation of signage will be closely monitored to ensure all street signs are in place once MOT is removed and roadways are opened to the public.

Landscaping & Restoration

Kiewit will partner with an experienced local landscaping contractor to enhance the neighborhood's natural beauty with new plants and trees, seamlessly integrating with the community's aesthetic. If needed, Kiewit can self-perform or subcontract Right-of-Way (ROW) restoration near property lines. We will work closely with the Public Outreach team to communicate with residents, ensuring they are informed and confident in the restoration process.

Final property restoration—including sprinkler systems, sod, hardscapes, and landscaping—will be scheduled to follow utility and flatwork installations, minimizing disruption and accelerating improvements.

To support communication, **signs will be placed near active work zones with contact information**, allowing residents to inquire about restoration details and timelines. This strategy reduces inquiries to City Hall or community leaders, ensuring residents have direct access to project-specific information and support.

7.C. CMAR Requirements In The Scope Of Services

As an industry leader in specialized water infrastructure projects, Kiewit has driven the industry with our advocacy and history of alternative project delivery. With annual revenues exceeding \$17.1 billion, including over \$1B delivered through CMAR, our reputation is critical. Clients rely on our in-depth knowledge, resources, and commitment to maximizing collaborative benefits inherent to the alternative delivery model.

We self-perform a majority of the work, allowing greater control, reducing risks, ensuring on-time delivery, staying under budget, and achieving the highest quality. Kiewit has performed CMAR contracts since 2000 and completed over 600 contracts, establishing many repeat clients through continued success and partnership.

Kiewit will provide all services outlined in Sections 3.3.1 (Phase I: Pre-Construction Services) and 3.3.2 (Phase II: Construction Services) as detailed in the project scope. These services align with our extensive experience and expertise in delivering complex construction projects.

Our commitment during Pre-Construction includes, but is not limited to, the following:

Phase I: Pre-Construction Services

- 3.3.1.1 Review, coordinate, communicate the Project construction plan with Baxter & Woodman (B&W), the to be selected Owner's Representative, and the City.
- 3.3.1.2 Develop a Project estimate, where cost saving, value engineering, and constructability changes can be entered in real time and logged for coordination with Baxter and Woodman and the City.
- 3.3.1.3 Utilize P6 to further expand the already developed baseline schedule, in order to have an accurate roadmap of the Project from start to Finish
- 3.3.1.4 Use Bluebeam Studio to solicit comments and input from our Subject Matter Experts on the 60% design. This allows both Value Engineering and constructability reviews to occur at the same time.
- 3.3.1.5 Kiewit's InEight Estimate Software utilizes a work breakdown structure to facilitate bid-leveling and accurate estimate comparison. By eliminating the potential for scope gaps and incomplete estimates, Kiewit and the City can have confidence that the selected contractor will provide the best value for cost quality, and schedule.
- 3.3.1.6 InEight Estimate will be utilized to develop a thorough, Open Book Budget for the Project. As the design and project progresses this will be updated, and serve as the basis of the GMP along with the project schedule.
- 3.3.1.7 Kiewit will utilize BuildingConnected software to solicit appropriate and competitive bids from qualified subcontractors. In addition, Kiewit has a presence at South Florida contractor outreach events, giving the team access to hundreds of local contractors excited for the opportunity to continue and/or begin a relationship with Kiewit and the City of Delray Beach.
- 3.3.1.8 Third party utility owners, county, city, and FDOT, residents, and other stakeholder coordination is part of our every day processes and procedures. We will make sure to develop a required permit log, and will work toward acquiring those permits as expeditiously as possible.
- 3.3.1.9 Compiling our estimate with the detailed schedule, and our proposal including qualifications and clarifications will serve as our GMP proposal for the City's review and approval.
- 3.3.1.10 Kiewit can tap into resources in our company who can explore alternative funding if the City would like the assistance in finding grants.

Project Communication

Kiewit understands project success relies on collaborative efforts, building trust with open, frequent, and effective communication. Our management practices include a zipper plan, executive partnering meetings, workshops, and discipline-specific meetings. We will work with the City to develop and implement a Project Communications Plan that ensures effective information delivery, keeps the team informed, and resolves issues quickly. The Plan will maintain a consistent meeting schedule using project management tools for real-time, detailed information sharing.

Exhibit 7.6 | Zipper Plan



Partnering Kickoff Workshop: This meeting will involve the City and Baxter & Woodman to understand the work done to-date, discuss challenges, and provide solutions. It will promote collaboration, trust, and partnership, reaffirming everyone's commitment to the Project goals. The Project Schedule and Major Milestones will be reviewed collaboratively, including discussions about review processes, design input, communication lines, and key protocols.

Design Collaboration

Kiewit achieves true collaboration by understanding the CMAR role during design/preconstruction, actively participating, listening, and being a team player. The CMAR contract model supports design development by providing timely feedback for decision making. We will actively participate in structured workshops for constructability reviews and value engineering. Day-to-day interaction, whether face-to-face or remotely, will fully engage our core preconstruction team. Key team members will co-locate with Baxter & Woodman if preferred, while additional staff will attend in-person or via Microsoft Teams as needed. Face-to-face interaction is preferred for preconstruction services and building teamwork.

Our team provides input through formal and informal reviews, trade-off cost and schedule analysis, and guiding the design for cost-effective means and methods. Early in the project, we will develop and continuously update an integrated design, preconstruction, and construction schedule. Kiewit will work with the Baxter & Woodman to create this fully integrated schedule, clearly detailing relationships between key aspects and responsible parties. As the CMAR Contractor, Kiewit provides cost, constructability, and schedule input to the Baxter & Woodman to maximize efficiency, minimize risk, and reduce costs in the final design. Our collaborative and coordinated approach will streamline the Design, GMP Establishment, and Construction.

Value Engineering and Innovative Concepts

Kiewit excels in CMAR delivery, partnering with the City and Baxter & Woodman. We confidently implement value engineering techniques to impact major cost drivers, providing savings and other benefits. Our collaboration with Kiewit Infrastructure Engineers (KIE) differentiates us, allowing for expert analysis of value engineering (VE) options. Together with the City and Designers, we evaluate and analyze all alternatives, understanding the cost, schedule, and risk of each VE item for informed decisions. VE items will be tracked in a shared file for the City to see updated cost reductions.

Despite the advanced design stage, we've identified value engineering solutions and innovative concepts to reduce overall cost and future maintenance.

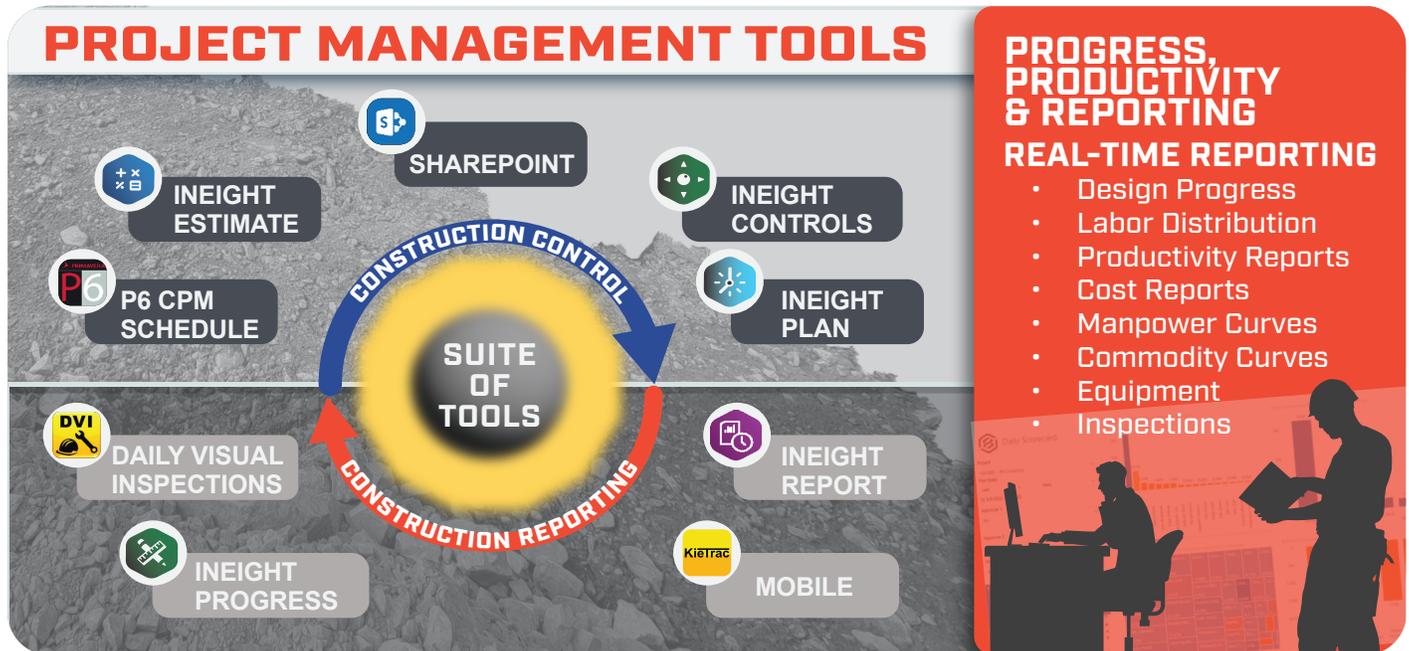
- CIPP Lining additional sanitary and storm lines to extend the life expectancy of lines intended to remain.
- Fiberglass Manholes instead of Precast
- HDD & Pipeburst pipeline installation where reconstruction of the road is not required.

GMP Development

Our Cost Model is built utilizing Kiewit's proprietary and industry marketed estimating system- InEight Estimate, offering the City transparency, accuracy, and flexibility with a level of detail that enables a thorough project estimate with no surprises. **Exhibit 7.7** highlights our proprietary suite of InEight project management tools.

We will lead upfront estimate coordination with the City to ensure InEight Estimate will be perfectly aligned with the City's document management system. This will ensure accurate summary levels of detail, such as operational labor, equipment, material, subcontractor cost, and production information, which will aid in estimate comparisons during the establishment of the GMP at each interval as well as establishing the Project's schedule of values. This information can be filtered by work discipline, and project location, with different scenarios loaded into our preconstruction schedule in real-time for forecasting purposes.

Exhibit 7.7 | InEight Project Management Tools



Our method to ensure up-to-date GMPs is to keep the estimate as real-time as possible. Our preconstruction team will continually update the cost model as the design evolves. Immediately upon preconstruction award, our team will provide an early baseline GMP estimate. The baseline estimate will be developed based on the current design and will provide many benefits to the City, including:

- Allows for early alignment between Kiewit and the City estimate, which will streamline future GMP reviews.
- Helps the team identify, “where the money is at” so the team can focus on cost reduction ideas that will have the biggest impact and aids in decision making
- Future VE items can be compared to the baseline estimate to keep a running total of project savings
- The City can begin early planning for funding of the Project

As the design progresses, we will update the baseline estimate and provide a final GMP Estimate. We will divide the GMP into multiple packages to be awarded separately and will assist in awarding the work packages.

Our commitment during Construction includes, but is not limited to, the following:

Phase II: Construction Services

- 3.3.2.1** Make sure that the proper Payment and Performance Bonds are in place for the full value of the GMP, and ensuring that all subcontractors provide acceptable insurance certificates per the contract.
- 3.3.2.2** Track all required permits, coordinate with all of the authorities having jurisdiction, ensure they are obtained timely, and managing both self verification quality control as well as third party testing & inspections.
- 3.3.2.3** Utilize Kiewit's proven schedule management processes to ensure a timely delivery of the project. Including monthly updates to the P6 schedule including a narrative. Kiewit will provide a monthly schedule narrative and P6 Schedule update to ensure the City and Stakeholders are aware of Project Progress throughout construction.
- 3.3.2.4** Lead reoccurring progress and coordination meetings with all stakeholders throughout the life of the project.
- 3.3.2.5** Overly communicate the project schedule, and plan of construction with residents, businesses, and third party utility owners.

- 3.3.2.6** Ensure properly staffed, and experienced MOT supervision, who will maintain a consistent, safe, and reliable MOT plan following the requirements of the City and the Contract.
- 3.3.2.7** Follow Kiewit’s ISO 9001 approved quality control program, which includes self verification of the construction activities ensuring we are meeting the contract requirements. Additionally full complete as-builts of all of the utility installation and roadway construction will be provided. As-builts will be submitted as work progresses to allow the City to update internal records and GIS in a timely manner.
- 3.3.2.8** Develop and execute a commissioning plan, making sure that all warantees, manuals, training and final completion is achieved to the satisfaction of the City
- 3.3.2.9** Complete walk throughs timely as the work progresses along each street, and close out any punch lists as we go. Attack close out from the start of the project.
- 3.3.2.10** Kiewit will follow our standard processes and procedures while managing this project, preforming all of the project management effort including being a problem solver for the City all while keeping the City aware of the progress of the Construction.
- 3.3.2.11** Kiewit will manage the GMP with transparency and open book communication with the City. GMP updates will occur monthly and will be a topic at progress meetings, so there will be no surprises in the progression of the GMP spending.

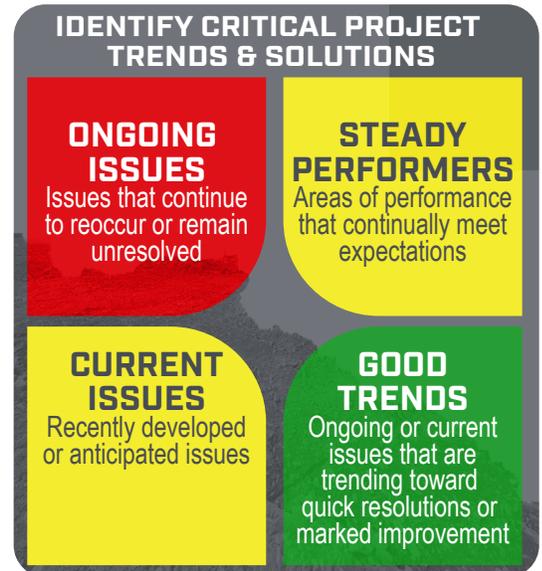
Kiewit will ensure a smooth transition from preconstruction to construction through team continuity. Brad Williamson will serve as Project Director, with Fabricio Cedillo as Construction Manager for both phases. Project Manager Joe Pescatore will lead the efforts alongside Lead Estimator Abby Connor. Fabricio Cedillo will lead our Superintendents, Mark Thomas and Luke Gutshall, in constructability reviews during preconstruction, then transition to construction. We will build on preconstruction momentum, communicating project knowledge and expectations to any new construction personnel. Partnering and collaboration with the City and the project team will continue as we work diligently towards achieving all scopes of services described in the RFP for successful completion.

Communication

Project communication during construction will involve various formal and informal techniques, including daily coordination/status updates (in-person, phone, or email) and complete access to Kiewit’s Collaborative Document Management System powered by InEight. Weekly progress reports and client progress meetings, monthly progress reports, and executive check-in meetings with the City of Delray Beach and Kiewit Regional Area Manager will ensure everyone stays informed. Kiewit will also provide meeting support as necessary, including public information, City Commission updates, permitting, and other stakeholder meetings.

During construction, the Four Square Matrix, used on all our projects, will be utilized as a project-wide communication tool at weekly and monthly meetings. Our clients find great value in implementing this tool to discuss, assign action, and address specific project concerns as they arise. The Four Square Matrix recognizes positive project attributes and tracks the evolution of project topics as they move from a challenge to success over time. Kiewit will implement this process, updated in a group setting on a minimum monthly basis, as a valuable team communication tool throughout the project’s life-cycle.

Exhibit 7.8 | Four Square Matrix



Safety Program and EMR

Safety is our top priority, with each safety plan tailored to the specific job. **Kiewit has an industry-leading EMR of .55, well below the industry average of 1.0**, and is recognized for our outstanding safety record and numerous awards.

Our project teams, including subcontractors, implement stringent safety practices that exceed industry standards to protect everyone on site. Team members follow site-specific practices detailed in the safety plan and participate in training and on-site safety meetings to enhance their understanding of safety procedures.

We believe accidents happen when someone is unaware or unconcerned about working in an unsafe manner. Our approach addresses these root causes by emphasizing training on hazards and precautionary steps, and by caring for every team member, focusing on the importance of safety and personal loss when someone gets hurt. Public safety is paramount in any complete street construction project where the well-being of pedestrians, cyclists, and motorists is at stake. Kiewit is committed to creating a safe environment that will not only protect the public but also foster trust and confidence in our work.

Exhibit 7.9 | Kiewit's Safety Culture



Environmental Management

To ensure adherence to the Environmental Management System, Kiewit conducts ongoing training in spill prevention and control, waste management, air quality, and process water management. The Home Office Environmental Department provides annual training and periodic webinars for Environmental Managers. Environmental Managers then train district employees on all areas of environmental compliance, including regulatory required training associated with permits and registrations.

Environmental Managers will ensure Project Environmental Coordinators are trained before project appointment. The Project Environmental Coordinator will train project staff, craft, and subcontractor employees through new hire orientation and frequent toolbox meetings.

Quality Management

Our quality management approach is structured to perform construction at a high level of quality that promotes both sustainability and maintainability. To achieve this, the Kiewit Team will develop and implement a Quality Management Plan (QMP), which will outline how we intend to meet the City's expected quality objectives. Every operation will follow three steps – Work Plans, Pre- Activity Meetings, and Play-of-the-Day Meetings.



Work Plans: The construction team will review construction documents to develop a Work Plan, clearly defining our plan to build the work. Details from the construction documents, such as material type, testing frequency, hold points, and tolerances, will be referenced in the Work Plan to ensure full compliance with the construction documents.



Pre-Activity Meetings: Prior to the start of any operation, a Pre-Activity Meeting will be held with the City, Baxter and Woodman, inspectors, and construction supervisors for all new scope or operations throughout the life of the project.



Play-of-the-Day Meetings: These meetings will be held to coordinate City staff, quality control staff, and the project team to discuss construction activities to be completed each day.

At the beginning of the project, we will hold training to ensure that the entire project team, including subcontractors, understands the requirements of the QMP.

All project personnel is trained to follow the core principles of implementing the QMP, such as:

- Individuals in work functions perform their tasks with a personal commitment to achieving the project quality requirements.
- Employees are empowered and responsible for ensuring the quality of their work.
- Supervisors are accountable for ensuring that each crew member has the training, skills, and tools to produce quality work.

The concept of doing the job “**Right the First Time, Every Time**” is instilled and reinforced through supervision and training.

Self-Perform Plan

Kiewit has the ability, equipment, and experience to self-perform most major operations. We typically self-perform operations that are schedule-critical or where we can provide cost savings. Kiewit self-performing critical operations allows a substantial greater sense of schedule certainty, and more directly allows Kiewit and

the City to control the critical path of the schedule. We evaluate our cost competitiveness with subcontractors in order to give clients the best value. Multiple competitive bids are received and evaluated by the client on the work we compete on to self-perform. Kiewit is committed to ensuring best value on every project when it comes to self-performing and subcontracting.

Subcontracting Plan

While Kiewit can self-perform a majority of this work, we recognize the importance of local subcontractor involvement. Below is an initial list of potential subcontractors we will solicit during the Pre-Construction process. Kiewit identifies subcontracting opportunities by scope, ensuring safety, quality, and compliance while preserving the best value for the City.

Scope	Potential Subcontractors		
MOT	Bob's Barricades	Acme Barricades	Arrive Alive Traffic Control
Roadway/Roadway Demolition	Weekley Asphalt Paving	Roadway Construction	Gencon Partners.
Stormwater/Sanitary Sewer/ Water Main Installation	Murphy Pipeline Contractors	David Mancini & Sons.	Ric-Man Construction Florida.
Sanitary Lining	Insituform	Shenandoah	Blue Works Company
Man Hole Rehabilitation	Shenandoah	Atlantic Pipe Services	HK Solutions Group
Landscaping & Irrigation	Arazoza Bros	VisualScape	Dias Brothers Landscape Services
Asphalt Paving	Halley Engineering Contractors	General Asphalt	Community Asphalt Corporation
Flat Work	Roadway Construction	Homestead Concrete and Drainage	V&G Construction Solutions
Signage	Complete Highway Identity.	Safety Systems Barricades	Acme Barricades
Pavement Markings	Road Runner	Acme Barricades	McShea Contracting
Signals & Lighting	Conti	Under Power Electric	AUM Construction



Schedule: Subcontract scopes are integrated into the baseline schedule and closely monitored. Schedule requirements and milestone dates are included in the subcontract bid package and subcontract. We monitor subcontractor performance daily, developing action plans if an activity falls behind. Actions may include additional resources, extended hours, management involvement, supplemental crews, weekend work, or re-sequencing.



Cost Control: Kiewit leverages lessons learned to support subcontractors with common issues like financial challenges, scope and change order management, and safety and quality performance. Subcontractor scope and quotes will include the costs for the life of the Project, eliminating any concerns with escalations or additional costs for that scope.



Quality: We proactively ensure high quality from our subcontractors. Subcontractor scopes are integral to the Project's QMP. Pre-activity meetings address quality hold points and inspection/testing procedures before operations begin. Our on-site quality control team inspects subcontractor work to ensure compliance with design and project specifications before permanent material placement. Quality expectations are communicated prior to selection and verified during construction.



Safety: Subcontractors receive the same safety training as Kiewit employees. A mandatory site safety and expectations orientation is provided to all employees before starting work. Project-specific hazards, including traffic and human equipment interface, are clearly communicated. Subcontractors must prepare hazard analyses for each operation, hold daily toolbox meetings, and attend monthly project-wide safety meetings.



Compliance: Subcontractors are trained on compliance, including environmental, erosion control, and hazardous materials. They understand requirements for adequate erosion control and proper steps to mitigate potential impacts on environmentally sensitive elements. Subcontractors are held to the same high expectations as Kiewit employees for overall project compliance.

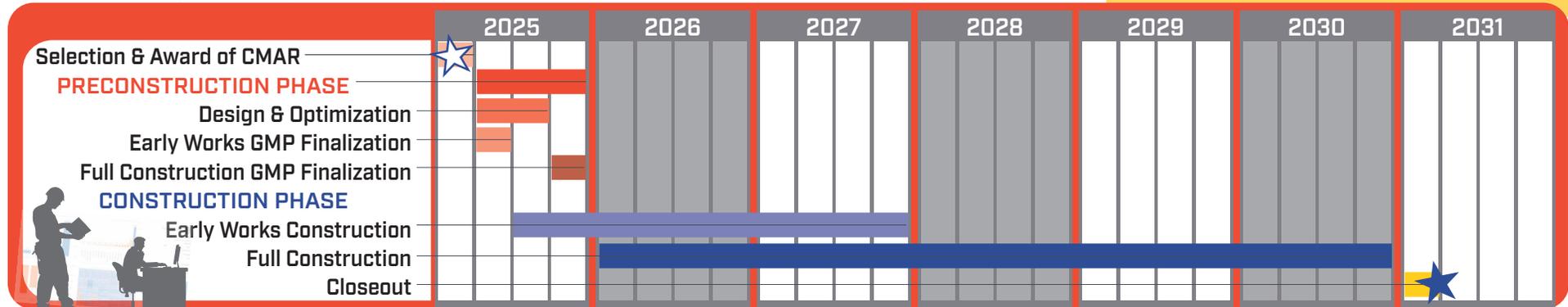
7.D. Schedule

Our team will develop a cost- and resource-loaded Primavera P6 CPM schedule in collaboration with the City, Baxter & Woodman, the City’s representative, and our subcontractors, integrating all design, permitting, construction, and handover activities. This schedule will efficiently phase and structure work to meet the City’s timeline for completion.

The baseline schedule will be developed as the first task during the Preconstruction Phase and updated monthly. This detailed schedule will serve as the basis for each GMP proposal (Early Works & Full Construction) and will be priced and resource-loaded to reflect the agreed-upon GMP amounts and goals. **Exhibit 7.10** represents a Project Summary Schedule, with the preliminary CPM shown on **Pages 66-67**. Kiewit is confident in its ability to deliver this project ahead of schedule.

The summary schedule is based on our preliminary understanding of the RFP and common anticipated tasks and activities performed during in CMAR preconstruction. Upon award, we will work with the City and Baxter & Woodman to agree on the critical activities/durations ensuring an on-time construction start.

Exhibit 7.10 | Project Summary Schedule



The summary schedule is based on our preliminary understanding of the RFP and common anticipated tasks and activities performed during CMAR preconstruction. Upon award, we will work with the City and Baxter and Woodman to agree on critical activities and durations, ensuring an on-time construction start.

Kiewit prides itself on the ability to accurately plan and execute our work. This starts with a detailed schedule. These processes and tools are we how we do business. The following scheduling tools are utilized during construction to ensure the project is on track:

Schedule Approach

<p>P6 SCHEDULE Kiewit uses the most current software available to track our construction schedule. Our scheduling software is P6 release 16.2. This version is a web-based software that operates in the Cloud, which provides greater flexibility to manage projects. Our schedule is updated and monitored on a weekly basis and is used as the foundation for all other scheduling on the Project. We include all major submittals, procurement, permitting and design tasks in our P6 schedule so that we never lose sight of critical schedule tasks.</p> 	<p>90-DAY SCHEDULE Updated monthly and led by our construction manager Fabricio Cedillo, the P6 schedule breaks down the overall project schedule into a 90-day look-ahead that identifies critical submittals, material procurement, major phasing or traffic switches, construction operations, resources needed, and any potential conflicts so they can be mitigated early.</p> 	<p>FOUR-WEEK LOOK-AHEAD At each Client meeting, Kiewit will provide a detailed four-week look-ahead. This provides the entire Team with the opportunity to coordinate and communicate about any upcoming design reviews, comment resolution meetings, package submittal dates, pre-activity meetings, inspection resources coordination, etc. This schedule is updated and reviewed on a weekly basis.</p> 	<p>HOUR-BY-HOUR SCHEDULES Our team uses hour by hour schedules for critical shutdown operations. Several months ahead of operations impacting major roadways, or critical access points for residents and businesses, our team will develop this hourly schedule in collaboration with the City, subcontractors and project stakeholders. These hourly schedules include every project detail, full staff and craft coverage, Plan B and C options in case of change, backup equipment and craft, and we adjust resources as needed during the shutdowns to keep the project on track.</p> 	<p>PLAY-OF-THE-DAY Our field personnel meet daily with all individual disciplines and subcontractors to coordinate the next day’s operations. This will be the opportunity to confirm inspections and testing requested at the four-week look-ahead. We will continuously develop, manage, and communicate the schedule and critical path throughout construction with regular meetings and reviews. These meetings are crucial for team coordination, engagement, communication, and mitigating sequencing change effects on the overall project.early.</p> 
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7.E. Location

The work will be performed within the specified project limits: south of Lake Ida Road, west of Swinton Avenue, north of West Atlantic Avenue, and east of I-95. This includes all work performed by Kiewit and any Sub-Consultants involved in the project. During the Preconstruction phase our staff will be located at our Ft Lauderdale office, **6301 NW 5th Way, Suite 3200 Ft Lauderdale, FL 33309**. During Construction we will rent a project office for our staff to be adjacent to the work.

7.F. Proposer Shall Thoroughly Explain:

Kiewit's philosophy prioritizes a dedicated approach to project staffing. Team members assigned to the project will be fully dedicated to this specific effort, with no responsibilities for other projects or operations. This ensures focused attention, seamless coordination, and consistent availability for the City and all stakeholders.

Once progress meetings are scheduled, Kiewit is committed to attending every pre-scheduled meeting without exception. Furthermore, Joe Pescatore, acting as Project Manager, will serve as the City's single point of contact, ensuring clear and consistent communication throughout the project. As previously discussed, open and transparent communication is a core value of Kiewit, and our team will be available after hours and on weekends as needed to address concerns from the City or residents.

Whether meetings are held at City Hall (100 NW 1st Ave), Swinton Operations Center (434 South Swinton Ave), Baxter and Woodman's West Palm Beach office, or at the project office once established, Kiewit is fully committed to attending in person. In addition, our team is equipped with full technology capabilities, including Microsoft Teams, email, video conferencing, and telephone conferencing, to accommodate meeting attendees and facilitate seamless communication when in-person attendance is not feasible.

Delray Beach City Northwest Neighborhood Improvements Estimate CPM

Estimate Schedule WBS Layout PDF

Print: 27-Jan-25 07:49

Activity ID	Activity Name	Original Duration	Start	Finish	Total Float	2025 2026 2027 2028 2029 2030 2031																																																																																			
						2025												2026												2027												2028												2029												2030												2031											
						Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4																																																
SUM-LOE.2	Third Party Utility Coordination (LOE)	120.00	09-Sep-25	06-Jan-26	33.00	[Gantt bar for Third Party Utility Coordination (LOE)]																																																																																			
SUM-LOE.3	Maintenance of Traffic Phase 1 (LOE)	580.00	23-Oct-26	24-May-28	0.00	[Gantt bar for Maintenance of Traffic Phase 1 (LOE)]																																																																																			
SUM-LOE.4	Maintenance of Traffic Phase 2 (LOE)	435.00	25-May-28	02-Aug-29	0.00	[Gantt bar for Maintenance of Traffic Phase 2 (LOE)]																																																																																			
SUM-LOE.5	Maintenance of Traffic Phase 3 (LOE)	494.00	03-Aug-29	09-Dec-30	0.00	[Gantt bar for Maintenance of Traffic Phase 3 (LOE)]																																																																																			
PHASE 0						22-Oct-26, PHASE 0																																																																																			
CON.P0.1	Complete Improvements NW 2nd St & NW 8th Ave Intersection	30.00	24-Mar-26	04-May-26	0.00	[Gantt bar for Complete Improvements NW 2nd St & NW 8th Ave Intersection]																																																																																			
CON.P0.2	Complete NW 5th Ave Improvements (NW 2nd St to Lake Ida Rd)	60.00	05-May-26	29-Jul-26	0.00	[Gantt bar for Complete NW 5th Ave Improvements (NW 2nd St to Lake Ida Rd)]																																																																																			
CON.P0.3	Complete NW 10th Ave Improvements (W Atlantic Ave to Lake Ida Rd)	120.00	05-May-26	22-Oct-26	0.00	[Gantt bar for Complete NW 10th Ave Improvements (W Atlantic Ave to Lake Ida Rd)]																																																																																			
PHASE 1						24-May-28, PHASE 1																																																																																			
Northwest Section						24-May-28, Northwest Section																																																																																			
CON.P1.1	Roadway DEMO P1	36.00	23-Oct-26	18-Dec-26	0.00	[Gantt bar for Roadway DEMO P1]																																																																																			
CON.P1.2	Storm Pipe & Structures Demo P1	28.00	21-Dec-26	03-Feb-27	13.00	[Gantt bar for Storm Pipe & Structures Demo P1]																																																																																			
CON.P1.6	Sanitary Main Demo & Install P1	10.00	21-Dec-26	06-Jan-27	0.00	[Gantt bar for Sanitary Main Demo & Install P1]																																																																																			
CON.P1.8	Potable Water Mains P1	125.00	21-Dec-26	01-Jul-27	15.00	[Gantt bar for Potable Water Mains P1]																																																																																			
CON.P1.3	Storm Pipe P1	53.00	05-Jan-27	25-Mar-27	13.00	[Gantt bar for Storm Pipe P1]																																																																																			
CON.P1.4	Storm Structures P1	119.00	05-Jan-27	06-Jul-27	13.00	[Gantt bar for Storm Structures P1]																																																																																			
CON.P1.5	Storm Exfiltration Trench P1	130.00	07-Jan-27	26-Jul-27	0.00	[Gantt bar for Storm Exfiltration Trench P1]																																																																																			
CON.P1.7	Sanitary Laterals & Cleanouts P1	86.00	07-Jan-27	17-May-27	44.00	[Gantt bar for Sanitary Laterals & Cleanouts P1]																																																																																			
CON.P1.10	Roadway Subgrade P1	100.00	24-Feb-27	26-Jul-27	0.00	[Gantt bar for Roadway Subgrade P1]																																																																																			
CON.P1.9	Reclaimed Water Mains P1	75.00	11-Mar-27	01-Jul-27	15.00	[Gantt bar for Reclaimed Water Mains P1]																																																																																			
CON.P1.14	Alleyway Permeable Pavement P1	29.00	07-Jul-27	19-Aug-27	114.00	[Gantt bar for Alleyway Permeable Pavement P1]																																																																																			
CON.P1.11	Flatwork Curb & Valley Gutter P1	100.00	27-Jul-27	03-Jan-28	0.00	[Gantt bar for Flatwork Curb & Valley Gutter P1]																																																																																			
CON.P1.12	Flatwork Sidewalk & Driveways P1	120.00	27-Jul-27	02-Feb-28	10.00	[Gantt bar for Flatwork Sidewalk & Driveways P1]																																																																																			
CON.P1.15	Lighting P1	45.00	27-Jul-27	05-Oct-27	85.00	[Gantt bar for Lighting P1]																																																																																			
CON.P1.13	Asphalt P1	30.00	04-Jan-28	17-Feb-28	0.00	[Gantt bar for Asphalt P1]																																																																																			
CON.P1.16	Traffic Calming Elements P1	65.00	03-Feb-28	09-May-28	10.00	[Gantt bar for Traffic Calming Elements P1]																																																																																			
CON.P1.18	Irrigation Improvements P1	45.00	03-Feb-28	10-Apr-28	10.00	[Gantt bar for Irrigation Improvements P1]																																																																																			
CON.P1.17	Signing & Striping P1	20.00	18-Feb-28	20-Mar-28	0.00	[Gantt bar for Signing & Striping P1]																																																																																			
CON.P1.19	Landscape Restoration P1	65.00	18-Feb-28	24-May-28	0.00	[Gantt bar for Landscape Restoration P1]																																																																																			
PHASE 2						02-Aug-29, PHASE 2																																																																																			
Southwest Section						02-Aug-29, Southwest Section																																																																																			
CON.P2.1	Roadway DEMO P2	36.00	25-May-28	21-Jul-28	0.00	[Gantt bar for Roadway DEMO P2]																																																																																			
CON.P2.2	Storm Pipe & Structures Demo P2	25.00	24-Jul-28	30-Aug-28	16.00	[Gantt bar for Storm Pipe & Structures Demo P2]																																																																																			
CON.P2.3	Sanitary Main Demo & Install P2	10.00	24-Jul-28	07-Aug-28	0.00	[Gantt bar for Sanitary Main Demo & Install P2]																																																																																			
CON.P2.4	Potable Water Mains P2	60.00	24-Jul-28	24-Oct-28	30.00	[Gantt bar for Potable Water Mains P2]																																																																																			
CON.P2.5	Storm Pipe P2	21.00	04-Aug-28	06-Sep-28	16.00	[Gantt bar for Storm Pipe P2]																																																																																			
CON.P2.6	Storm Structures P2	66.00	04-Aug-28	14-Nov-28	16.00	[Gantt bar for Storm Structures P2]																																																																																			
CON.P2.7	Storm Exfiltration Trench P2	80.00	08-Aug-28	12-Dec-28	0.00	[Gantt bar for Storm Exfiltration Trench P2]																																																																																			
CON.P2.8	Sanitary Laterals & Cleanouts P2	77.00	08-Aug-28	07-Dec-28	3.00	[Gantt bar for Sanitary Laterals & Cleanouts P2]																																																																																			
CON.P2.10	Roadway Subgrade P2	60.00	08-Sep-28	12-Dec-28	0.00	[Gantt bar for Roadway Subgrade P2]																																																																																			
CON.P2.9	Reclaimed Water Mains P2	22.00	21-Sep-28	24-Oct-28	30.00	[Gantt bar for Reclaimed Water Mains P2]																																																																																			
CON.P2.12	Flatwork Curb & Valley Gutter P2	70.00	13-Dec-28	30-Mar-29	0.00	[Gantt bar for Flatwork Curb & Valley Gutter P2]																																																																																			
CON.P2.13	Flatwork Sidewalk & Driveways P2	90.00	13-Dec-28	30-Apr-29	0.00	[Gantt bar for Flatwork Sidewalk & Driveways P2]																																																																																			
CON.P2.11	Alleyway Permeable Pavement P2	23.00	13-Dec-28	19-Jan-29	67.00	[Gantt bar for Alleyway Permeable Pavement P2]																																																																																			
CON.P2.14	Lighting P2	45.00	13-Dec-28	22-Feb-29	45.00	[Gantt bar for Lighting P2]																																																																																			
CON.P2.15	Asphalt P2	18.00	04-Apr-29	30-Apr-29	0.00	[Gantt bar for Asphalt P2]																																																																																			
CON.P2.16	Traffic Calming Elements P2	50.00	01-May-29	17-Jul-29	0.00	[Gantt bar for Traffic Calming Elements P2]																																																																																			
CON.P2.17	Signing & Striping P2	20.00	01-May-29	30-May-29	0.00	[Gantt bar for Signing & Striping P2]																																																																																			
CON.P2.18	Irrigation Improvements P2	35.00	01-May-29	22-Jun-29	0.00	[Gantt bar for Irrigation Improvements P2]																																																																																			
CON.P2.19	Landscape Restoration P2	60.00	01-May-29	02-Aug-29	0.00	[Gantt bar for Landscape Restoration P2]																																																																																			
PHASE 3						09-Dec-30, PHASE 3																																																																																			
Eastern Section						09-Dec-30, Eastern Section																																																																																			
CON.P3.1	Roadway DEMO P3	25.00	03-Aug-29	11-Sep-29	0.00	[Gantt bar for Roadway DEMO P3]																																																																																			
CON.P3.2	Storm Pipe & Structures Demo P3	10.00	12-Sep-29	27-Sep-29	32.00	[Gantt bar for Storm Pipe & Structures Demo P3]																																																																																			
CON.P3.3	Sanitary Main Demo & Install P3	20.00	12-Sep-29	11-Oct-29	46.00	[Gantt bar for Sanitary Main Demo & Install P3]																																																																																			
CON.P3.4	Potable Water Mains P3	55.00	12-Sep-29	06-Dec-29	0.00	[Gantt bar for Potable Water Mains P3]																																																																																			
CON.P3.5	Storm Pipe P3	80.00	25-Sep-29	30-Jan-30	32.00	[Gantt bar for Storm Pipe P3]																																																																																			
CON.P3.8	Storm Structures P3	70.00	10-Oct-29	30-Jan-30	32.00	[Gantt bar for Storm Structures P3]																																																																																			
CON.P3.6	Sanitary Laterals & Cleanouts P3	54.00	12-Oct-29	08-Jan-30	46.00	[Gantt bar for Sanitary Laterals & Cleanouts P3]																																																																																			
CON.P3.7	Reclaimed Water Mains P3	30.00	22-Oct-29	06-Dec-29	0.00	[Gantt bar for Reclaimed Water Mains P3]																																																																																			
CON.P3.9	Storm Exfiltration Trench P3	51.00	08-Nov-29	30-Jan-30	32.00	[Gantt bar for Storm Exfiltration Trench P3]																																																																																			
CON.P3.10	Roadway Subgrade P3	65.00	07-Dec-29	20-Mar-30	0.00	[Gantt bar for Roadway Subgrade P3]																																																																																			
CON.P3.11	Alleyway Permeable Pavement P3	23.00	14-Feb-30	20-Mar-30	110.00	[Gantt bar for Alleyway Permeable Pavement P3]																																																																																			
CON.P3.12	Flatwork Curb & Valley Gutter P3	90.00	21-Mar-30	06-Aug-30	0.00	[Gantt bar for Flatwork Curb & Valley Gutter P3]																																																																																			
CON.P3.14	Lighting P3	45.00	21-Mar-30	24-May-30	65.00	[Gantt bar for Lighting P3]																																																																																			
CON.P3.13	Flatwork Sidewalk & Driveways P3	80.00	04-Apr-30	06-Aug-30	20.00	[Gantt bar for Flatwork Sidewalk & Driveways P3]																																																																																			
CON.P3.15	Asphalt (Excludes Friction Course) P3	20.00	07-Aug-30	05-Sep-30	0.00	[Gantt bar for Asphalt (Excludes Friction Course) P3]																																																																																			
CON.P3.16	Traffic Calming Elements P3	60.00	06-Sep-30	09-Dec-30	0.00	[Gantt bar for Traffic Calming Elements P3]																																																																																			
CON.P3.18	Signing & Striping P3	20.00	06-Sep-30	07-Oct-30	0.00	[Gantt bar for Signing & Striping P3]																																																																																			
CON.P3.17	Irrigation Improvements P3	35.00	06-Sep-30	29-Oct-30	0.00	[Gantt bar for Irrigation Improvements P3]																																																																																			
CON.P3.19	Landscape Restoration P3	60.00	06-Sep-30	09-Dec-30	0.00	[Gantt bar for Landscape Restoration P3]																																																																																			
Close Out						08-Feb-31																																																																																			
CO.1	Punchlist / Demobilize	60.00	11-Dec-30	08-Feb-31	0.00	[Gantt bar for Punchlist / Demobilize]																																																																																			

4.2.8. ATTACHMENTS

ACKNOWLEDGEMENT OF ADDENDA

Please complete Part I or Part II, as applicable

PART I:

List below the dates of issue for each addendum received in connection with this solicitation:

- Addendum #1, Dated 01/15/2025
- Addendum #2, Dated 01/21/2025
- Addendum #3, Dated 01/29/2025
- Addendum #4, Dated _____
- Addendum #5, Dated _____
- Addendum #6, Dated _____
- Addendum #7, Dated _____
- Addendum #8, Dated _____
- Addendum #9, Dated _____
- Addendum #10, Dated _____

PART II:

NO ADDENDUM WAS RECEIVED IN CONNECTION WITH THIS SOLICITATION

Kiewit Infrastructure South Co.

Firm Name



Signature

Timothy J. Cleary | Senior Vice President

02/05/2025

Date

PROPOSAL SUBMITTAL SIGNATURE PAGE

By signing this Proposal, the Proposer certifies that it satisfies all legal requirements as an entity to do business with the City, including all Conflict of Interest and Code of Ethics provisions.

Firm Name: Kiewit Infrastructure South Co.

Street Address: 6301 NW 5th Way, Suite 3200, Ft. Lauderdale, FL 33309

Mailing Address (if different from Street Address):
Same as above.

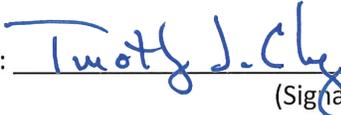
Telephone Number(s): (770) 487-2300

Fax Number(s): (770) 487-0005

Email Address: Tim.Cleary@kiewit.com

Federal Employer Identification Number: 47-0530367

Prompt Payment Terms: TBD% TBD days' net 30 days

Signature: 
(Signature of authorized agent)

Print Name: Timothy J. Cleary

Title: Senior Vice President

Date: 02/05/2025

By signing this document, the Proposer agrees to all terms and conditions of this solicitation and the resulting contract/agreement.

THE EXECUTION OF THIS FORM CONSTITUTES THE UNEQUIVOCAL OFFER OF PROPOSER TO BE BOUND BY THE TERMS OF ITS PROPOSAL, FOR NOT LESS THAN ONE HUNDRED AND TWENTY (120) DAYS, AND THE PROPOSER'S UNEQUIVOCAL OFFER TO BE BOUND BY THE TERMS AND CONDITIONS SET FORTH IN THIS SOLICITATION. FAILURE TO SIGN THIS SOLICITATION WHERE INDICATED ABOVE, BY AN AUTHORIZED REPRESENTATIVE, SHALL RENDER THE PROPOSAL NON-RESPONSIVE. THE CITY MAY, HOWEVER, IN ITS SOLE DISCRETION, ACCEPT ANY PROPOSAL THAT INCLUDES AN EXECUTED DOCUMENT WHICH UNEQUIVOCALLY BINDS THE PROPOSER TO THE TERMS OF ITS PROPOSAL.

CONFLICT OF INTEREST DISCLOSURE FORM

The award of this contract is subject to the provisions of Chapter 112, *Florida Statutes*. All Proposers must disclose within their Proposal: the name of any officer, director, or agent who is also an employee of the City of Delray Beach.

Furthermore, all Proposers must disclose the name of any City employee who owns, directly or indirectly, an interest of more than five percent (5%) in the Proposer's firm or any of its branches.

The purpose of this disclosure form is to give the City the information needed to identify potential conflicts of interest for evaluation team members and other key personnel involved in the award of this contract.

The term "conflict of interest" refers to situations in which financial or other personal considerations may adversely affect, or have the appearance of adversely affecting, an employee's professional judgment in exercising any City duty or responsibility in administration, management, instruction, research, or other professional activities.

Please check one of the following statements and attach additional documentation if necessary:

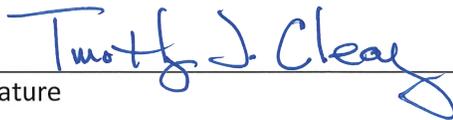
- To the best of our knowledge, the undersigned firm has no potential conflict of interest due to any other Cities, Counties, contracts, or property interest for this Proposal.
- The undersigned firm, by attachment to this form, submits information which may be a potential conflict of interest due to other Cities, Counties, contracts, or property interest for this Proposal.

Acknowledged by:

Kiewit Infrastructure South Co.

Firm Name

Signature



Timothy J. Cleary | Senior Vice President

Name and Title (Print or Type)

02/05/2025

Date

NOTIFICATION OF PUBLIC ENTITY CRIMES LAW

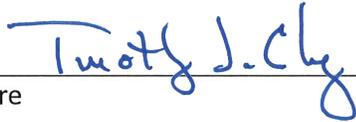
Pursuant to Section 287.133, *Florida Statutes*, you are hereby notified that a person or affiliate who has been placed on the convicted contractors list following a conviction for a public entity crime may not submit a Proposal on a contract to provide any goods or services to a public entity; may not submit a Proposal on a contract with a public entity for the construction or repair of a public building or public work; may not submit Proposals on leases or real property to a public entity; may not be awarded or perform work as a contractor, supplier, sub-Proposer, or consultant under a contract with any public entity; and may not transact business with any public entity in excess of the threshold amount provided in Section 287.017 [F.S.] for Category Two [\$35,000.00] for a period of thirty-six (36) months from the date of being placed on the convicted contractors list.

Acknowledged by:

Kiewit Infrastructure South Co.

Firm Name

Signature



Timothy J. Cleary | Senior Vice President

Name and Title (Print or Type)

02/05/2025

Date

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**NOTIFICATION OF PUBLIC RECORDS LAW PERTAINING TO PUBLIC CONTRACTS AND REQUESTS FOR
CONTRACTOR RECORDS PURSUANT TO CHAPTER 119, *FLORIDA STATUTES***

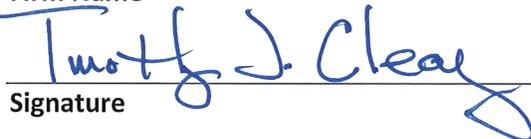
Pursuant to Chapter 119, *Florida Statutes*, Contractor shall comply with the public records law by keeping and maintaining public records required by the City of Delray Beach in order to perform the service. Upon request from the City of Delray Beach' custodian of public records, contract shall provide the City of Delray Beach with a copy of the requested records or allow the records to be inspected or copied within a reasonable time at a cost that does not exceed the cost provided in Chapter 119, *Florida Statutes* or as otherwise provided by law. Contractor shall ensure that public records that are exempt or confidential and exempt from public records disclosure requirements are not disclosed except as authorized by law for the duration of the contract term and following completion of the contract. If the Contractor does not transfer the records to the City of Delray Beach. Contractor upon completion of the contract, shall transfer, at no cost, to the City of Delray Beach all public records in possession of the Contractor or keep and maintain public records required by the City of Delray Beach in order to perform the service. If the Contractor transfers all public records to the City of Delray Beach upon completion of the contract, the Contractor shall destroy any duplicate public records that are exempt or confidential and exempt from public records disclosure requirements. If the Contractor keeps and maintains public records upon completion of the contract, the Contractor shall meet all applicable requirements for retaining public records. All records stored electronically must be provided to the City of Delray Beach, upon request from the City of Delray Beach' custodian of public records, in a format that is compatible with the information technology systems of the City of Delray Beach.

IF CONTRACTOR HAS QUESTIONS REGARDING THE APPLICATION OF CHAPTER 119, *FLORIDA STATUTES*, TO THE CONTRACTOR'S DUTY TO PROVIDE PUBLIC RECORDS RELATING TO THIS CONTRACT, CONTACT THE CUSTODIAN OF PUBLIC RECORDS AT OFFICE OF THE CITY CLERK LOCATED AT 100 NW 1ST AVENUE, DELRAY BEACH, FLORIDA 33444, PHONE NUMBER (561) 243-7000, EMAIL ADDRESS: JOHNSONK@MYDELRAYBEACH.COM.

Acknowledged:

Kiewit Infrastructure South Co.

Firm Name



Signature

Timothy J. Cleary | Senior Vice President

Name and Title (Print or Type)

02/05/2025

Date

DRUG-FREE WORKPLACE

Kiewit Infrastructure South Co. _____ is a drug-free workplace and has
(Company Name)
a substance abuse policy in accordance with and pursuant to Section 440.102, *Florida Statutes*.

Acknowledged by:

Kiewit Infrastructure South Co.

Firm Name



Signature

Timothy J. Cleary | Senior Vice President

Name and Title (Print or Type)

02/05/2025

Date

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NON-COLLUSION AFFIDAVIT

STATE OF Georgia
COUNTY OF Fayette

Before me, the undersigned authority, personally appeared Timothy J. Cleary, who, after being by me first duly sworn, deposes and says of his/her personal knowledge that:

a. He/She is Senior Vice President of Kiewit Infrastructure South Co., the Proposer that has submitted a Proposal to perform work for the following:

RFQ No.: 2025-013 Title: CMAR Northwest Neighborhood Improvements

b. He/She is fully informed respecting the preparation and contents of the attached Request for Qualifications, and of all pertinent circumstances respecting such solicitation.

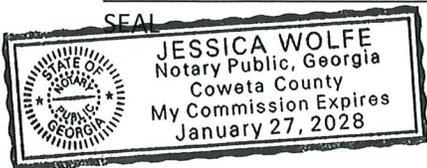
Such Proposal is genuine and is not a collusive or sham Proposal.

c. Neither the said Proposer nor any of its officers, partners, owners, agents, representatives, employees, or parties in interest, including this affiant, has in any way colluded, conspired, connived, or agreed, directly or indirectly, with any other Proposer, firm, or person to submit a collusive or sham Proposal in connection with the solicitation and contract for which the attached Proposal has been submitted or to refrain from proposing in connection with such solicitation and contract, or has in any manner, directly or indirectly, sought by agreement or collusion or communication or conference with any other Proposer, firm, or person to fix the price or prices in the attached Proposal or any other Proposal, or to fix any overhead, profit, or cost element of the Proposal price or the Proposal price of any other Proposer, or to secure through any collusion, conspiracy, connivance, or unlawful agreement any advantage against the City or any person interested in the proposed contract.

d. The price or prices quoted in the attached Proposal are fair and proper and are not tainted by any collusion, conspiracy, connivance, or unlawful agreement on the part of the Proposer or any of its agents, representatives, owners, employees, or parties in interest, including this affiant.

Timothy J. Cleary
Signature

Subscribed and sworn to (or affirmed) before me this 5th day of February 2025, by Timothy J. Cleary, who is personally known to me or who has produced _____ as identification.



Notary Signature: Jessica Wolfe
Notary Name: Jessica Wolfe
Notary Public (State): Georgia
My Commission No: N/A
Expires on: 1.27.2028

TRUTH – IN – NEGOTIATION CERTIFICATE

The undersigned warrants (i) that it has not employed or retained any company or person, other than bona fide employees working solely for the undersigned, to solicit or secure the Agreement and (ii) that it has not paid or agreed to pay any person, company, corporation, individual, or firm other than its bona fide employees working solely for the undersigned or agreed to pay any fee, commission, percentage, gift, or any other consideration contingent upon or resulting from the award or making of the Agreement.

The undersigned certifies that the wage rates and other factual unit costs used to determine the compensation provided for in the Agreement are accurate, complete, and current as of the date of the Agreement.

Name: Timothy J. Cleary
Title: Senior Vice President
Date: 02/05/2025
Signature: 

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SCRUTINIZED COMPANY CERTIFICATION

This certification is required pursuant to Florida State Statute Section 287.135.

As of July 1, 2011, a company that, at the time of bidding or submitting a proposal for a new contract or renewal of an existing contract, is on the Scrutinized Companies with Activities in Sudan List or the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List is ineligible for, and may not bid on, submit a proposal for, or enter into or renew a contract with an agency or local governmental entity for goods or services of \$1 million or more.

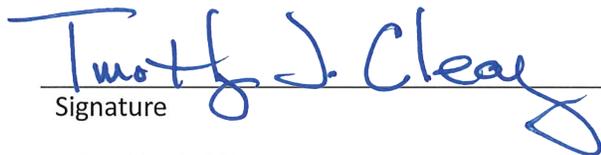
Companies must complete and return this form with its response.

Company: Kiewit Infrastructure South Co. FID or EIN No.: 47-0530367

Address: 6301 NW 5th Way, Suite 3200

City: Ft. Lauderdale State: FL Zip: 33309

I, Timothy J. Cleary, as a representative of Kiewit Infrastructure South Co.
certify and affirm that this company is not on the Scrutinized Companies with Activities in Sudan List or
the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List.



Signature

Timothy J. Cleary

Printed Name

Senior Vice President

Title

02/05/2025

Date

CITY OF DELRAY BEACH

Affidavit Regarding the Use of Coercion for Labor and Services

Vendor Name: Kiewit Infrastructure South Co.
Vendor FEIN: 47-0530367
Vendor's
Authorized
Representative
Name and Title: Timothy J. Cleary | Senior Vice President
Address: 6301 NW 5th Way, Suite 3200
City: Ft. Lauderdale State: FL Zip: 33309
Phone Number: (770) 487-2300
Email Address: Tim.Cleary@kiewit.com

Florida Statute §787.06(13) requires all nongovernmental entities executing, renewing, or extending a contract with a governmental entity to provide an affidavit signed by a officer or representative of the nongovernmental entity under penalty of perjury that the nongovernmental entity does not use coercion for labor or services as defined in that statute. The City of Delray Beach, Florida is a governmental entity for the purposes of this statute.

As the officer or representative of the company, I certify that the company identified above does not:

- Use or threaten to use physical force against any person;
- Restrain, isolate, or confine or threaten to restrain, isolate, or confine any person without lawful authority and against his or her will;
- Use lending or other credit methods to establish a debt by any person when labor or services are pledged as a security for the debt, if the value of the labor or services as reasonably assessed is not applied towards the liquidation of the debt, the length and nature of the labor or services are not respectively limited and defined;
- Destroy, conceal, remove, confiscate, withhold, or possess any actual or purported passport, visa, or other immigration document, or any other actual or purported government identification, of any person;
- Cause or threaten to cause financial harm to any person;
- Entice or lure any person by fraud or deceit;

- Provide controlled substances as outlined in Schedule I or Schedule II of Florida State Statute §893.03 to any person for the purpose of exploitation of that person.

Under penalties of perjury, I declare that I have read the foregoing document and the at the facts stated in it are true.

Signature: Timothy J. Cleary
(Authorized Signature)

Print Name and Title: Timothy J. Cleary | Senior Vice President

Date: 02/05/2025

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SECTION 10: SOLICITATION SUMMARY

PURCHASING AND CONTRACT ADMINISTRATION DIVISION

**The City of Delray Beach
100 NW 1st Avenue
Delray Beach, FL 33444**

SOLICITATION SUMMARY

IMPORTANT NOTICE

The information you provide on this page will be read aloud at the PUBLIC OPENING for this solicitation. It is VERY IMPORTANT that the summary information you provide below is exactly the same information contained in your Proposal. If subsequent to the opening of Proposals, the City determines that the information contained in the electronic version of your Proposal is different from the information on this Solicitation Summary form, the City reserves the right to deem your Proposal NON-RESPONSIVE and remove your Proposal from further evaluation and consideration for contract award.

PROPOSAL INFORMATION

Proposal Number: RFQ 2025-013

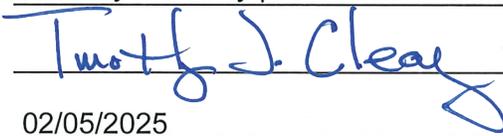
Title: Construction Manager at Risk for the Northwest Neighborhood Improvements (Project No. 17-202)

Due Date and Time: **February 5, 2025 @ 2:00PM (LOCAL TIME)**

Name of Proposer: Kiewit Infrastructure South Co.

Address: 6301 NW 5th Way, Suite 3200 Ft. Lauderdale, FL 33309

Contact Person: Timothy J. Cleary | Senior Vice President

Authorized Signature: 

Date: 02/05/2025

By signing and submitting this Solicitation Summary form, the Proposer affirms that the information provided above is an exact and correct summary of the information contained in the electronic version of the Proposer's Proposal to the City of Delray Beach.

THIS SOLICITATION SUMMARY MUST BE SIGNED AND UPLOADED WITH YOUR SECURE ELECTRONIC PROPOSAL SUBMITTAL THROUGH www.bidnetdirect.com//cityofdelraybeach

END OF SECTION 10