

Attachment C

Qualifications of Kiewit Infrastructure West Co.



Kiewit

KIEWIT BASICS

THE KIEWIT COMMITMENT

Kiewit's commitment to safety, quality and environmental stewardship is engrained in everything we do. It's visible in our core values, the work that we build and in our people.

Nobody Gets Hurt. To us, nothing is more important than the safety of the men and women on our project sites and the surrounding public.

Right the first time. We stake our reputation on it. Kiewit has a formal quality program that enables us to build work right the first time and focuses on continuous improvement to meet or exceed our clients' expectations.

What we do matters. Our employees know they have a responsibility to build our work as corporate citizens — and with the highest regard to environmental compliance. After all, we build in our own backyards as much as we do yours.

CORE VALUES

People. Integrity. Excellence. Stewardship. Our strong and meaningful values define Kiewit's success and longevity. Kiewit's leaders and workforce ensure that our values remain at the core of everything we do.

Kiewit is owned by **active employees**, creating a level of motivation that keeps the company on top.

HISTORY

Kiewit's roots can be traced back to 1884 when the Kiewit family started its small, local masonry contracting company. Kiewit has since grown to be one of the leading construction and engineering firms across North America.

QUALITY PEOPLE VALUES

Kiewit people take on tough challenges, explore new ideas and perform at their best.

- The Kiewit workforce includes 10,000 core staff and 10,000 skilled craft workers.
- Kiewit careers boast impressive averages for executives and district managers (24 years), project managers (16 years) and superintendents (11 years).
- Kiewit's LEED®-accredited professionals are trained to achieve green objectives and support green designs.

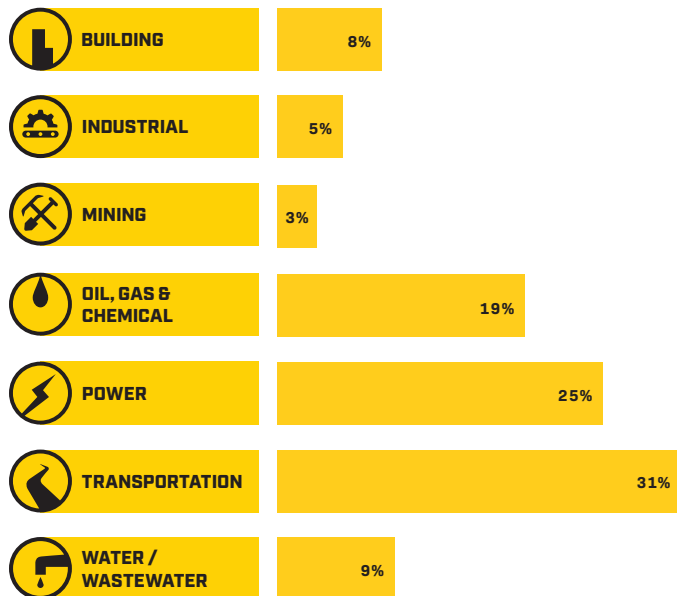
KIEWIT.COM

FINANCIAL STABILITY

In 2018, Kiewit had revenues of \$9 billion. With no operational long-term debt, our strong balance sheet offers clients the assurance that their projects will get completed.

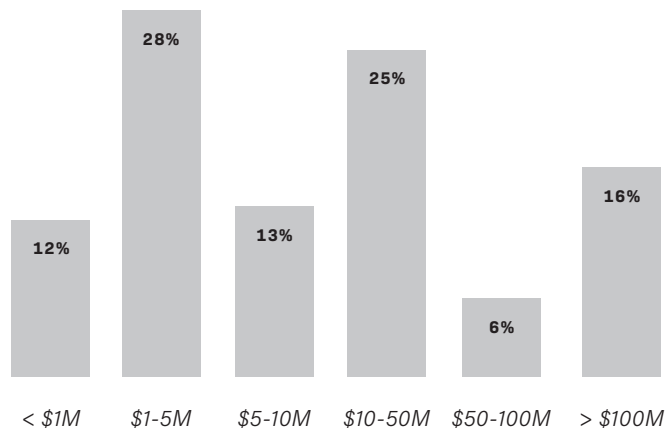
MARKET DIVERSITY

Kiewit offers services in a variety of markets, successfully delivering some of the most challenging projects.



**Based on 2018 construction and design operating revenues as reported to ENR.*

No job is too large or too small. We deliver world-class solutions to projects of every size.



**Based on 2018 contract values and number of contracts.*

RESOURCES

You can't accomplish what we do every day without one of the largest and most modern, privately owned equipment fleets in North America. It boasts 15,000 units with a replacement value of \$2.5 billion.

March 2019



Kiewit's ability to **self-perform** is a fundamental differentiator for many of our clients.



**START DATE**

April 2017

COMPLETION DATE

January 2019

OWNER

California Department of Water Resources

PROJECT VALUE

\$577.2 Million

OROVILLE DAM INTERIM SPILLWAY REPAIR Oroville, California

In February of 2017, a severe rainstorm resulted in extensive damage to the Oroville Dam's gated flood control outlet (FCO) and emergency spillways. Built 75 mi. from Sacramento in the 1960s, the dam's compromised condition led authorities to issue mandatory evacuation orders for the surrounding area, while crews worked 24/7 to shore up the spillway. This project, undertaken as an emergency response, demolished and reconstructed the 3,000-ft.-long FCO spillway, installed an RCC apron downstream of the 750-ft.-long emergency spillway, constructed a 1,450-ft.-long underground secant pile wall downhill of the RCC apron, and provided associated site access.

Kiewit worked to repair the spillway which included, foundation preparation, dental excavation, installation of over 1M CY of roller compacted concrete (RCC), and structural and erosion resistant concrete to reconstruct the damaged main spillway. In addition, the project included repair of the emergency spillway by constructing a structural concrete cut-off wall, a secant pile wall, and then placing RCC between the cut-off and secant pile walls to buttress the emergency spillway. This project is on track to be completed on time in January 2019.

Major Quantities:

- Foundation Preparation - 239,000 SY
- Crushed Aggregates – 2,300,000 Tons
- Excavation and Demolition – 1,005,000 CY
- Secant Pile Cut-off Wall – 75,000 SF
- Roller Compacted Concrete – 1,050,000 CY
- Erosion Resistant Concrete – 66,000 CY





EAST TOBA-MONTROSE HYDROELECTRIC PROJECTS

Toba Inlet, British Columbia

The Toba Montrose General Partnership, a partnership between Plutonic Power Corporation and GE Energy Financial Services, awarded Kiewit a \$520 Million EPC contract in 2007 to construct the Toba and Montrose run of river hydro projects, along with a 155 km 230 KV transmission line. The project was substantially completed in November 2010 when it began service commencement. Unique challenges of the project included its remote location requiring that all materials be barged or flown to site. Kiewit set up a 280 man camp, shops, fuel depots and warehouses in the Toba Valley. The first year of site construction required Kiewit to re-establish the road network in the Toba and Montrose valleys. Over 55 km of new and re-commissioned road, 11 major bridge crossing, 40 minor crossings and numerous culverts were constructed.

Major quantities of work included over 500,000 m³ of rock and earthworks excavations, 9,000 m of penstock installation, placement of 25,000 m³ of concrete work at the intakes and powerhouses, installation of four turbine generators with a capacity of 200 MW, balance of plant works and the completion of the 230 KV transmission line.

An outstanding feature of the project was the relationships that were developed with the local First Nations. Kiewit exceeded over 200 person-years of FN employment and had an innovative partnership with the Klahoose FN and the Powell River school board to supply the camp catering that also included a significant training component.



START DATE

September 1, 2007

COMPLETION DATE

February 2, 2010

CLIENT

Toba Montrose General Partnership

DESIGNER

Knight Piesold Consulting

PROJECT VALUE

\$520 Million

Hydro-electric dam construction in a challenging remote location





FOLSOM DAM SPILLWAY PHASES II AND IV Folsom, CA

Built in 1955, the Folsom Dam is located in Northern California about 25 miles northeast of Sacramento along the American River. The dam was not capable of releasing water at a rate fast enough to relieve severe flooding upstream. Additional gates, a spillway, and a stilling basin were added to the dam to help manage a future flood event. Kiewit was awarded the contract on Phase II and Phase IV of the project.

Phase II included excavation of 2.5M CY, construction of two in-water embankments, access roads, demolition of existing structures and replacement of 1,800 lf steel pipe that serves as the primary water source for the City of Folsom.

Phase IV of the Project constructed the 4,000-ft-long approach channel and spillway. Major components of the project included the 1,100-ft-long approach channel, the 2,000-ft-long upper spillway channel, the 900-ft-long step chute and the 200-ft-long stilling basin. The USACE and Kiewit partnered to complete the project which entailed batching and placing 187,000 CY of concrete; forming and stripping 700,000 SY of forms in 46 months. The team worked over 1,100,000 manhours to complete the project.

START DATE

Ph II: April 2009

Ph IV: July 2013

COMPLETION DATE

Ph II: January 2011

Ph IV: December 2016

OWNER

US Bureau of Reclamation
(Phase II); USACE (Phase IV)

PROJECT VALUE

Ph II: \$36 Million

Ph IV: \$317.7 Million





START DATE
September, 2006

COMPLETION DATE
June, 2010

CLIENT
Cloudworks Energy Inc.

DESIGNER
Knight Piésold Consulting

PROJECT VALUE
\$400 Million

CONTRACT TYPE
Design-Build

KWALSA AND UPPER STAVE HYDROELECTRIC PROJECTS

Harrison, British Columbia

The province of British Columbia and the Douglas First Nations communities in Tipella and Port Douglas were formerly serviced by unreliable, diesel-generated electricity. To provide the communities and the Province with green hydroelectricity, Cloudworks Energy Inc. awarded Kiewit a \$400 million contract to engineer, procure and construct (EPC) six separate run-of the-river hydroelectric projects located in the Kwalisa and Upper Stave regions of British Columbia to produce 156 megawatts (MW) of power.

The project consists of six separate power plants each uniquely designed to optimize the individual characteristics of the independent water shed. Each run of the river project is comprised of an intake diversion structure, a penstock, a powerhouse and a switchyard. A 70 kilometre 138 KV transmission line connects the switchyards to the new British Columbia Transmission Corporation substation. Kiewit self-performed a majority of the work, including all the civil, mechanical, electrical, penstock and turbine installations.

Major quantities included forming and pouring of over 20,000 m³ of reinforced concrete, transport, handling, and welding of 20 kilometres of steel penstocks (1.5 m to 3.7 m in diameter), installation of 14 turbine generators, associated mechanical and electrical, and 800,000 m³ of rock and earth excavation and backfill.

This 3.5 year project was commissioned in early 2010, a full 8 months ahead of the contract schedule.

**Six remote sites all
successfully
coordinated as one
project**





Kiewit

START DATE

May 5, 2012

COMPLETION DATE

June 1, 2014

CLIENT

Kwagis Power Limited Partnership (managing partner: Brookfield Renewable Energy Group.)

PROJECT VALUE

\$160 Million

CONTRACT TYPE

Early Contractor Involvement-Fixed Price EPC

KOKISH RIVER HYDROELECTRIC PROJECT Port McNeill, British Columbia

Kwagis Power Limited Partnership, a partnership between Brookfield Renewable Energy Group and the Namgis First Nation, awarded Kiewit a \$160 million dollar fixed price EPC contract for the 44 MW Kokish Hydroelectric Project in 2012. The project will be in operation early in 2014 after Kiewit has commissioned the facility.

Kiewit worked with Kwagis over an 8 year period as the project was developed. Key challenges included the development of a fish ladder design at the intake that would allow Salmon fish passage and the use of fish exclusion screens at the powerhouse that would exclude fish from the tailrace. Kiewit worked with Kwagis on these and other project features to enable the project to receive its environmental permits.

Major quantities of work include the following:

- Over 800,000 m3 of excavation
- Over 175,000 m3 of rock drill and blast
- 7700 m of large diameter steel penstock installation
- 1500 m of Weholite HDPE penstock installation
- 11,000 m3 of cast in place concrete at the intake and powerhouse
- Supply and install of 4 Pelton turbine generators rated at 44 MW
- Supply and install of a switch yard including the transformer and a transmission line
- Supply and install of all mechanical systems including intake gates and turbine valves
- Supply and install of pre-engineered powerhouse building including overhead cranes

**Early Contractor
Involvement, similar
to Progressive
Design-Build Delivery
model**





- Supply and install of the electrical and protection and control systems
- Commissioning of all equipment, turbine generators, electrical and control systems

One of the major project risks that Kiewit has successfully met is the challenge of constructing a large civil project in the mountains of British Columbia while meeting strict sediment and water quality environmental guidelines.

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