

PROPOSAL RESPONSE COVER SHEET

PUEBLO CONSERVANCY DISTRICT

REQUEST FOR QUALIFICATIONS

Project No. 12-008-03

**Arkansas River Levee Lowering
and
Wildhorse Creek Levee Reconstruction**

Construction Services

The undersigned, having carefully read and considered the Request for Qualifications (RFQ) for the above referenced Project, does hereby offer to perform such services on behalf of the Pueblo Conservancy District in the manner described and subject to the terms and conditions set forth in the attached RFQ.

In submitting this Statement of Qualifications (SOQ), it is understood that the Pueblo Conservancy District reserves the right to reject any and all SOQs, and to waive any informalities in SOQs as submitted. Firms submitting SOQs acknowledge that they are qualified in this area of work and have experienced personnel able to provide the required construction services. The District may request additional information substantiating the indicated requirements. Failure to provide this information may result in a prospective Contractor's SOQ being declared non-responsive. It is the prospective Contractor's responsibility to verify if any addenda were issued prior to submission of their proposal/SOQ.

Contractor acknowledges and accepts that all components of and responses to this RFQ will be included and become a part of the final Contract by reference.

The undersigned further states that this Statement of Qualifications is made in good faith and is not founded on, or in consequence of, any collusion, agreement, or understanding between themselves or any other interested party.

(All contact information must be filled out and form submitted with SOQ)

PROPOSER (full lawful name of firm): Kirkland Construction, , L.L.L.P.

Name of Person with Authority to Bind Proposer: James H. Kirkland

BY (Title of Person with Authority to Bind Proposer): General Partner

ADDRESS (Office & PO Box): 2101 Main Street, Rye, CO 81069

PO Box 731, Rye, CO 81069

OFFICE PHONE 719-489-3385 CELL PHONE 719-250-2357 FAX 719-489-2268

EMAIL bids@kirklandconstruction.us WEBSITE kirklandconstruction.us



Main Office: 2101 Main Street POB 580, Rye, Colorado 81069 PH: 719-489-3385 FX: 719-489-2268

Shop: 4595 Graneros Road, Colorado City, CO 81019 PH: 719-676-3011 FX: 719-676-3010

EQUAL OPPORTUNITY EMPLOYER AND CONTRACTOR

January 22, 2016

Project: 12-008-03

**Arkansas River Levee Lowering and Wildhorse Creek
Levee Reconstruction**

Pueblo Conservancy District
c/o Northstar Engineering and Surveying
111 East 5¹¹¹ Street
Pueblo, Colorado 81003

STATEMENT OF QUALIFICATION

To whom it concerns:

Kirkland Construction, LLLP has been serving the infrastructure needs of Southern Colorado since 1964. We are based out of Rye Colorado and maintain a strong presence in the Pueblo area. Our information is below:

Contractor:

Kirkland Construction, LLLP
PO Box 580
2101 Main Street
Rye, Colorado 81069

Phone: 719-489-3385
Fax: 719-489-2268

Contacts:

Baxter Kirkland - 719-489-3385
Executive Operations Manager

Ronda Neumeister - 719-489-3385
Executive Business Manager

Leonard Read - 719-489-3385
Area Manager

bids@kirklandconstruction.us

We are a Heavy/Civil, General Engineering Contractor that has a 50 year history of completed projects in Colorado, New Mexico, Wyoming, Texas, Hawaii, and the US Virgin Islands. We are capable of completing projects up to \$40 Million and have a broad base of experience within our team.

Kirkland Construction is confident that we are the best choice to deliver the Arkansas River Levee Improvement Project to the District.

James H. Kirkland
General Partner



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Subcontractors

At the time this proposal is being written it is uncertain which, if any, subcontractors will be utilized on this project. Until the bidding process is complete and the subcontract quotes are analyzed it is impossible to say which subcontractors might be used. Once the bidding is complete and all of the quotes have been analyzed it will be possible to disclose which subcontractors, if any, will be used on the project. At that time the qualifications of any subcontractors chosen will be transmitted.



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Arizona: 8255 E Raintree, Ste. 100 Scottsdale, Arizona 85260 PH: 480-634-8168 FX: 480-621-8511

EQUAL OPPORTUNITY EMPLOYER AND CONTRACTOR

Past Performance, Qualification, and Experience of the Project Team

Kirkland Construction will be the prime contractor on the project and will self-perform a majority of the work. Subcontractors may be utilized for the following:

- Erosion Control Facilities
- Survey
- Quality Control
- Re-vegetation (Seeding)
- Concrete

Evaluation criteria for subcontractors include, Economic Status, Overall Value, Experience, and Available Resources.

This project includes clearing, environmental, earthwork, removals, concrete, diversion and care of water, rip rap, and seeding. The following recently completed projects demonstrate our ability to successfully perform those activities:

Rio Grande Levee, San Acacia – Socorro, New Mexico

United States Army Corp of Engineers

Jacob Chavez Project Engineer -505-453-7859

- Project Name: W912PP-14-C-0039, Rio Grande Floodway San Acacia Phase I and II Construction Levee Replacement
- Location: Rio Grande River, Socorro, New Mexico
- Award: September 29, 2014
- Technical Description: Under this firm fixed price contract includes the complete removal of the existing levee and spoil bank, and replacement with an engineered levee for an approximate project length of 6.0 miles south starting at the north Socorro Diversion in Socorro County, NM. The engineered levee was constructed using satisfactory material from the removal of the existing levee and spoil bank. Ancillary work to construction of the engineered levee included clearing and grubbing, inspection trench excavation and backfill, a soil bentonite low permeability cutoff wall, a levee subdrainage system, seeding of levee slopes and adjacent disturbed areas, jetty jack demolition and reconstruction, dumped riprap, and articulated concrete block revetment at the end of the project. The project also included the demolition of an abandoned 230 x 25 feet timber bridge in the north Socorro diversion channel, survey monument reconstruction, and bollard and cable system construction with a parking area adjoining the levee. All permanent work was done free from water, therefore a diversion and dewatering plan was required for USACE approval that shows the methods for dewatering and details of temporary protection of the work using earth berms, cofferdams, or another method proposed by Kirkland.

- Cost Performance:

- Basic Contract--\$17,424,355.00
- Total Modification--\$362,444.67
- Actual Total --\$17,424,355.67

(Additional concrete removal was discovered outside of the original scope of the contract at no fault to the Kirkland and therefore increased the scope of the project.)

- Schedule Performance:

- Original Completion-- July 2016
- 72% Complete
- Anticipated Completion--May, 2016

- Significant Quantities: Excavation (746,500 cy), Engineered Fill (466,700cy), Soil Bentonite Backfill Trench (23,200cy), Required Waste Fill (120,000cy)Articulating Concrete Block Revetments (144,000sf), Rip Rap (18,000cy), Filter Drain Material (89,270cy)

- Complied with all laws and regulations with no claims

- Safety History is attached in 4D&E

- Coordinated Work: United States Army Corp of Engineers, Middle Rio Grande Development Council, Bureau of Reclamation, City of Socorro.

- Additional Info: The work described required coordination between Kirkland and the utility companies in conducting their respective operations as necessary to complete the utility work with minimum delay to the project. Project is anticipated to be complete ahead of schedule with no claims. Kirkland worked on site every day with the owner in a copacetic manner. During price proposal negotiations all parties were able to leave knowing they were treated fairly. Kirkland is a big promoter of Partnering with the owners and has successfully in this history had no claims, which has allowed for the resolution to occur within the project team. Any conflicts and changes needed no outside party intervention.

Similar Work: Excavation, Embankment, Bank Protection, Drainage Adjacent to a Navigable Waterway, Seeding, Erosion Control, Removals, and Concrete.

US 36 Emergency Reconstruction, Phase II – Boulder, Colorado

Colorado Department of Transportation

Chris Boespflug, Resident Engineer – 303-546-5660

- Project Name: ER 0361-113 US 36 PHASE 2 MP 7.7 TO 18.8
- Location: Boulder/Larimer County Adjacent to the North St Vrain Creek
- Award: July 14, 2014
- Technical Description: Permanent Flood Repairs, Removals, Drainage, Embankment and Bank Protection adjacent to a navigable waterway, seeding, and erosion control.
- Cost Performance:
 - Basic Contract Total --\$4,965,819.50
 - Total Modifications-- \$2,341,597.50
 - Actual--\$7,307,417 .00(Due to the Emergency nature of this contract, safety repairs to a slide outside the original scope of the contract were needed. This increased the overall project scope at no fault to Kirkland.)
- Schedule Performance:
 - Original Contract Completion-- September 2014
 - Revised Contract Completion-- September 2015(Due to the Emergency nature of this contract, safety repairs to a slide outside the original scope of the contract were needed. This increased the overall project schedule at no fault to Kirkland.)
- Liquidated Damages: Non Assessed
- Safety History is attached in 4D&E
- Complied with all laws and regulations with no claims
- Significant Quantities: Excavation /Embankment (20,000cy), Aggregate Base (4,500cy), Reinforced Concrete Pipe (650LF) Silt Fence (5,000LF), Erosion Logs (2,000LF)
- Utilities: CDOT, Central Federal Lands, Estes Park Light and Power, Poudre Valley Electric Assoc. , Century Link, Pinewood Springs Water District, Xcel Energy Gas, Xcel Energy Electric, Longmont Storm and Sanitation, City of Longmont Traffics/Fiber, City of Longmont Electric, Town of Lyons Water, Town of Lyons Sanitation, Town of Lyons Electric.
- Additional Info: The work described required coordination between the Kirkland and the utility companies in conducting their respective operations as necessary to complete the utility work with minimum delay to the project. Project completed on time with no claims. Kirkland worked on site every day with the owner in a copacetic manner. During price proposal negotiations all parties were able to leave knowing they were treated fairly. Kirkland is a big promoter of Partnering with the owners and has successfully in this history had no claims which has allowed for the resolution to occur within the project team. Any conflicts and changes needed no outside party intervention.
Similar Work: Excavation, Embankment, Bank Protection, Drainage Adjacent to a Navigable Waterway, Seeding, Erosion Control, Removals, Concrete, and Traffic Control.

Longmont Dam –

Boulder County Transportation Department

Bill Eiliasen 303-682-6709

Engineering Construction Supervisor

- Project Name: RD-080-000 Longmont Dam Road Winter Road Flood Repairs
- Location: Boulder County CO Adjacent to the North St. Vrain Creek
- Awarded: January 7, 2014 May 5, 2014
- Technical Description: This project consists of repairing flood damaged roads in Boulder County. Prior to September 12, 2013 Longmont Dam Road (CR 80) was a gravel surface roadway approximately 18' to 24' wide in the Boulder County foothills with the North St. Vrain Creek running along one side for much of its length. With a flooding event many sections of the roadway were washed away. Boulder County desired to repair the flood damaged roadway by constructing an all-weather emergency access road to safely carry traffic throughout the winter months. Work consisted of constructing an 18' to 20' wide gravel roadway including embankment, construct culverts, and construction signing. The project area was approximately 1.56 miles in length, and is divided into eastern and western segments separated by a relatively undamaged center portion segment of roadway. The roadway remained open to emergency and local construction traffic with a minimum of one lane (minimum 10 feet wide) of supervised traffic in work areas during working hours.
- Significant Quantities: Boulder Slope Protection (11,500cy), Embankment (30,000cy), Aggregate Base (4,000cy)
- Cost Performance:
 - Basic Contract Total-- \$2,578,951.00
 - Modifications--\$163,808 .00
 - Actual Total --\$2,742,759.00(Due the Emergency Nature of this project additional safety repairs were required at no fault to the Kirkland increasing the scope.)
- Schedule Performance:
 - Original Contract Completion Date --May 2014
 - Actual Contract Completion --May 2014
- Liquidated Damages: Non Assessed
- Safety History is attached in 4D&E
- Complied with all laws and regulations with no claims
- Coordinated Work With Outside Agencies: Boulder County, Longmont Storm and Sanitation, City of Longmont Traffic/Fiber, City of Longmont Electric, Town of Lyons Water, Town of Lyons Sanitation, Town of Lyons Electric.
- Additional Info: The work described required coordination between the Kirkland and the utility companies in conducting their respective operations as necessary to complete the utility work with minimum delay to the project. Project completed ahead of schedule with no claims. Kirkland worked on site every day with the owner in a copacetic manner. During price proposal negotiations all parties were able to leave knowing they were treated fairly. Kirkland is a big promoter of partnering with the owners and has successfully in this history had no claims which has allowed for the resolution to occur within the project team. Any conflicts and changes needed no outside party intervention.

Similar Work: Excavation, Embankment, Bank Protection, Drainage Adjacent to a Navigable Waterway, Seeding, Erosion Control, Removals, Concrete and Traffic Control.

Tarryall Creek Road – Park County, Colorado

Federal Highway Administration

Curtis Scott – 720-963-3558

- Project Name: CO PFH 81-1(4), Tarryall Creek Road DTFH68-13-C-00004
- Location: Tarryall Creek Road Park County, CO Adjacent to the Tarryall Creek
- Awarded: December 18, 2012
- Technical Description: This project is the fourth phase of construction on the Tarryall Creek Road. This segment of the construction is located in the middle of the route, starting southeast of Tarryall Reservoir, and extending to the southeast 7.70 to 9.17 miles. The project was a full reconstruction and widening of the existing roadway.
- Cost Performance:
 - Basic Contract Total --\$8,772,541.50
 - Modification Total --(\$203,632.42)
 - Actual Total-- \$8,568,909.08
- Schedule Performance:
 - Original Contract Completion Date --Oct 2013
 - Actual Contract Completion-- OCT 2013
- Significant Quantities: excavation and embankment (150,000cy), rockery wall(s) , Rip Rap (1,100cy), aggregate base (63,000Tons), superpave pavement (24,000Tons), Placing Conserved Topsoil (250,000sy) and drainage improvements (3,200LF of Culvert pipe) concrete curb and gutter (3,800LF), rolled erosion product (40,000sy), sediment logs (30,400LF).
- Kirkland complied with all laws and regulations and had no claims
- Liquidated Damages: Non Assessed
- Safety History is attached in 4D&E
- Coordinated Work With Outside Agencies: Central Federal Lands, Century Link, Intermountain Rural Electric, Quest Local Network, Park County Road & Bridge.
- Additional Info: The work described required coordination between the Kirkland and the utility companies in conducting their respective operations as necessary to complete the utility work with minimum delay to the project. Project completed on time and under budget with no claims. Kirkland is a big promoter of Partnering with the owners and has successfully in this history had no claims which has allowed for the resolution to occur within the project team. Any conflicts and changes needed no outside party intervention. Kirkland worked on site every day with the owner in a copacetic manner. During price proposal negotiations all parties were able to leave knowing they were treated fairly.

- **Saddle Road - Hawaii**
- Project Name: Saddle Road , FHWA Project Number: DTFH68-11-C-00031, with a Contract Title of HI A-AD 6(6), Saddle Road-West Side
- Location: Pohakuloa Training Area – Hawaii, USA
- Awarded: October 2012
- Technical Description: Constructed 9 miles of new roadway across the Pohakuloa Training Area to provide better access for the travelling public across the Big Island. Work consisted of approximately 1.3 million cubic yards of hard rock excavation, 150,000 cubic yards of volcanic ash excavation, 60,000 linear feet of silt fencing, 12,000 LF of erosion logs, and 20 acres of hydro mulching.
- Cost Performance:
 - Original Contract: \$33,772,860.00
 - Final Contract: \$32,153,362.00
- Schedule Performance:
 - Contract Completion: May 2013
 - Actual Completion: October 2012 (Completed 7 months ahead of schedule)
- Liquidated Damages: Non Assessed
- Safety History is attached in 4D&E
- This project location is under the jurisdiction of the Department of Army and the State of Hawaii Department of Land and Natural Resources.
- Additional Info: The work described required coordination between the Kirkland and the utility companies in conducting their respective operations as necessary to complete the utility work with minimum delay to the project. Project completed ahead of schedule and under budget with no claims. Kirkland worked on site every day with the owner in a copacetic manner. During price proposal negotiations all parties were able to leave knowing they were treated fairly. Kirkland is a big promoter of Partnering with the owners and has successfully in this history had no claims which has allowed for the resolution to occur within the project team. Any conflicts and changes needed no outside party intervention. Similar Work: Excavation, Embankment, Bank Protection, Drainage Adjacent to a Navigable waterway, Seeding, Erosion Control, Removals, Concrete and Traffic Control.



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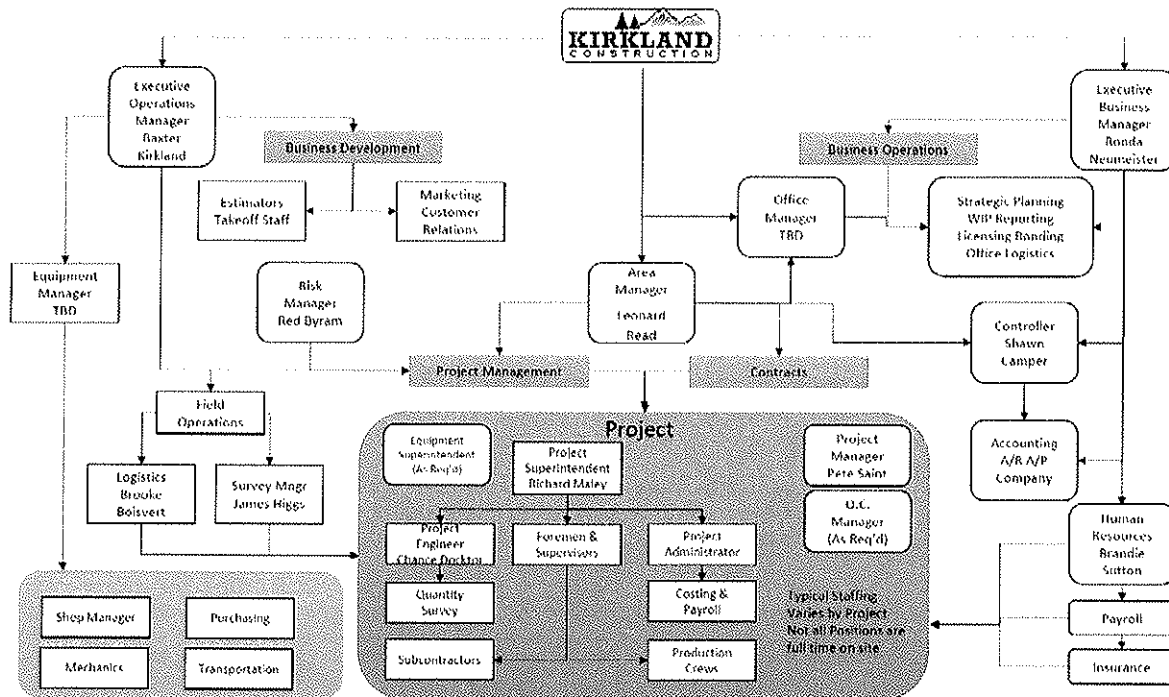
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EQUAL OPPORTUNITY EMPLOYER AND CONTRACTOR

KEY PERSONNEL

NAME	TITLE	EXPERIENCE (Construction)
James H. Kirkland	General Partner	50 Years
Baxter W. Kirkland	Exec. Operations Manager	27 Years
Leonard Read	Area Manager	35 Years
Theron "Red" Byram	Risk Manager	40 Years
Joe Provost	General Superintendent	25 Years
Richard Maley	Project Superintendent	35 Years
Pete Saint	Project Engineer	13 Years
James Higgs	Survey Manager	15 Years

ORGANIZATION CHART



JAMES H. KIRKLAND

Kirkland Construction GENERAL PARTNER

January 1964 thru Present

- Started Kirkland Construction, LLLP that is now a \$30 million annual company.
- Developed a multi-faceted organization that is vertically integrated in the heavy highway construction business.
- Developed an organization that is a premier excavation contractor in the United States and US Territories.
- Manages an organization that has over 200 employees.
- Successfully completed highway construction projects in excess of \$20 million.
- Completed over \$300 million in highway and excavation contracts for different federal and state organizations in his career.

Organizations

Colorado Asphalt Paving Association (CAPA)
Association of General Contractors (AGC)
Pueblo Chamber of Commerce

Previous projects:

Army Corp San Acacia Levee	\$17,434,335	Jacob Chavez	505-453-7859
CDOT SH9 Kremmling	\$41,761,463	Justin Kuhn	970-826-3443
CDOT US36 Lyons	\$4,965,819	Chris Boespflug	303-546-5676
Boulder Cnty Longmont Dam	\$2,578,951	Kristine Obendorf	303-441-3900
WYDOT US287 Stateline	\$17,895,523	Larry Geldien	307-745-2113
RRCTX- Stoeltje Mine Recl.	\$5,768,995	Tom Morgan	512-463-7680
Tarryall Creek Road	\$ 8,772,541.50	Micha Leadford	720-963-3498
Saddle Road West Side	\$33,764,610.00	Bob Bowden	720-963-3595
New Mexico DOT - Capulin	\$23,959,379.00	Johnny Chavez	575-445-9553
Christiansted Bypass	\$17,280,000.00	Bradley Blevins	340-713-1584
Chapin Mesa/Wetherill Mesa Roads	\$14,449,357.00	Barbara Quintana	970-529-4069
Site Prep-Pueblo Chemical Depot	\$7,600,000.00	Mark Hunter	719-549-4773
Northwest Passage- PCD	\$6,981,792.00	Mark Hunter	719-549-4773
Mesa Verde Entrance Road	\$5,510,000.00	Kevin Black	720-963-3409
New Mexico DOT Grenville	\$4,171,000.00	Claude Wylie	505-247-9336
New Mexico DOT Chimayo	\$6,360,000.00	Diego Gomez	505-455-9026
Archuleta County Airport	\$10,580,000.00	Tom Cobb	303-843-2944
New Mexico DOT Bingham	\$3,770,000.00	Ray Barela	505-835-8930
Montrose Airport	\$2,000,000.00	Tom Cobb	303-843-2944
Roswell Landfill	\$2,500,000.00	Larry Coons	505-294-7227
Pueblo Chemical Depot Access Road	\$3,200,000.00	Brad Hix	719-596-8114
CDOT Almont	\$6,158,000.00	Daryl Carlson	970-249-5285
CDOT Lamar Bridges	\$3,800,000.00	Paul Westhoff	719-829-4091

CDOT Troy Ave.	\$2,300,000.00	Scott Brace	719-546-5441
DOT Highway 115	\$6,000,000.00	Robert Burch	719-634-2324
CDOT Granada	\$2,400,000.00	Tom Bronniman	719-336-3228
McComb Landfill-City of El Paso	\$1,840,000.00	Julian Rodriguez	915-541-4263
CDOT McKenzic Junction	\$1,800,000.00	Rafael Sosa Ortiz	719-546-5441
Raton-Crew Field Airport	\$500,000.00	Dumas Slade	505-247-0294
CDOT – Highway50/Pueblo	\$13,000,000.00	Rod Abbott	719-546-5441
Colorado Springs Airport	\$7,000,000.00	Jim Fluhr	303-948-4650
TXDOT Potter County	\$1,200,000.00	Raymond Chow	806-944-5200
CDOT Pueblo Blvd.	\$1,800,000.00	Dean Sandoval	719-546-5440
Pueblo Memorial Airport	\$500,000.00	Gene Murphy	303-843-2200
CDOT-Wolf Creek Pass	\$3,355,000.00	John Schneider	719-589-4251
Colorado Spring Airport, 1998	\$4,200,000.00	Gene Murphy	303-843-2200
CDOT-State Highway 47	\$3,500,000.00	Tom Wrona	719-546-5438

BAXTER W. KIRKLAND

**Kirkland Construction,
OPERATIONS MANAGER**

January 1994 thru Present

- Managed Kirkland Construction operations that now produce \$30 million annually.
- Developed a multi-faceted organization that is vertically integrated in the heavy highway construction business.
- Manages the operations of a premier excavation contractor in Colorado.
- Manages the operations of an organization that has over 200 employees.
- Successfully completed highway construction projects in excess of \$20 million.
- Completed over \$200 million in highway and excavation contracts for different federal and state organizations in his career.

Education/Certification

- OSHA 32 Hour Construction Safety Training
- First Aid Training / CPR Training

Organizations

- Colorado Asphalt Paving Association (CAPA)
- Association of General Contractors (AGC)
- Associated Contractors of New Mexico
- Colorado Contractors Association
- Pueblo Chamber of Commerce
- Greenhorn Valley Chamber of Commerce

Major Construction Projects Completed

- **US Army Corp of Engineer- Rio Grande Floodway, San Acacia Phase 1 & 2 Levee.** Reconstruction of 3 miles of Rio Grande Levee in Socorro, New Mexico – Consists of Excavation, Embankment, Drainage System, Drainage Culverts, Concrete Revetment, Rip Rap, and Bentonite Slurry Wall.
- **Colorado Department of Transportation- SH9 Wildlife and Safety Improvements-** 10.6 Mile Highway Improvement Project in Grand and Summit Counties, Colorado. Work includes New Precast Animal Overpass and Underpass Structures, Drainage

Culverts, Precast Box Culverts, Excavation, Embankment, Aggregate Base, Asphaltic Concrete Pavement, Striping and Signage.

- **Waste Management Colorado Springs Landfill Phase 1 MOD 4-** Construction of New Landfill Cell including Excavation, Clay Liner, Leachate Collection Piping, and new HDPE Water Storage Reservoir
- **Boulder County- James Canyon Drive Minor Resurface-** Resurfacing of roadway including Embankment, Asphalt Paving, Rip Rap, and Drainage Culverts.
- **Boulder County- Pinebrook Hills Road Repair-** Emergency Repair of Roadways in boulder County Colorado. Embankment, Retaining Wall Construction, Culvert Installation, Temporary Shoring, Asphalt Paving and Signage.
- **Colorado Department of Transportation- US 36 reconstruction.** Emergency Reconstruction of US 36 North of Lyons, Colorado. Embankment, Rip Rap, Asphalt Paving, Culvert Installation, Fencing, Soil Anchors, Rock Bolts.
- **Boulder County- Longmont Dam-** Emergency repair of Longmont Dam in Boulder County, Colorado. Embankment, Rip Rap and Culvert Installation
- **Wyoming Department of Transportation- US287 Colorado State Line to Laramie-** Project includes Roadway Excavation, Drainage Culverts, Crushed Base, Asphalt Paving, Wetland Construction, Seeding and signage.
- **Railroad Commission Texas- Stoeltje Abandon Mine Land Reclamation-** Project Includes Topsoiling, 2.7 million CY of Excavation, Dewatering, grading, articulated concrete block channel.
- **Central Federal Land Highway Division- Tarryall Creek Road.** Project included Roadway Excavation, Aggregate base, Asphalt Superpave, Culver Pipe, Concrete Box Culvert, Rip Rap, Rockery, Fence, Seeding, Erosion Control, Traffic Control
- **Central Federal Lands Highway Division - Hawaii Saddle Road**
Project included Roadway Excavation (approx 1,200,000 cy); Blasting; Embankment (approx 1,200,000 cy); Riprap; Culvert Pipe;
- **City of Pueblo - Pueblo Memorial Airport Project** included Unclassified Excavation, Rock Excavation, Aggregate Base Course, RCP Pipe, Concrete Channel, Seeding, Electrical
- **New Mexico Department of Transportation - G4024A - TO Ranch Project** included excavation, borrow, rock excavation, base course asphalt, cold milling, concrete structures, bridges(4), pipe, riprap, guardrail, fence, seeding, signing, and striping

- **Acoma, New Mexico- New Mexico Department of Transportation**
 Built Interstate Interchange including roadway excavation, borrow, aggregate base course, cold milling, asphalt paving, bridge, pipe, building overpass, multiple roundabouts, mse wall, seeding, fencing, striping, signing, and electrical.
- **Christiansted Bypass, St. Croix USVI – Eastern Federal Highway**
 Over saw construction of a \$17,280,000 bypass. Inter faced daily with owners representative and Quality Control. This project consisted of 200,000 cubic yards of rock excavation, 80,000 cubic yards of unclassified excavation, 58 tie back anchors, 5,500 of rock fall netting. This project largest excavation is 110 feet high, with very steep slopes. It had sensitive environmental issues and dust monitoring. The majority of the rock was blasted with nearby housing and businesses with continuous vibration monitoring, and pre-blast survey.
- **Pagosa Springs Airport, Pagosa Springs, CO—Archuleta County**
 This project consists of constructing a parallel taxi way at an active open airport. This project consisted of heavy excavation, rock excavating, surveying, storm water management and management of four subcontractors.
- **Pueblo Chemical Depot Site Prep. & Storm Drainage System Bechtel National, Inc.**
 This project owner was the Corp of Engineers. It consisted of 80 acres over lot grading including excavation, structural embankment for seven large buildings and plant foundation, underground sewer installation, rip rap lined ditch. Project manager duties included daily plan of the day meetings, updated resource loaded Primavera progress schedule, holding weekly progress review meetings, preparatory meetings, and schedule coordination meetings, preparing submittals and RFI's. Also worked in coordination with Project Safety Coordinator to ensure "Zero" accident safety culture, assisted in preparation of the accident prevention plan and all AHA's and start cards.

Leonard H. Read

EDUCATION

- 2012 Maricopa County Dust Control Coordinator
- 2004 Certified professional in Erosion and Sediment Control (CPESC)
- 1991-1994 **Master of Science Degree in Construction**
Del E. Webb School of Construction
College of Engineering and Applied Sciences
Arizona State University
- 1976-1980 **Bachelor of Science Degree in Construction**
College of Engineering and Applied Sciences
Arizona State University

PROFESSIONAL EXPERIENCE:

March 2013 – Current **AREA MANAGER**

Kirkland Construction, LLLP, Rye, Colorado

Current Projects –

Rio Grande San Acacia Levee- Reconstruction of 3 Miles of the Levee in Socorro, NM including Excavation, embankment, drainage system, culverts, Concrete Revetment, Rip Rap and Bentonite Slurry Wall

CDOT SH9 in Kremmling CO includes New precast animal overpass and underpass structures, drainage culverts, excavation, embankment, aggregate base, asphaltic concrete pavement.

WYDOT US HWY 287 Stateline- includes roadway excavation, drainage culverts, crushed base course, asphalt paving, wetland construction, seeding.

Completed Projects-

Boulder County James Canyon flood repair
Waste Mgt Colorado Springs Landfill New Cell construction
Boulder County Pinebrook Hills emergency road flood repairs
CDOT US 36 Lyons CO emergency road reconstruction
Boulder County Longmont Dam Emergency Repair
Railroad Commission Texas -Stoeltje Abandon Mine Reclamation
City of Pueblo Greenhorn Drive Street Improvements
WYDOT Hakalo Quarry Reclamation Phase II
CDOT US HWY 50 Baltimore to Wills
Tarryall Creek Road – Central Federal Lands Highway Division

Job Duties

Area Manager with responsibilities for the field operations of multiple projects throughout the southwest. Coordinated personnel, equipment, subcontractors, and materials between projects which varied from heavy highway, airport grading and drainage, and landfill construction. Handled owner/agency relations and communications. Involved in estimating on projects as needed depending on workload and complexity.

2002- March 2013 **AREA MANAGER / ESTIMATOR**

R.E. Monks Construction Co., LLC, Fountain Hills, Arizona

Area Manager with responsibilities for the field operations of multiple projects throughout the southwest. Coordinated personnel, equipment, subcontractors, and materials between projects which varied from housing grading, to heavy highway, airport grading and drainage, landfill construction, industrial site excavation and grading. Handled owner/agency relations and communications. Involved in estimating on projects as needed depending on workload and complexity.

Project Highlights:

- Waste Management – NWRLF Phase 2 Module 2 - 2012
- Waste Management – Painted Desert Landfill - 2012
- Republic services - Multiple Landfills – 2012
- Solana Solar Power Plant –2200 Acres mass grading with GHG Reporting Requirements – 2011 – 2011
- Waste Management – Butterfield Landfill Cell 13C – 2010
- ADOT – I-8 – Telegraph Pass Rock Fall Protection - 2009
- St. George Replacement Airport – 2008 – 2009
- Saddlebrook Master Planned Community – 2005
- City of Phoenix SR 85 Landfill - 2005
- ADOT- Glassford Hill - 2003

1996-2002 **PROJECT MANAGER**

Meadow Valley Contractors, Inc., Phoenix, Arizona

Started with the company as **Structures Manager** on SR 51 (Squaw Peak Freeway) from Shea Blvd. to Thunderbird. Promoted to **Project Manager** on the Red Mountain/Price Road Interchange Phase IV. Responsible for scheduling, production, subcontractor coordination, pay estimates, communications with ADOT, and safety for the entire project. Heavily involved in the design and construction of the 250 Kip pipe falsework, which was used on two of the five bridges on the project. There were also two precast I-Girder bridges over the Salt River, and one wood post falsework bridge. Then **Project Manager** for a \$19 million joint venture with R.E. Monks in Prescott, which was a 4.5 mile new highway with three bridges, 3 large box culverts, over one million yards of excavation and over 70,000 tons of AC. Then **Project Manager** on the bridge widening project at Dobson and Alma School Rd. across the Superstition Freeway. Also involved in the estimating of several projects.

1995-1996 **STRUCTURE SUPERINTENDENT**

Ball, Ball, and Brosamer, Inc. California

Structure Superintendent responsible for all of the structures on the Red Mountain - Price Road Interchange Phase II & III. Project included eight bridges, two wood post falsework, two combination soffit fill and wood post falsework, one soffit fill, one 250 kip pipe falsework, and two large precast girder bridges across the Salt River. Dealt closely with falsework designers and overlooked the purchasing of materials and the fabrication of all aspects of the falsework and bridge structures. Also directed the falsework stripping operation, which involved the use of barge type stripping winches.

- 1990-1995 **STRUCTURES MANAGER/ ESTIMATOR**
Wheeler Construction, Inc. Phoenix, Arizona
Began as **Structures Engineer** on \$23 million freeway construction project, promoted to **Structure Superintendent** on \$19 million bridge project for ADOT. Promoted to **Structures Manager** for the division, which built box culverts, bridges, commercial building concrete, and residential housing flatwork.
- 1986-1990 **STRUCTURES ENGINEER**
Kasler Corporation, San Bernardino, California
Started as **Grade Foreman** in Wyoming on 3.3 mile remove and repaving job. Promoted to **Engineer in charge of purchasing and procurement** on \$28 million box girder bridge project in Phoenix, (I-10 viaduct over 15th ave, Grand Ave. and 19th Ave). Moved into surveying on that same project then promoted to **Structures Engineer** on the \$30 million project known as The Stack, a four level interchange between I-10 and I-17.
- 1983-1986 **PRESIDENT**
Read-Clark Construction Company, Cheyenne, Wyoming.
President and 51% owner of small company specializing in basements and flatwork for residential, and concrete foundations for commercial buildings.
- 1973-1983 **VICE-PRESIDENT**
Read Construction Company, Cheyenne, Wyoming
Worked summers from the age of 15. Upon graduation from college, went to work full time. Went through most phases of construction management, from laborer to foreman, to field superintendent and into project management. Also involved in estimating and contract negotiations with owners and subcontractors. Company did highway and municipal street and drainage construction, as well as commercial building and demolition work.

COMPUTER SKILLS: Word, Excel, Power Point, Contractor, Microsoft Project, HCSS HeavyBid

THERON L. BYRAM
3813 W. Bloomfield Rd.
Phoenix, Arizona 85029

Home: 602 326-7319
Work: 602 531-0693

Executive Summary:

- 41 years safety experience
- Certified Mine Safety Professional
- MSHA Instructor
- OSHA Instructor
- First-Aid, CPR Instructor
- Flagger Instructor
- Hazmat Instructor

Experience:

KIRKLAND CONSTRUCTION.
Heavy Highway Construction
Risk Manager

Rye, Colorado
2013 -Present

R.E. MONKS CONSTRUCTION COMPANY LLC.
Heavy Civil Construction

Phoenix, Arizona
2007 - 2013

Risk Manager/HR Director Arizona Division

HIGHLAND ENGINEERING
Underground Pipe Installation

Phoenix, Arizona
2005- 2007

Safety Director

- Responsible for all Safety operations in Arizona and California.
- Administrate all Workman's Comp issues.
- Administrate all Risk Management.
- Creation of Safety and Employee handbook, policies, and procedures.
- Manage all drug, training, and inspection issues.
- Maintain DOT files.

PIERSON CONSTRUCTION
Underground Pipe Installation

Tempe, Arizona
2003 -2005

Safety Director

- Responsible for all Safety operations.
- Administrate all Workman's Comp issues.
- Administrate all Risk Management.
- Creation of Safety policies and procedures.
- Manage all drug, training, and inspection issues.

THERON L. BYRAM
3813 W. Bloomfield Rd.
Phoenix, Arizona 85029

Home: 602 326-7319
Work: 602 531-0693

Arizona State Mine Inspector

Phoenix, Arizona

Education & Training Program Manager

1999 – 2003

- Manage the Education and Training Division for the State Mine Inspector.
- Create a strategic plan for the department and ensure goals and objectives are met.
- Have primary responsibility / authority in the initiation of personnel actions for employees in the E & T Division.
- Meet with representatives of the mining industry to evaluate their training needs and ensure the needed training is provided.
- Act as liaison and represent the E & T Division with the U.S. Department of Labor, (grant provider).
- Create methods for statistical tracking and ensure information and data necessary for the annual federal grant application is available and accurate, and provide direction in the development of the grant.
- Supervise the planning and implementation of annual conferences.
- Assist mining & construction companies in the development of mandated training.
- Conduct Instructor training sessions as required.

TIC Wyoming

Solvay Minerals Green River, WY

1800-foot shaft construction and surface office and plant construction

1998 –1999

Safety Director

- Direct safety until completion of mine shaft (MSHA).

Education:

2006 ATSSA Traffic Control Supervisor

2000 Certified Mine Safety Professional, Phoenix, AZ.

1998 AS Occupational Safety & Health, Gateway College Phoenix, AZ.

1997 Instructor Course OSHA 500 & 501 Phoenix, AZ.

1991 Instructor Trainer Course National Safety Council

Emergency Medical Technician, Grants, NM.

Disaster Management, Socorro Fire Academy Socorro, NM.

1990 Emergency Medical Technology, Pima College Tucson, AZ.

1982 MSHA Instructor Surface and Underground

JOE PROVOST
41030 OLSON ROAD
AVONDALE, CO 81022
(719) 948-4530

SUMMARY:

26 Years Experience Heavy Highway Construction.

10 Years General Superintendent/Superintendent- Duties include: preparation of estimates for bids. Planning setup and start of new projects including equipment and manpower required. Help jobsite superintendents with any problems that may arise. Visit jobsites to ensure projects are built according to plans and specifications, progress schedules are being met as well as tracking of job costs. Meet with project owners on weekly basis to resolve any problems or changes to projects.

WORK EXPERIENCE:

1999 to Present - Kirkland Construction, PO Box 387, Rye, CO 81069
General Superintendent/Project Manager- Construction projects throughout Colorado and New Mexico.

1996-1999 - Sixmile Corporation, Pueblo, CO
Superintendent-Road Construction.

1995-1996 - ASI/RCC, Buena Vista, CO
Foreman- Rock fill dam, Central City, CO

1993-1995 - Parker Excavation, Pueblo, CO
Superintendent- Denver Federal Center, Road Reconstruction- Denver, CO
Superintendent- Enlisted Barracks - Fort Carson, CO

1992-1993 - Lawrence Construction, Littleton, CO
Equipment Operator- Arkansas River Walk, Pueblo, CO

EDUCATION:

High School Diploma

SUMMARY OF PROJECTS:

Army Corp San Acacia Levee	\$17,434,335	Jacob Chavez	(505)453-7859
CDOT SH9 Kremmling	\$41,761,463	Justin Kuhn	(970)826-3443
CDOT US36 Lyons	\$4,965,819	Chris Boespflug	(303)546-5676
Boulder Cnty Longmont Dam	\$2,578,951	Kristine Obendorf	(303)441-3900
WYDOT US287 Stateline	\$17,895,523	Larry Geldien	(307)745-2113
RRCTX- Stoeltje Mine Recl.	\$5,768,995	Tom Morgan	(512)463-7680
CFHWA- Tarryall Creek Rd	\$8,772,541	Micha Leadford	(720) 963-3498
CDOT US 50 Baltimore to Wills	\$5,893,376	Karen Rowe	(719)546-5430
NW Passage – PCD	\$6,981,792	Mark Hunter	(719)549-4773
Site Fencing – PCD	\$2,707,474	Mark Hunter	(719)549-4773
City of Montrose	\$1,998,936	Tom Cobb	(303)843-2944
CDOT -Cimarron West	\$4,000,000	Darryl Carlson	(970)249-5285
CDOT – Meeker	\$2,960,003	Gene Camilletti	(970)326-8390
CDOT – Almont	\$6,250,000	Darryl Carlson	(970)249-5285
Corps of Eng. – PCD	\$3,109,240	Duncan Jurgenson	(719)549-4266
CDOT – Beshoar Jct.	\$2,205,000	Mike Morrell	(719)546-5437
CDOT – Granada	\$2,380,000	Tom Bronniman	(719)336-3228
Wray Airport	\$2,435,000	Keith Kohler	(970)242-0101
Colo. Springs Airport	\$6,605,000	Jim Fluhr	(303)948-4650
COE – John Martin Dam	\$1,000,000	Mark Stark	(719)829-4165
Colo. Springs Airport	\$4,200,000	Tom Cobb	(303)843-2200
COE – Middle Rio Grande Flood Control	\$4,983,000	Dale Carver	(505)342-3443
CDOT – SH 47	\$3,413,000	Scott Brace	(719)546-5441
Clint Landfill	\$2,500,000	John Cordova	(915)541-4476
Eagle Tumbleweed Soil Conservation	\$3,738,000	Katy Byrd	(505)625-0005
6-Bar Ranch	\$3,000,000	Paul Herlihy	(203)307-5580
Pinon Canyon Maneuver Sites	\$8,800,000	Don Starr	(719)579-9330
CDOT – Villa Grove	\$2,975,000	John Schneider	(719)589-4251
CDOT – Wiley Jct.	\$3,910,000	Brian Long	(719)336-3228

Pete Saint

Phone: 719-251-1969. Email: Pete@kirklandconstruction.com

Experience

Kirkland Construction-Superintendent 1/2015-Present

- Responsibilities include management of daily crews, crew hiring and training, management of the interaction with project owners, estimating, and oversee daily activities of a project.

Rummel Construction Company-Project Manager 5/2014-12/2014

- Responsibilities include project scheduling, revenue and cost management, crew hiring and training, GPS model building and training for operators and grade checkers, contract and subcontract management, estimating bids, fleet mobilization, and plan set evaluation.

R.E. Monks Construction Company, LLC - Project Manager 4/2002-5/2014

- Responsibilities include project scheduling, revenue and cost management, crew hiring and training, GPS model building and training for operators and grade checkers, contract and subcontract management, estimating bids, fleet mobilization, and plan set evaluation.
- Grade checking, story staking, grade staking, finish grade staking, GPS rover, UTS system setup and use.
- Proficient operation of motor graders, bulldozers, scrapers, rock trucks, excavators, compactors, backhoes, loaders, water pulls, and water trucks.
- Superintendent abilities have included completion of projects on schedule, budget and profit goals, crew management, daily safety meetings, and project planning.
- GPS Manager- included making surface files for all projects, base setup and localization, original ground topos, as-builts of projects, training grade checkers with use of the equipment, training operators and supervisors on use of the equipment, able to perform field repairs without sending units into Trimble to get fixed, included in decision making for buying and selling equipment.

Lorencito Coal Mine - Environmental Engineer 5/2001-4/2002

- Underground and tributary water analysis for contaminations, BMP management, and Stormwater mitigation.
- Operating train load-out systems and helping maintain the coal wash plant facility.

Education

Trinidad State Junior College 1995-1997

Major-Associates of Science

Colorado State University 1997-2000

Major-Range Land Ecosystem Science (Bachelors of Science)

Training

- MSHA Certified Trainer
- CPEC Certified
- Maricopa Dust Compliance Training

Skills

- Motor Grader - CAT 140, 160, 14H, 14M
- Loader - CAT 938, 950, 966, 980, 988
- Bulldozer - CAT 5, 6, 7, 8, 9, 10
- Scraper - CAT 621, 623, 627, 633, 631, 637
- Rock Truck - CAT 770, 773, 777
- Compactor - CAT 563, 615, 625
- Excavator - CAT 320, 330, 336, 345, 349, 385
- GPS - Trimble systems (rovers, data collectors, base stations, and machine control systems)
- Total Stations - Trimble UTS systems
- 2D Systems - Spectra laser and Blade Pro Systems
- Computer - Microsoft Office, Primavera, Microsoft Project, Adobe, Bluebeam, Trimble Business Center, Trimble Data Manager, Winflash, Terramodel, AutoCAD, Carlson Civil, Carlson Survey, Trimble Sketchup, HCSS Heavy Bid, Maxwell Streetsmarts, and Foundation.

References

Terry Dagen - Sitech Southwest - 480-907-4109 Kevin Jones-RE Monks Construction - 602-541-0801
 Bill Kelton - Kirkland Construction - 480-403-1637 Eddie Davidsen-IHC - 303-229-8010
 Leonard Reed - Kirkland Construction - 480-466-5235 Richard D Monks - 602-828-2600

Project Highlights

State Highway 9 River South Wildlife & Safety: 2015-Present \$60,000,000.00
 Reconstruction of state highway, installation of wildlife crossings, multiple CMP and box culverts. Assisted the project as a foreman with finishing crews of the base aggregates, grading slopes, excavation and backfill of wing walls, and installation of MSE walls.

San Acacia Phase 1 & 2 Levee Construction: 2015-Present \$16,000,000.00
 Reconstruction of the existing levee on the west side of the Rio Grande river. The project consists of 5 miles of levee which the installation of a toe drain system. The levee core was constructed with a bentonite slurry wall. Supported the project as a Superintendent and overseen the daily operations of the

project. Worked with the office team with submittal, RFI, schedules, monthly pay applications, three phase inspections, Activity Hazard Analysis, and work plans.

- Buckley Air Force Base Runway Reconstruction: 2013-2014 \$3,500,000.00
Reconstruction of the north and south end sections of the runway. Project consisted of removal of existing concrete runway, excavation of 200,000 cubic yards of material, and fine grade of the runway prism and shoulder areas. Overseen the project as the project manager and also supervisor for all phases of the construction.
- Colorado Springs Airport Taxiway E, E3, E6 Reconstruction: 2013 \$2,000,000.00
Removal of the existing concrete taxiways, under-drain removal, topsoil removal, excavation of 50,000 cubic yards of material, and fine grade of the taxiway prism and shoulder areas. Overseen project as the project manager and also supervisor for certain phases of the construction.
- Midland Landfill: 2013 \$6,000,000.00
Excavation of 1,000,000 cubic yards of material, fine grade slopes and floor, installation of HDPE liner system, and placing 2 foot protective layer. Overseen the project as the project manager.
- Hanna Ridge Box Culvert: 2013 \$1,000,000.00
Excavation of 20,000 cubic yards of material, subgrade preparation, installation of an 8x4 double box 400 foot in length, and a rip rap drop structure. Overseen the project as the project manager.
- Turquoise Ridge Crushing and Hauling: 2010-2014 \$8,000,000.00
Mining support for a underground gold mine. Blasting, hauling, and crushing from a lime stone quarry located onsite. Removal of low and high grade ore skipped from underground and placed into stockpiles for haul off. Overseen the project as the project manager.
- Solana Solar Power Station: 2012 \$6,000,000.00
Mass excavation of 2,000,000 cubic yards of a 2,000-acre site. Overseen the project as the project engineer and GPS manager.
- Silver City Tailings Reclamation: 2012 \$3,500,000.00
Excavating contaminated soils out of the foothills that tested high in PH. Placing material in the existing tailings pile and capping with run of mine material. Overseen the project as the project manager and GPS manager.
- Bisbee Tailings File Reclamation: 2012 \$3,500,000.00
Excavating native material, hauling and capping an existing tailings pile. Overseen the project as the project engineer and GPS manager.
- FMI Miami Copper Mine Upper Oxide Pond: 2011 \$2,000,000.00
Construction of a storm water pond. Excavation of approximately 55,000 cubic yards of material, grade preparation, installation of a HDPE liner system, Installation of 3 miles of 24 inch HDPE pipe, and a concrete drop structure. Overseen the project as the project manager and superintendent.
- Cortez Gold Mine Bench Back: 2010 \$6,000,000.00
Mass excavation of benching back the top portion of the pit for expansion. Approximately 1,500,000 cubic yards blasted and excavated. Overseen the project as one of three project managers and the GPS manager.
- St. George Airport: 2009 \$9,000,000.00
Mass excavation of a new airport site. Approximately 2,500,000 cubic yards of material hauled and placed as embankment. Fine grade of the site. Overseen the project as the project engineer and GPS manager.

Carlota Copper Mine Leach Pad: 2008 \$12,000,000.00
Construction of a new leach pad located on forest service land. Excavation of 1,500,000 cubic yards of material, construction of two core of engineer earth dams, HDPE liner of the site, placement of a 2 foot protective cover, and installation of an armorflex channel around the project. Overseen the project as the project engineer and GPS manager.

FMI Miami Benching 24 Level: 2008 \$39,000,000.00
Mass excavation of material to bench the existing leach pads. Overseen the project as the GPS manager.

Bullhead Waste Water Treatment Plant: 2007 \$1,000,000.00
Excavation of new holding tanks and piping system. Overseen the project as the project engineer and GPS manager.

Bullhead Roadways Project: 2006 \$2,000,000.00
Excavation of approximately 6 miles of new two lane roadways. Overseen the project as the project engineer and GPS manager.

Laughlin Ranch Subdivision: 2003-2004 \$12,000,000.00
Construction of a master plan community with an eighteen hole golf course. Overseen the project as the project engineer and GPS manager.

JAMES HIGGS

Company: Kirkland Construction

Company Position Title: Construction Manager

Years with Company: 2003 – Present (12 Years).



Work Experience:

NMDOT / City of Roswell, NM

Construction Manager / Coordinator

Mr. Higgs serves as the a construction manager and coordinator for this project which consists of capping an existing landfill, mass excavation of a new cell and site grading. While on this project James coordinated workers, subcontractors, and suppliers to achieve the project deadline and budget.

NMDOT / Colfax County, NM

Construction Manager / Survey Coordinator

Mr. Higgs serves as the a construction manager and survey coordinator for this project which consists of 1,000,000 CY of earthwork; 146,750 tons of Base Course; 20,000 Tons of Asphalt, 4,000 Lf of Pipe; 150 Acres of clearing and grubbing; construction of 4 bridges. Along with the superintendents of this project Mr. Higgs is responsible for managing the majority of the earthwork operations and grade checking activities associated with the project.

NMDOT / Capulin, NM

Construction Manager / Coordinator

As the construction manager & survey coordinator for this project, Mr. Higgs is responsible for coordinating majority of our earth work activities, calculating quantities, & the placement of a variety of different drainage structures. As a one of our most technically proficient managers, Mr. Higgs also is responsible for coordinating the design & construction of various water retention structures associated with this project.

FHWA/Christiansted Bypass / St. Croix USVI

Construction Manager / Survey Coordinator

This project was a grading & drainage assignment for the Federal Highway Administration in the U.S. Virgin Islands. As the Construction Manager & Survey Coordinator for this project; Mr. Higgs was responsible for designing & coordinating many of our earth movement operations & drainage structure installation activities. He was also responsible for calculating & surveying all of our earthwork quantities for our monthly estimates with the FHWA. In addition, he also played a vital role in ensuring that proper grade was met throughout the project.

NMDOT/ Exit102 Interchange/ Acoma, NM

Construction Manager/ Project Coordinator

As the construction survey coordinator & Manager, he worked closely with construction superintendents in the coordination & implementation of all of the construction activities associated with this project. Mr. Higgs also played a fundamental role in planning & coordinating construction activities with the New Mexico Department of Transportation & the various landowners associated with this project.

BECHTEL / NW Passage/ Metal Building/ Pueblo, Co.

Construction/Survey Coordinator

This project consisted of the development & construction of defense access roads to the Pueblo Chemical Depot in Pueblo, Colorado. This project also included the construction of 5,000 sqft Metal Building Structure, various storm sewer improvements, & landscape work. Mr. Higgs' was directly responsible for verifying that the proper grade was met during various phases of the road construction & drainage installation process.

FHWA / Saddle Road / Hawaii, HI

Construction Manager/ Project Coordinator

As the project coordinator & Manager, he worked with the construction superintendents in the coordination & implementation of all of the construction activities associated with this project. Mr. Higgs also played a fundamental role in planning & coordinating construction activities with the subcontractors/suppliers to meet the project milestones.

FHWA/ Tarryall Creek Road Tarryall, CO

Construction/Survey Coordinator

Project included Roadway Excavation, Aggregate base, Asphalt Superpave, Culver Pipe, Concrete Box Culvert, Rip Rap, Rockery, Fence, Seeding, Erosion Control, Traffic Control.

RRCTX/ Stoeltje Abandon Mine Land Reclamation Falls City, TX

Construction/Survey Coordinator

Project Includes Topsoiling, 2.7 million CY of Excavation, Dewatering, Grading, articulated concrete block channel.

WYDOT- US 287 Colorado State Line to Laramie

Construction/Survey Coordinator

Project includes Roadway Excavation, Drainage Culverts, Crushed Base, Asphalt Paving, Wetland Construction, Seeding and signage.

Boulder County Longmont Dam

Construction/Survey Coordinator

Emergency repair of Longmont Dam in Boulder County, Colorado. Embankment, Rip Rap and Culvert Installation.

CDOT US 36 Reconstruction- Lyons

Construction/Survey Coordinator

Emergency Reconstruction of US 36 North of Lyons, Colorado. Embankment, Rip Rap, Asphalt Paving, Culvert Installation, Fencing, Soil Anchors, Rock Bolts.

Boulder County Pinebrook Hills Road Repair

Construction/Survey Coordinator

Emergency Repair of Roadways in boulder County Colorado. Embankment, Retaining Wall Construction, Culvert Installation, Temporary Shoring, Asphalt Paving and Signage.

Waste Management Colorado Springs Landfill

Construction/Survey Coordinator

Construction of New Landfill Cell including Excavation, Clay Liner, Leachate Collection Piping, and new HDPE Water Storage Reservoir.

CDOT SH9 Wildlife and Safety Improvements

Construction/Survey Coordinator

10.6 Mile Highway Improvement Project in Grand and Summit Counties, Colorado.
Work includes New Precast Animal Overpass and Underpass Structures, Drainage Culverts, Precast Box Culverts, Excavation, Embankment, Aggregate Base, Asphaltic Concrete Pavement, Striping and Signage.

US Army Corp of Engineer- Rio Grande Floodway, San Acacia Phase 1 & 2 Levee

Construction/Survey Coordinator

Reconstruction of 3 miles of Rio Grande Levee in Socorro, New Mexico – Consists of Excavation, Embankment, Drainage System, Drainage Culverts, Concrete Revetment, Rip Rap, and Bentonite Slurry Wall.

Engineering Software Proficiency

AGTEK Engineering & Design Software for 3D Modeling

Trimble Terramodel, Business Center, Site Vision Office

Primavera Project Management Version 6.0

Microsoft Project

Microsoft Excel/Word

HCSS Heavy Job, Heavy Bid

Education

- High School Diploma Florence, CO
- Fort Lewis College Durango, CO
- MSHA Certified Acoma, NM
- First Aid Pueblo, CO
- CPR Pueblo, CO
- CMI (Asphalt Plant Management) Oklahoma City, OK
- Agtek Rye, CO
- Storm Water Prevention Plan Certified Denver, CO
- Trimble Las Vegas, NV
- Topcon Capulin, NM
- Heavy Job Sugarland, TX
- OSHA Safety Trained Denver, CO
- Heavy Bid Scottsdale, AZ
- P6, Primavera Rye, CO

Partnering Workshops with the following Government Agencies:

U.S. Army Corps of Engineers

Central Federal Highway Administration

Eastern Federal Highway Administration

New Mexico Department of Transportation

Colorado Department of Transportation

Texas Railroad Commission

Local Governments

Line	Name	Duration	Start	Finish	Total float	2016																	
						January			February					March				April				May	
						1	8	15	22	29	7	14	21	28	4	11	18	25	2				
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16								
1	PROJECT AWARDED		1/27/2016	1/27/2016	0d	1																	
2	R.O.W. PROCURED		1/27/2016	1/27/2016	20d	2																	
3	NOTICE TO PROCEED		2/3/2016	2/3/2016	0d		3																
4	A.R. MOBILIZATION-	5d	2/3/2016	2/9/2016	0d		4																
5	A.R. EROSION CONTROL	10d	2/5/2016	2/18/2016	0d		5																
6	A.R. CONSTRUCTION INCIDENTALS	5d	2/9/2016	2/15/2016	0d		6																
7	W.C. 11- 18 EROSION CONTROL	5d	2/10/2016	2/16/2016	3d		7																
8	A.R. CLEAR & GRUB	2d	2/11/2016	2/12/2016	52d		8																
9	A.R. REMOVE-DISPOSE IMPROVEMENTS	5d	2/15/2016	2/19/2016	52d		9																
10	A.R. REMOVE-INSTALL DIVERSION STRUCTURE	15d	2/16/2016	3/7/2016	6d		10																
11	A.R. SAW CUT LEVEE PANELS	15d	2/16/2016	3/7/2016	0d		11																
12	A.R. REMOVE-CRUSH LEVEE PANELS	15d	2/17/2016	3/8/2016	0d		12																
13	W.C. 11- 18 CONSTRUCTION INCIDENTALS	5d	2/17/2016	2/23/2016	3d		13																
14	W.C. 11- 18 REMOVE-DISPOSE STRUCTURES	10d	2/17/2016	3/1/2016	5d		14																
15	5 EROSION CONTROL	5d	2/17/2016	2/23/2016	10d		15																
16	W.C. 11- 18	25d	2/23/2016	3/28/2016	5d		16																
17	W.C. 11- 18 CLEAR & GRUB	5d	2/24/2016	3/1/2016	20d		17																
18	W.C. 11- 18 CONCRETE HEADWALL INCIDENTALS	5d	2/24/2016	3/1/2016	3d		18																
19	5 CONSTRUCTION INCIDENTALS	5d	2/24/2016	3/1/2016	10d		19																
20	W.C. 11- 18 EXCAVATE-HAUL TO STOCKPILE	10d	3/2/2016	3/15/2016	20d		20																
21	W.C. 11- 18 PIERS 12 INCH	15d	3/2/2016	3/22/2016	3d		21																
22	5 CLEAR & GRUB	5d	3/2/2016	3/8/2016	10d		22																
23	A.R. EXCAVATE-HAUL TO SCHDLE 2	30d	3/8/2016	4/18/2016	6d		23																
24	A.R. EXCAVATE-HAUL TO STOCKPILE	35d	3/9/2016	4/26/2016	0d		24																
25	A.R. HAUL-PLACE CRUSHING SCHDLE 2	2d	3/9/2016	3/10/2016	29d		25																
26	W.C. 11- 18 SUBGRADE PREP	5d	3/9/2016	3/15/2016	20d		26																
27	5 EXCAVATE-HAUL TO STOCKPILE	5d	3/9/2016	3/15/2016	10d		27																



Drawn: 1/21/2016

ARKANSAS LEVEE

PROPOSED SCHEDULE

No Summary Tasks

By Start Date



Project Safety

1. Safety Training

- a. Competent person training.
 - i. All OSHA requirements.
- b. Field Safety Meetings
 - i. Field safety meetings will be conducted on site at a minimum rate of one per week. The meetings will include all Company personnel, subcontractor personnel and owner personnel that are on location at 7am on Tuesday's. Subject matter for the meetings will be oriented toward issues that are specific to the project, including safety concerns that have surfaced, changing conditions, safety inspections, safety precautions and other similar informative items. The meeting will be conducted in an open format in order to invite participation from all attendees.
- c. Drug and Alcohol Impairment
 - i. Kirkland Construction prohibits all Company, subcontractor, and supplier personnel from reporting to or being at work with a detectable amount of a controlled substance in their system. Kirkland Construction further prohibits the possession or distribution of a controlled substance at a worksite under its responsibility by anyone, employee, subcontractor, supplier, or other. If a person, present on the Project is under reasonable suspicion by a supervisor or individual in authority, that person will be transported by a supervisor or Company safety manager to the nearest approved testing facility for a drug screen and an alcohol breathalyzer test. The person under suspicion shall not return to work at the Project or any other Kirkland Construction's premises until confirmed negative results for both tests are received. In the event of a positive result, that person is prohibited from returning to the Project and must be dealt with according to that person's company's prevailing substance abuse policy. Any such instance will be immediately reported to Kirkland Construction's Project Manager, Safety Manager, and the owner Project Engineer.
 - ii. Kirkland does pre-hire, suspicion, post-accident, and random drug testing.



d. Compliance by Subcontractors

i. Kirkland Construction requires adherence to established safety policies, procedures and performance standards by all persons that are present at the project location whether they be a Company employee, a subcontractor, a supplier or an authorized visitor to the site. Compliance with Company safety requirements are integrated into the subcontract agreements that pertain to the subject project, and are explicitly and implicitly conveyed to all suppliers and authorized visitors to the site. Unauthorized visitors are strongly discouraged from being present at the site and should be escorted off site until authorization to be present is obtained. Only those persons with a legitimate purpose for being on site should be given authorization

2. See attached.
3. In the past ten year Kirkland has received one non-fine citation on a subcontractor's crane.
4. See attached OSHA LOGS. We have a back to work program.

The last five year's EMR's, Total Lost workday incident Rates and recordable incident Rates are attached.

We have a hazardous waste spill plan.



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Shop: 4595 Graneros Road, Colorado City, CO 81019 PH: 719-676-3011 FX: 719-676-3010

EQUAL OPPORTUNITY EMPLOYER AND CONTRACTOR

Environmental Programs

Kirkland Construction has been involved in many projects that have incorporated the recycling of products such as concrete, aggregates, and asphalt. Kirkland just completed a project with the Wyoming Department of Transportation in which we reclaimed over 34,500 cubic yards of asphaltic concrete. Kirkland has recycled tens of thousands of cubic yards of concrete and asphalt from various roadway projects over its 50 years in the industry. Kirkland has experience crushing recycle concrete such as will be done on this project to salvage the concrete from the existing levee to reuse as road base for the road on top of the lowered levy. In addition to our recycling experience, Kirkland has a great deal of experience with both air and water quality. Kirkland has operated both concrete and asphalt plants for many years and is very familiar with the air quality regulations for plants and crushers. Kirkland has also done many projects near sensitive waters with the three most recent being:

1. The Tarryal Road project for the FHWA which was a highway realignment project for 9 miles right next to Tarryal Creek between Tarryall and Jefferson, Colorado.
2. The US 36 Emergency repair project just west of Lyons, Colorado adjacent to the St. Vrain Creek.
3. The Rio Grande Levee reconstruction project in Socorro, New Mexico for the United States Army Corps of Engineers, which is currently underway and includes the complete reconstruction of the levee for approximately 5 miles along the Rio Grande River.



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Quality Assurance/Quality Control Plan

A quality Control Team will be established to implement this quality control plan. The Quality Control Team will primarily be under the direct supervision of the QCS. Others will assist the QCS in the implementation and execution of the CQCP. Kirkland Construction (Kirkland) will provide Quality Control (QC) testing as required in the Contract Documents. Duties, responsibilities and identification of regular CQC personnel will be provided within the Quality Control Plan. It is RBK's policy to encourage all members of the project work force to proactively participate in this CQCP. Fully integrating quality objectives through the ranks assures efficient, safe, and timely completion of a quality project. The following summarizes the CQC duties and responsibilities of personnel involved with the construction of this project. These duties and responsibilities will be reviewed with each individual prior to beginning work. Additional review will be accomplished as necessary during the course of the work to assure continued conformance with the project specifications.

Project Manager (PM)

The QCS has the overall responsibility for the execution of this CQCP. The QCS interacts with Kirkland Area Manager, Mr. Leonard Read. He has the authority to stop any and all work not being performed in accordance with the project specifications. The PM's duties include periodic observation of the work; review of CQC reports; auditing the Document Control Systems including submittals, as-built drawings, and reports; reporting and documenting noted deficiencies in the work; and providing updates of the status of CQCP to the Pueblo Conservancy District.

Survey/Controls Manager

The Survey/Controls Manager for this project is Mr. James Higgs of Kirkland. He is responsible for coordinating all survey activities including Grade and Line Control and to assure that controls are sufficient to construct the project within specified tolerances. He is also responsible for review of the contract documents for errors and omissions, documenting as-built deviations from the contract drawings and providing data required to maintain as-built drawings. The Survey/Control Manager reports to the Kirkland Superintendent and works closely with the Kirkland PM.

Superintendents

A superintendent is responsible for all field aspects of his assigned operations for the project. Specifically, he is responsible for assuring that resources, workmanship, materials, and equipment used to complete the work are in compliance with the project specifications. He is also responsible for being thoroughly familiar with the contract requirements for the work he is to perform. He has the authority and responsibility to stop deficient or unsafe work, to direct the removal of deficient or nonconforming work and materials, to reject materials and to correct procedures as necessary to assure quality and safety.

His duties include assuring that all foremen and their crews understand the quality and safety requirements of the portion of the work in which they are involved, monitoring the work for

the specifications. He reports directly to the PM and interacts closely with the QCS. In addition, he works with the Project Manager and Survey/Controls Manager as necessary to assure that information and documentation of the work performed and work to be performed flows to and from the field efficiently and timely.

Testing and Inspection Personnel

All testing personnel shall possess the minimum qualifications as stated in the project specifications. Testing and inspection personnel are responsible for performing the specified contractor QC tests and inspections. They are further responsible for immediately reporting noted deficiencies or potential deficiencies in equipment, material, and workmanship to the responsible foreman, subcontractor, superintendent, and the QCS. All such deficiencies will be documented on CQC Reports. Inspection and testing personnel report directly to the QCS. These personnel are expected to work closely with the superintendents, foremen and work crews as well as the Pueblo Conservancy District to assure that work is of the quality specified. They have the authority through the QCS to recommend the removal or rework of deficient work and nonconforming materials.

Foremen

The foremen for this project are responsible for assuring that the portion of the work for which they are responsible is built in accordance with the project plans and specification. Specifically, they are responsible for assuring that the resources, materials, equipment and workmanship used to complete the work meets or exceeds the requirements of the contract documents. Foremen have the responsibility to be thoroughly familiar with the contract requirements for the work they are to perform and to assure that their crews understand the Quality and Safety requirements of the project. It is the duty of the foremen to immediately report to the QCS, and his superintendent, deficiencies in the work, materials or procedures. It is also the foremen's duty to report potential events that may adversely affect the quality or safety of the project. The foremen report directly to their superintendent and work with QCS to assure the work is of the quality specified.

Work Crews

Members of the work crews are responsible for performing their assigned tasks in accordance with the contract documents. Each member is expected to be familiar with the quality and safety requirements for the work they are performing. The requirements will be reviewed with the workers at the weekly tool box meetings and as necessary to assure that the quality and safety of the project is not adversely affected. Work crew members are expected to ask the foremen for clarification of instructions given, report noted deficiency or potential events that could compromise quality or safety of the work they are performing. Such issues will be brought to the attention of the worker's foreman, however each worker will have direct access to the safety officer and QCS for the purpose of expressing his or her concerns and comments.



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The availability and intended use of domestically produced iron, steel, concrete, and related manufactured goods in the Project.

This project requires concrete and reinforcing steel for the headwalls, levee walls, abutment walls, and caissons. There is locally available domestic steel and concrete in the amounts required for this project and therefore domestic materials will be used.



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Project Staffing Plan

Kirkland Construction is based in Rye, Colorado. We have always made a vested effort to hire locally. We advertise in the Pueblo Chieftain, Craigslist, Greenhorn Valley View, many other Colorado newspapers, as well as by word of mouth. We have on staff an abundant amount of local workers now and will continue to seek Colorado employees for this upcoming project. We also are often in contact with the local colleges to hire locals getting ready to graduate.

We have been a part of the community for over 50 years and have contacts for local Colorado subcontractors and use local companies as much as possible.

Kirkland Construction utilizes the vast resources of the agencies in the various States we work. We are active members of Colorado Contractors Trust, Associated Contractors of New Mexico, and Wyoming Contractors Association.

We spend an average of \$50,000 per year in these agencies training programs to further current and new employees. Colorado Contractors Trust requires their trainees to perform 2040 on the job training hours in order to graduate out of the program. Associated Contractors of New Mexico requires not only 8000 on the job training hours in addition they require 576 classroom hours per every year the trainee is in the program. Lastly, Wyoming Contractors Association requires their trainees to be in the program for 4 years and attend 1 week of classroom training per year. We have graduated several trainees through the various programs and currently have trainees enrolled.



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Arizona: 8255 E Raintree, Ste. 100 Scottsdale, Arizona 85260 PH: 480-634-8168 FX: 480-621-8511

PANEL REMOVAL

Due to the limited working space the 10'x10'x10" panel will be cut into smaller panels to meet the weight capacity of the machine that will be used to remove the panel from the slope. We have many years of experience of removing wingwall structures, buried concrete pipe, and box culverts which has given us a knowledge base for working in a safe and non-impactful manor.

Kirkland has a long history with crushing and sizing materials. We have produced products used in asphalt, concrete, base materials, and rip rap for most of the projects that our company has constructed all while meeting the tight tolerances for such agencies as the USACE, CDOT, MNDOT, FHWA, WDOT just to name a few.

Our team has various degrees of experience in dealing with removing concrete and sizing by means of crushing. We are currently working on a project that involves removing-replacing a pedestrian bridge, and concrete improvements to a vehicle bridge, both of which, cross the Arkansas River. This project includes having to hydro demolish the bridge deck to expose rebar, cut and remove the remaining concrete overhang, and install a new concrete overhang and decking, all while protecting the river from any contaminates from the construction.



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Project Equipment Needs

Kirkland has all of the equipment necessary to complete this project available to begin work immediately. There is of course the possibility that due to an unusually high rainfall or other weather event the creek and river may flow more than anticipated which would require additional measures to deal with higher than normal flows but based on historical data Kirkland is confident we can handle the project with the current availability of manpower and equipment.



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Slope Remediation

Kirkland has just recently, early 2015, completed the stabilization of US 36 just west of Lyons Colorado with the use of grouted rock bolts, anchor plates, epoxy coated rebar walers, shotcrete, and geogrid engineered earth fill. The project was for the Colorado Department of Transportation, funded by FEMA as part of the emergency flood repair from the floods in September of 2013. This is only the most recent experience with rock bolts and soil nailing. Kirkland has been involved in heavy construction in the Rocky Mountain region for 50 years and has had many road projects which include slope stabilization. In addition to the Rocky Mountain region Kirkland also did a project for the Federal Highway Administration, Central Federal Lands Highway Division on the island of St. Croix which included soil nails on a 90 foot high slope nearly 1000 feet long. Another project, Mesa Verde, also for Federal Highway Administration, Central Federal Lands Highway Division, had 3020 meters of ground anchors.



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Piling & Shoring

Kirkland has in the past had projects that involved sheet piling but more recently has had projects where soldier piles and temporary shoring using geosynthetic fabric have been used as alternatives. For this project it is anticipated that soldier pile & lagging shoring will be used on the 18th street crossing since the existing culverts make sheet piling somewhat ineffective. By using the soldier piles & lagging the shoring can be structured to conform to the shape of the existing culverts while providing support to the surrounding earth. Kirkland just recently, 2014, completed a project, Pine Brook Hills Road Repair, for Boulder County that included soldier piles and lagging as part of the permanent retaining walls that were located right above local residents and supported the narrow winding roadway. The soldier pile & lagging walls were faced with a concrete wall attached to the soldier piles. Although this was a permanent wall the process would be the same with the exception of removing the shoring as the new concrete retaining wall is being backfilled. Once the new wall is backfilled to a safe elevation the soldier piles are pulled out with an excavator or crane and the holes are filled with one sack slurry.



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Monitoring Flows in the Arkansas River & Wildhorse Creek

As mentioned in previous sections of this proposal Kirkland has had very recent experience with working near flowing waterways. Kirkland is currently working on the reconstruction of the Rio Grande levee in Socorro, New Mexico for the United States Army Corps of Engineers. This project requires the constant monitoring of the river flows and ground water since the levee extends below the existing ground and can only be constructed when the water is not present or has been removed through dewatering. Other recent projects requiring flow monitoring are Tarryall Creek Road, for the Federal Highway Administration, Central Federal Lands, the Longmont Dam Road adjacent to the St. Vrain River, and the US 36 Emergency Repair along the St. Vrain River, for the Colorado Department of Transportation. On this project superintendent will monitor the flow on a daily basis and the weather will be monitored by Chance Dockter to help predict future flows to avoid last second emergencies.



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Financial Stability and Resources

Our surety company reviews our financial documents as a normal course of business and they have graciously provided a letter of confidence which is included in our submittal.

In addition, Kirkland Construction is pre-qualified to compete for projects many times larger than the above referenced project in the following states:

Arizona, Colorado, New Mexico, Texas, North Dakota, Wyoming, Arkansas and Hawaii.

James H. Kirkland
General partner

Licensed Contractor - # 0002345

This is to certify that

KIRKLAND CONSTRUCTION R.L.L.P.
dba: JAMES H. KIRKLAND
PO BOX 580
RYE CO 81069



Phone: 719-489-3385

is hereby licensed to engage as a Contractor limited to :

D06 - Concrete

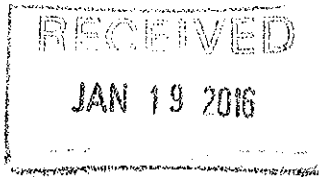
D15 - Excavation - Earth Work

D42 - Paving

P02 - Utility Contractor

as provided under Title IV, Chapter I of the Pueblo Municipal Code, as amended, until December 31, 2016 unless this license shall be sooner revoked.

David C. Wright
BUILDING OFFICIAL

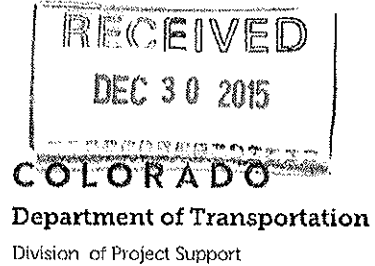


SEARCHED

BY: _____

Please check out our E-Gov website at www.prbd.com for live online permits and inspection requests. Additional features will be added shortly.

Contracts and Market Analysis Branch
4201 East Arkansas Avenue, 2nd Floor
Denver, Colorado 80222
Telephone: (303) 757-9583
Facsimile: (303) 757-9867



December 28, 2015

NOTIFICATION OF PREQUALIFICATION

KIRKLAND CONSTRUCTION, L.L.L.P.
P.O. BOX 580
Ryc, CO 81069

Limit: \$Unlimited
Vendor ID: 160A

Reference is made to your application for registration as a qualified bidder on Colorado Highway work, dated October 14, 2015. Your file has been reviewed and determined to be complete. Your firms Vendor ID is indicated above and must be shown on your bid proposal.

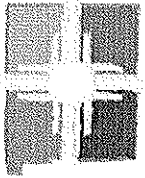
Bids from a general contractor will be received subject to any limitation stated above, and with due consideration to the amount of work presently under contract, past performance on highway contracts, and the contractor's financial status at the time of bidding. It is further understood that the bidder has available the organization and equipment adequate for any project on which a bid is submitted; that the contractor's organization and equipment will be available to undertake the work on which bids are currently made, promptly after award of contract; and that the work will be carried on expeditiously and under proper supervision.

This notice supersedes all previous notices. This prequalification will expire on **October 31, 2016**. You must file a new application 17 days prior to that time to remain current. It is the contractor's sole responsibility to obtain and file the necessary forms each year prior to expiration. Renewals can now be made on the Internet, please see instructions at <http://vupweb.dot.state.co.us/gm/folder-1.11.61411?originalContext=1.11.61976>.

Regards,

A handwritten signature in black ink, appearing to read 'Peter Avbenake'.

Peter Avbenake
Pre-Qualification Administrator



NEW MEXICO DEPARTMENT OF
TRANSPORTATION

Via Electronic Mail

January 21, 2016

Kirkland Construction, R.L.L.P
PO Box 580
Rye, CO 81069
Email: accounting@kirklandconstruction.us

RE: Prequalification Packet Approval

Dear Ms. Neumeister:

This letter is to inform you that your company's Prequalification Packet has been approved by the New Mexico Department of Transportation (NMDOT). You were approved on 08/14/15 and are now prequalified.

Your prequalified status expires in exactly one year on 08/14/16. Please see the Contractor Prequalification Rule, 18.27.5 NMAC, for further explanation of the expiration and renewal process.

Your renewal packet shall be submitted no later than the close of business seven calendar days before your prequalified status expires. Without timely renewal your prequalified status will automatically terminate.

If you have any questions, concerns or require additional information regarding the prequalification process, please do not hesitate to call me at (505) 476-0901 or Geraldine Aguilar at (505) 476-0917. Thank you.

Sincerely,

Charla Montoya
Investigations and Special Inquiries Bureau

Susana Martinez
Governor

Tom Church
Cabinet Secretary

Commissioners

Pete K. Rahn
Chairman
District 3

Ronald Schmeits
Vice Chairman
District 4

Dr. Kenneth White
Secretary
District 1

David Sepich
Commissioner
District 2

Butch Mathews
Commissioner
District 5

Jackson Gibson
Commissioner
District 6

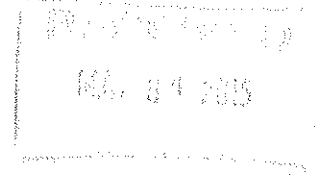
ARKANSAS STATE HIGHWAY
AND
TRANSPORTATION DEPARTMENT

Scott E. Bennett
Director
Telephone (501) 569-2000
Voice/TTY 711



P.O. Box 2261
Little Rock, Arkansas 72203-2261
Telefax (501) 569-2400
www.arkansashighways.com

April 30, 2015



KIRKLAND CONSTRUCTION, LLLP
P.O. BOX 580
RYE, CO 81069

This will acknowledge receipt of the prequalification questionnaire submitted by your organization showing conditions as of December 31, 2014.

The rating extended your organization is UNLIMITED.

As provided by the 2014 standard specifications, this rating will extend your prequalification period for one year from the above date plus a grace period of four months. The highway commission policy does not allow an extension of the grace period. Therefore, to maintain a continuous prequalification status, it will be necessary that you submit a new statement prior to the expiration of the grace period. A new set of forms for this purpose will be mailed to you during the anniversary month of your current prequalification statement.

Sincerely,

A handwritten signature in cursive script that reads 'Steven Thomas'.

Steven Thomas
Assistant Division Head
Program Management Division

c: Natasha Halbert, DBE Specialist

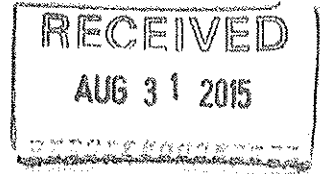


North Dakota Department of Transportation

Grant Levi, P.E.
Director

Jack Dalrymple
Governor

August 25, 2015



Kirkland Construction LLLP
P.O. Box 580
Rye, CO 81069

CONTRACTOR PREQUALIFICATION RATING

Your request for prequalification to bid on highway construction work let to contract by this Department has been reviewed. Based on the information submitted, the Department has prequalified you to bid on the following types of work, including any incidental work:

Grading; Culverts & Small Structures; Gravel; Treated Base; Bituminous Cold Mix; Bituminous Hot Mix; Bituminous Seal Coat; Riprap; Water & Sewer; Erosion Control; Fencing; Traffic Signs; Milling Bituminous Pavement

Your assigned monetary rating is: \$26,825,000

The above action is effective until July 1, 2016 unless rescinded, extended, or revised. Your firm must reapply for prequalification prior to this expiration date and will receive no further notice from the Department of Transportation.

Should you wish to request a revised rating prior to the above expiration date, please refer to paragraph 8 on page 2 of the Contractor's Prequalification Statement (Revised 9-2014) for applicable instructions.

Your attention is directed to contractor licensing requirements as summarized in paragraphs 9 and 10 on page 2 of the Contractor's Prequalification Statement. The current requirement for both federal and state funded projects is that: "A contractor is not required to obtain a North Dakota contractor's license prior to submitting a bid on a NDDOT project. N.D.C.C. Section 43-07-12. However, the successful bidder must, within ten days after the notice of award and prior to the execution of the contract, have obtained the appropriate North Dakota contractor's license. N.D.C.C. Sections 24-02-20; 43-07-02." For further details, contact the office of Secretary of State.

NORTH DAKOTA DEPARTMENT OF TRANSPORTATION PREQUALIFICATION COMMITTEE

CAL J. GENDREAU, PE - CONSTRUCTION ENGINEER (CHAIRMAN)
80/cjg/slh



Matthew H. Mead
Governor

Department of Transportation

Prequalifications Office
5300 Bishop Blvd.
Cheyenne, WY 82009-3340



John F. Cox
Director

March 26, 2015

Kirkland Construction, L.L.L.P.
PO Box 580
Rye, CO 81069-0580

Dear Mr. Kirkland:

After review of your prequalification form, your WYDOT ability rating (AR) will be: **14**

The ability rating is multiplied by your net worth. If you have an audited financial statement, WYDOT will use the full amount of your net worth. If you have a reviewed or compiled financial statement WYDOT used up to a maximum of \$500,000.00 of your net worth. Your cooperation and quality performance on Wyoming Department of Transportation (WYDOT) construction projects will help insure that your firm stays in Good Standing with us.

Your company has been Prequalified for the following:

Maximum Prequalification Rating: **\$ \$75,100,000.00**

Work Classification: **Grading, Pipe, Truck Haul, Gravel Surfacing, Crushing, Chip Seal, Asphalt Surfacing, Concrete Structures (Box Culverts) & Underground Utilities**

NAICS Code(s): **238910, 238120, 237310 & 237110**

Contractor ID # **01538**

Date of Financial Statement: **December 31, 2014**

Expiration Date: **March 31, 2016**

Nothing contained herein shall be construed to deprive the Transportation Commission of Wyoming of the right to reject any bid, or refuse to award a contract to the low bidder where circumstances or developments have, in the opinion of the Commission, changed the qualifications or responsibility of the bidder.

For information concerning the WYDOT bidding system and for other pertinent information, please visit our web site at: **<http://dot.state.wy.us//>**

If you have questions or comments about your Prequalification Rating or your Contractor Performance Evaluation Rating Forms for your current WYDOT projects, please contact Andy Long, P.E., State Construction Engineer at (307)777-4425 or myself at (307)777-4056.

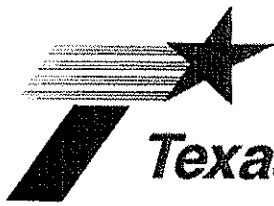
Your attention is called to the necessity of placing your Bidder ID Number on the bid proposal exactly as it appears above on this prequalification letter.

If you are planning on bidding on WYDOT projects, do not forget that you need to send the E-103 (Current Work Affidavit) each month. The E-103 can be found on our web page or on the second to last page of the PQ-2.

Sincerely,

James A. Messer
Prequalification Officer

JAM/jam

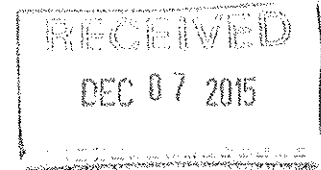


Texas Department of Transportation

DEWITT C. GREER STATE HIGHWAY BLDG. • 125 E. 11TH STREET • AUSTIN, TEXAS 78701-2483 • (512) 463-8585

December 1, 2015

KIRKLAND CONSTRUCTION LLLP
PO BOX 580
RYE CO 81069



RE: Texas Department Of Transportation (TxDOT) - Bidder Eligibility

Your statement now on file as of December 31, 2014 will expire on December 31, 2015. An extended period of qualification through March 2016 is automatically granted to allow for preparation of a new statement, however, will not be extended beyond this date.

In order to be qualified for another period, TxDOT suggests promptly filing a new statement. Qualification statements are valid for one year from the date of the balance sheet. In the case that no balance sheet has been submitted, it will expire one year from the date of our receipt.

To bid in lettings subsequent to the above extension, a new prequalification statement must be filed with this office at least ten days prior to the next letting in which you plan to participate, in accordance with the Special Provision to Item 2, Article 2.2, *Eligibility of Bidders*.

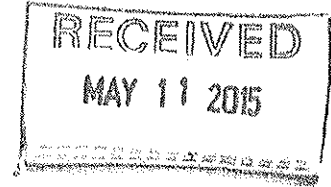
The forms of prequalification can be found at:
<http://www.txdot.gov/business/contractors/contractor-prequalification.html>

Please call Contract Letting at (512)416-2491, if you have any questions or require assistance.

Sincerely,

Darren G. Hazlett, P.E.
Deputy Director
Construction Division

May 05, 2014

KIRKLAND CONSTRUCTION, LLLP
P.O. BOX 580
RYE, CO 81069

RE: PREQUALIFICATION

At a meeting of the Prequalification Board on May 04, 2015, your Application for Prequalification was reviewed. In your Application you requested the following type of work:

All Classes of Construction

The Prequalification Board did not approve the type of work you requested. The Prequalification Board approved your Company for the following types of work:

Asphalt Concrete Paving
Bridges
Chip Seal
Grading and DrainingGuardrail / Fencing
Minor Concrete Structures
Miscellaneous Concrete
Signing

The Prequalification Board approved a prequalification amount of \$16,900,000. You are prequalified until March 31, 2016.

Please note that your company name must be placed on the bid proposal exactly as it appears on your Prequalification application. If you have any questions, please contact us at (602) 712-7221.

Sincerely,

A handwritten signature in black ink, appearing to read "Barry Crockett". The signature is written in a cursive style.

Barry Crockett, Chairman
Prequalification Board

STATE OF HAWAII

DEPARTMENT OF COMMERCE AND CONSUMER AFFAIRS



CONTRACTORS LICENSE BOARD

This is to Certify that **KIRKLAND CONSTRUCTION R L L P**

has been duly licensed as a/an **CONTRACTOR**

in the State of Hawaii on **NOVEMBER 15, 2011**

*This license shall be in full force and effect only as long as it is supported
by a current license identification card.*

McC. 31902

Wm. G. Ault

Chairperson

OPERATED EQUIPMENT RATES



Contact:

Phone:

Fax:

Quote To:

Job Name:

Date of Plans:

Revision Date:

Phone:

Fax:

ITEM	DESCRIPTION	QUANTITY	UNIT	UNIT PRICE
DOZERS				
110	D6 DOZER	1.00	HR	145.00
130	D8 DOZER	1.00	HR	198.00
140	D9 DOZER	1.00	HR	257.00
150	D10 DOZER	1.00	HR	306.00
160	824 RT DOZER	1.00	HR	218.00
SCRAPERS				
210	613/615 SCRAPER	1.00	HR	139.00
220	623 SCRAPER	1.00	HR	215.00
240	631 SCRAPER	1.00	HR	261.00
LOADERS				
310	928 LOADER	1.00	HR	125.00
320	950 LOADER	1.00	HR	129.00
330	966 LOADER	1.00	HR	146.00
340	980 LOADER	1.00	HR	166.00
350	988 LOADER	1.00	HR	243.00
GRADERS				
410	140 GRADER	1.00	HR	132.00
411	140 GRADER W/GPS	1.00	HR	154.00
420	14 GRADER	1.00	HR	153.00
430	14 GRADER W/GPS	1.00	HR	179.00
EXCAVATORS				
510	320 EXCAVATOR	1.00	HR	145.00
517	328 EXCAVATOR	1.00	HR	145.00
530	345 EXCAVATOR	1.00	HR	189.00
570	385 EXCAVATOR	1.00	HR	283.00

ITEM	DESCRIPTION	QUANTITY	UNIT	UNIT PRICE
580	1200 EXCAVATOR	1.00	HR	355.00
WATER EQUIPMENT				
610	2000 GAL WATER TRUCK	1.00	HR	97.00
620	4000 GAL WATER TRUCK	1.00	HR	119.00
630	5000 GAL WATER PULL	1.00	HR	146.00
640	8000 GAL WATER PULL	1.00	HR	181.00
650	10000 GAL WATER PULL	1.00	HR	215.00
680	4" WATER PUMP	1.00	HR	21.00
690	WATER TOWER	1.00	HR	9.00
TRUCK HAUL UNITS				
710	SINGLE BELLY DUMPS	1.00	HR	110.00
715	DOUBLE BELLY DUMPS	1.00	HR	127.00
720	SINGLE END/SIDE DUMP	1.00	HR	110.00
730	D350 ROCK TRUCKS	1.00	HR	181.00
740	D400 ROCK TRUCKS	1.00	HR	198.00
750	773 ROCK TRUCKS	1.00	HR	228.00
760	775 ROCK TRUCKS	1.00	HR	238.00
LABOR & SUPERVISION				
1010	LABORER	1.00	HR	47.00
1011	FLAGGER	1.00	HR	42.00
1020	OPERATOR	1.00	HR	58.00
1030	DRIVER	1.00	HR	51.00
1070	GRADE CHECKER W/GPS	1.00	HR	96.00
1100	MECHANIC W/TRUCK	1.00	HR	145.00
1200	FOREMAN & PICKUP	1.00	HR	97.00
1210	PROJECT ENGINEER W/PICKUP	1.00	HR	97.00

NOTES:

Equipment Rates include one operator unless otherwise noted.

Rates are subject to availability of Kirkland Construction Equipment. Outside rentals will be billed at cost plus 15%, plus operator.

Mobilization cost for equipment not available onsite will be billed at cost plus 15%

Rates are based on Diesel Fuel Cost of **\$1.35/gallon**



THINKING AHEAD

January 18, 2016

RE: Kirkland Construction, L.L.L.P.
Surety Prequalification

To Whom It May Concern:

We handle the surety bonds for Kirkland Construction, L.L.L.P. and have been acquainted with them for many years.

Kirkland Construction, L.L.L.P. is considered very reputable and experienced in their field. They enjoy a fine relationship with owners, architects, engineers and suppliers. We recommend them as a very competent and reliable contractor.

Kirkland Construction's bonds are written through Travelers Casualty and Surety Company of America, which is treasury listed and has a Best Rating of A+ with a financial rating of XV. Kirkland Construction is capable of providing bonds in the \$40,000,000 single range, with an aggregate of \$60,000,000.

Our position is expressly conditioned upon our favorable review of the contract documents, plans specifications and normal underwriting requirements at the time of the request. The arrangement for Performance and Payment Bonds is a matter between Kirkland Construction, L.L.L.P. and Travelers Casualty and Surety Company of America, and neither the surety nor the agent assumes any liability to your or third parties if for any reason said bonds are not written.

We are confident that you will find Kirkland Construction a pleasure to work with. If we may be of any further assistance in any way, please do not hesitate to contact us.

Sincerely,

Florietta Acosta, AAI
Client Service Consultant, Surety

CONFIDENTIAL



Main Office: 2101 Main Street POB 580, Rye, Colorado 81069 PH: 719-489-3385 FX: 719-489-2268

Shop: 4595 Graneros Road, Colorado City, CO 81019 PH: 719-676-3011 FX: 719-676-3010

EQUAL OPPORTUNITY EMPLOYER AND CONTRACTOR

In the past 3 years Kirkland Construction has not had any Violations of law and regulations, litigation, or claims.



Main Office: 2101 Main Street POB 580, Rye, Colorado 81069 PH: 719-489-3385 FX: 719-489-2268

Shop: 4595 Graneros Road, Colorado City, CO 81019 PH: 719-676-3011 FX: 719-676-3010

EQUAL OPPORTUNITY EMPLOYER AND CONTRACTOR

Annual Construction Volume

2015	\$42,973,168
2014	\$27,899,295
2013	\$20,460.732

Kirkland Construction, L.L.L.P. will generally self-perform approximately 75% of work on a contract which would normally include clearing & grubbing, erosion control, excavation, embankment, subgrade preparation, surfacing, topsoil, riprap, soil anchors, rock bolts, drainage culverts, aggregate base, and asphalt.

CONFIDENTIAL



U.S. Department
of Transportation
Federal Highway
Administration

Eastern Federal Lands
Highway Division

21400 Ridgetop Circle
Sterling, VA 20166-6511

AUG 16 2010

In Reply Refer To: HFCO-15

G.B.
J. Clark
Re Quil
Stream

FEDERAL EXPRESS

Mr. James H. Kirkland
General Partner
Kirkland Construction
2101 Main Street
Rye, CO 81069

Subject: Project No. VI DE-66(9)
Christiansted Bypass, Phase 1A-Contract 2
Performance Evaluation (Construction)
Contract No. DTFH71-07-C-00024

Dear Mr. Kirkland:

As per the Federal Acquisition Regulation (FAR) Clause 36.201-Evaluation of Contractor Performance, please find attached the Performance Evaluation (Construction) for the subject project. If you have any questions, please contact Mr. Jameel A. Siddiqi, Construction Operations Engineer, at 703-404-6259.

Sincerely yours,

Thomas J. Scott, Jr., P.E.
Construction Engineer and
Administrative Contracting Officer

Enclosure



FOR OFFICIAL USE ONLY (WHEN COMPLETED)

PERFORMANCE EVALUATION (CONSTRUCTION)	1. CONTRACT NUMBER DTPH71-07-C-00024
	2. CEC NUMBER

IMPORTANT: Be sure to complete Part III - Evaluation of Performance Elements on reverse.

PART I - GENERAL CONTRACT DATA

3. TYPE OF EVALUATION (X one)		4. TERMINATED FOR DEFAULT	
<input type="checkbox"/> INTERIM (List percentage _____ %)	<input checked="" type="checkbox"/> FINAL	<input type="checkbox"/> AMENDED	<input type="checkbox"/>
5. CONTRACTOR (Name, Address, and ZIP Code) Kirkland Construction 2101 Main Street, Rye, CO 81069		6.a. PROCUREMENT METHOD (X one)	
		<input checked="" type="checkbox"/> SEALED BID	<input type="checkbox"/> NEGOTIATED
		b. TYPE OF CONTRACT (X one)	
		<input checked="" type="checkbox"/> FIRM FIXED PRICE	<input type="checkbox"/> COST REIMBURSEMENT
		<input type="checkbox"/> OTHER (Specify)	

7. DESCRIPTION AND LOCATION OF WORK
Project VI DE 66(9) Contract 2, Christiansted Bypass - This project is located in St.Croix, US Virgin Islands. Project work included grading, drainage, anchor block, ground anchors, paving, erosion control and other work.

8. TYPE AND PERCENT OF SUBCONTRACTING
Small Business Concerns 0.87%
Small Disadvantaged business Concerns 21.43%
Women Owned Small Business Concerns 0.04%
Non-Small Business Concerns 1.15%

9. FISCAL DATA	a. AMOUNT OF BASIC CONTRACT \$ 12,504,695.00	b. TOTAL AMOUNT OF MODIFICATIONS \$ 4,787,589.18	c. LIQUIDATED DAMAGES ASSESSED \$ 0.00	d. NET AMOUNT PAID CONTRACTOR \$ 17,292,284.18
10. SIGNIFICANT DATES	a. DATE OF AWARD 8/22/2007	b. ORIGINAL CONTRACT COMPLETION DATE 12/23/2008	c. REVISED CONTRACT COMPLETION DATE 10/2/2009	d. DATE WORK ACCEPTED 10/02/2009

PART II - PERFORMANCE EVALUATION OF CONTRACTOR

11. OVERALL RATING (X appropriate block)

<input type="checkbox"/> OUTSTANDING	<input type="checkbox"/> ABOVE AVERAGE	<input checked="" type="checkbox"/> SATISFACTORY	<input type="checkbox"/> MARGINAL	<input type="checkbox"/> UNSATISFACTORY (Explain in Item 20 on reverse)
--------------------------------------	--	--	-----------------------------------	---

12. EVALUATED BY

a. ORGANIZATION (Name and Address (include ZIP Code)) EFLHD 21400 Ridgetop Circle, Sterling, VA 20166		b. TELEPHONE NUMBER (Include Area Code) (703) 404-6259	
c. NAME AND TITLE Jameel Siddiqi, C.O.E.		d. SIGNATURE Jameel Siddiqi <small>Digitally signed by Jameel Siddiqi DN: cn=Jameel Siddiqi, o=EFLHD, ou=FIWA, email=jameel.siddiqi@dot.gov, c=US Date: 2010.07.21 16:46:39 -0400</small>	e. DATE 07/21/2010

13. EVALUATION REVIEWED BY

a. ORGANIZATION (Name and Address (include ZIP Code)) EFLHD 21400 Ridgetop Circle Sterling, VA 20166		b. TELEPHONE NUMBER (Include Area Code) (703) 404-6260	
c. NAME AND TITLE Thomas J.Scott, Construction Engineer		d. SIGNATURE Thomas J. Scott Jr. <small>Digitally signed by Thomas J. Scott Jr. DN: cn=Thomas J. Scott Jr., o=EFLHD, ou=HFCO-15, email=thomas.scott@dot.gov, c=US Date: 2010.07.21 16:50:47 -0400</small>	e. DATE 07/21/2010

14. AGENCY USE (Distribution, etc.)

FOR OFFICIAL USE ONLY (WHEN COMPLETED)

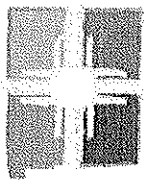
PART III - EVALUATION OF PERFORMANCE ELEMENTS

N/A = NOT APPLICABLE O = OUTSTANDING A = ABOVE AVERAGE S = SATISFACTORY M = MARGINAL U = UNSATISFACTORY

15. QUALITY CONTROL							16. EFFECTIVENESS OF MANAGEMENT						
N/A	O	A	S	M	U	N/A	O	A	S	M	U		
a. QUALITY OF WORKMANSHIP		X				a. COOPERATION AND RESPONSIVENESS			X				
b. ADEQUACY OF THE CQC PLAN			X			b. MANAGEMENT OF RESOURCES/ PERSONNEL			X				
c. IMPLEMENTATION OF THE CQC PLAN			X			c. COORDINATION AND CONTROL OF SUBCONTRACTOR(S)			X				
d. QUALITY OF QC DOCUMENTATION		X				d. ADEQUACY OF SITE CLEAN-UP			X				
e. STORAGE OF MATERIALS			X			e. EFFECTIVENESS OF JOB-SITE SUPERVISION			X				
f. ADEQUACY OF MATERIALS			X			f. COMPLIANCE WITH LAWS AND REGULATIONS			X				
g. ADEQUACY OF SUBMITTALS			X			g. PROFESSIONAL CONDUCT			X				
h. ADEQUACY OF QC TESTING			X			h. REVIEW/RESOLUTION OF SUBCONTRACTOR'S ISSUES			X				
i. ADEQUACY OF AS-BUILTS						i. IMPLEMENTATION OF SUBCONTRACTING PLAN			X				
j. USE OF SPECIFIED MATERIALS			X										
k. IDENTIFICATION/CORRECTION OF DEFICIENT WORK IN A TIMELY MANNER		X											
17. TIMELY PERFORMANCE							18. COMPLIANCE WITH LABOR STANDARDS						
a. ADEQUACY OF INITIAL PROGRESS SCHEDULE			X			a. CORRECTION OF NOTED DEFICIENCIES			X				
b. ADHERENCE TO APPROVED SCHEDULE			X			b. PAYROLLS PROPERLY COMPLETED AND SUBMITTED			X				
c. RESOLUTION OF DELAYS			X			c. COMPLIANCE WITH LABOR LAWS AND REGULATIONS WITH SPECIFIC ATTENTION TO THE DAVIS-BACON ACT AND EEO REQUIREMENTS			X				
d. SUBMISSION OF REQUIRED DOCUMENTATION			X										
e. COMPLETION OF PUNCHLIST ITEMS			X			19. COMPLIANCE WITH SAFETY STANDARDS							
f. SUBMISSION OF UPDATED AND REVISED PROGRESS SCHEDULES			X			a. ADEQUACY OF SAFETY PLAN			X				
g. WARRANTY RESPONSE	X					b. IMPLEMENTATION OF SAFETY PLAN			X				
						c. CORRECTION OF NOTED			X				

20. REMARKS (Explanation of unsatisfactory evaluation is required. Other comments are optional. Provide facts concerning specific events or actions to justify the evaluation. These data must be in sufficient detail to assist contracting officers in determining the contractor's responsibility. Continue on separate sheet(s), if needed.)

The contractor utilized the right equipment and personnel to complete the project in a timely manner. Working with the contractor on site everyday and during price proposal negotiations all parties were able to leave knowing they were treated fairly.



New Mexico DEPARTMENT OF
TRANSPORTATION

November 11, 2011

To Whom It May Concern,

I am the Project Manager in the Raton Project Office for the New Mexico Department of Transportation. Currently I am working with Kirkland Construction on (2) Projects being built simultaneously in Northern New Mexico within Colfax and Union Counties. One Project, ESG4034A, (Capulin/Des Moines), on US 64/87 from MP 374.8 to 390.2 and G4024A Project, (TO), on US 64/87 from MP 359.95 to MP 375.2.

The Capulin Project was awarded for \$22,621,574.50 and began in September of 2009. The Project involved widening an existing 2-lane highway in to a 4-lane highway for 15 miles. Quantities associated with the project included 100,000 cy of excavation, 423,000 cy of borrow, 25,000 cy of rock excavation, 145,000 tons of base course, 145,000 tons of asphalt (HMA), 180,000 sy/inch of cold milling, 3,000 cy of structural concrete, 3,000 lf of pipe, 1,000 sy of rip rap, 16,000 lf of guardrail, 90,000 lf of barbed wire fence, and 36.0 acres of seeding. The project was completed on schedule and in the fall of 2011.

The TO Project was awarded for \$26,273,483.40 and began in August of 2010. The Project involved widening an existing 2-lane highway in to a 4-lane highway for 15 miles. The project included 155,000 cy of excavation, 545,000 cy of borrow, 493,000 sy of subgrade prep, 142,000 tons of base course, 382,000 sy/inch of cold milling, 174,000 tons of asphalt (HMA), 2,000 cy of structural concrete, 6,000 lf of pipe, 55,000 lf of guardrail, 189,000 lf of rumble strips, 94.0 acres of seeding, and construction of (4) bridges. The project is scheduled to complete in the fall of 2012.

The (2) Projects have run simultaneously for over a year. Kirkland Construction has had a large fleet of equipment on site to perform the construction activities required. This included excavators, loaders, dozers, scrapers, roller/compactors, rock trucks, asphalt plant, pavers, shuttle buggy, belly and tandem dump trucks, crusher, screening plant, concrete batch plant, cement mixer trucks, water wagons, water trucks, fuel and lube trucks, and mechanic servicing truck. With the timing of both projects dirt work operations were completed in Capulin and progressed to the TO Project. The (2) projects have flowed smoothly due to the aggressive mindset of constructing the projects while also maintaining good coordination between Kirkland Construction and the New Mexico Department of Transportation.

Should you have any questions, feel free to contact our office at 575-445-9553.

Johnny Lee Chavez
Project Manager

XC: File

Susana Martinez
Governor

Alvin C. Dominguez, P.E.
Cabinet Secretary

Commissioners

Pete Rahn
Chairman
District 3

Debra Hicks
Vice Chairman
District 2

Dr. Kenneth White
Secretary
District 1

Ronald Schmeits
Commissioner
District 4

Butch Mathews
Commissioner
District 5

Jackson Gibson
Commissioner
District 6

EXHIBIT "C"

NAVFAC/USACE PAST PERFORMANCE QUESTIONNAIRE (Form PPQ-0)

CONTRACT INFORMATION

1. Contractor Information

Firm Name: Kirkland Construction
 Address: PO Box 580 Rye, CO 81069
 Phone Number: 719-489-3385
 Email Address: shawn@kirklandconstruction.us
 Point of Contact: Ronda Neumeister

CAGE Code: 0LIP3
 DUNS Number: 048124598

Contact Phone Number: 719-489-3385

2. Work Performed as: Prime Contractor Sub Contractor Joint Venture Other (Explain)

Percent of project work performed:

If subcontractor, who was the prime (Name/Phone #):

3. Contract Information

Contract Number: 2763A/EBS-IM-NH-TPA-WIPP-040-2(58)102

Delivery/Task Order Number (if applicable):

Contract Type: Firm Fixed Price Cost Reimbursement Other (Please specify):

Contract Title: I-40 Interchange at MP102.00

Contract Location: Cibola County, New Mexico

Award Date (mm/dd/yy): 01/14/09

Contract Completion Date (mm/dd/yy): 07/23/10

Actual Completion Date (mm/dd/yy): 07/23/10

Explain Differences:

Original Contract Price (Award Amount): \$17,479,508.35

Final Contract Price (to include all modifications, if applicable): \$17,870,535

Explain Differences:

Final contract dollars included gross receipt tax

4. Project Description:

Complexity of Work High Med Routine

How is this project relevant to project of submission? (Please provide details such as similar equipment, requirements, conditions, etc.)

CLIENT INFORMATION

5. Client Information

Name: Eddie Gonzales
 Title: Project Manager (NMDOT)
 Phone Number: (505) 285-6808
 Email Address: Edward.gonzales1@state.nm.us

6. Describe the client's role in the project: Administer and Manage contract for the New Mexico Department of Transportation.

7. Date Questionnaire was completed (mm/dd/yy): 03/13/13

8. Client's Signature:

NOTE: NAVFAC REQUESTS THAT THE CLIENT COMPLETES THIS QUESTIONNAIRE AND SUBMITS DIRECTLY BACK TO THE OFFEROR. THE OFFEROR WILL SUBMIT THE COMPLETED QUESTIONNAIRE TO NAVFAC WITH THEIR PROPOSAL, AND MAY DUPLICATE THIS QUESTIONNAIRE FOR FUTURE SUBMISSION ON NAVFAC SOLICITATIONS. CLIENTS ARE HIGHLY ENCOURAGED TO SUBMIT QUESTIONNAIRES DIRECTLY TO THE OFFEROR. HOWEVER, QUESTIONNAIRES MAY BE SUBMITTED DIRECTLY TO NAVFAC. PLEASE CONTACT THE OFFEROR FOR NAVFAC POC INFORMATION. THE GOVERNMENT RESERVES THE RIGHT TO VERIFY ANY AND ALL INFORMATION ON THIS FORM.

*ADJECTIVE RATINGS AND DEFINITIONS TO BE USED TO BEST REFLECT
YOUR EVALUATION OF THE CONTRACTOR'S PERFORMANCE*

RATING	DEFINITION	NOTE
(E) Exceptional	Performance meets contractual requirements and exceeds many to the Government's/Owner's benefit. The contractual performance of the element or sub-element being assessed was accomplished with few minor problems for which corrective actions taken by the contractor were highly effective.	An Exceptional rating is appropriate when the Contractor successfully performed multiple significant events that were of benefit to the Government/Owner. A singular benefit, however, could be of such magnitude that it alone constitutes an Exceptional rating. Also, there should have been NO significant weaknesses identified.
(VG) Very Good	Performance meets contractual requirements and exceeds some to the Government's/Owner's benefit. The contractual performance of the element or sub-element being assessed was accomplished with some minor problems for which corrective actions taken by the contractor were effective.	A Very Good rating is appropriate when the Contractor successfully performed a significant event that was a benefit to the Government/Owner. There should have been NO significant weaknesses identified.
(S) Satisfactory	Performance meets minimum contractual requirements. The contractual performance of the element or sub-element contains some minor problems for which corrective actions taken by the contractor appear or were satisfactory.	A Satisfactory rating is appropriate when there were only minor problems, or major problems that the contractor recovered from without impact to the contract. There should have been NO significant weaknesses identified. Per DOD policy, a fundamental principle of assigning ratings is that contractors will not be assessed a rating lower than Satisfactory solely for not performing beyond the requirements of the contract.
(M) Marginal	Performance does not meet some contractual requirements. The contractual performance of the element or sub-element being assessed reflects a serious problem for which the contractor has not yet identified corrective actions. The contractor's proposed actions appear only marginally effective or were not fully implemented.	A Marginal is appropriate when a significant event occurred that the contractor had trouble overcoming which impacted the Government/Owner.
(U) Unsatisfactory	Performance does not meet most contractual requirements and recovery is not likely in a timely manner. The contractual performance of the element or sub-element contains serious problem(s) for which the contractor's corrective actions appear or were ineffective.	An Unsatisfactory rating is appropriate when multiple significant events occurred that the contractor had trouble overcoming and which impacted the Government/Owner. A singular problem, however, could be of such serious magnitude that it alone constitutes an unsatisfactory rating.
(N) Not Applicable	No information or did not apply to your contract	Rating will be neither positive nor negative.

Contractor Information (Firm Name): _____
 Client Information (Name): Eddie Gonzales

TO BE COMPLETED BY CLIENT

PLEASE CIRCLE THE ADJECTIVE RATING WHICH BEST REFLECTS YOUR EVALUATION OF THE CONTRACTOR'S PERFORMANCE.

1. QUALITY						
a) Quality of technical data/report preparation efforts	E	<input checked="" type="checkbox"/> VG	S	M	U	N
b) Ability to meet quality standards specified for technical performance	E	<input checked="" type="checkbox"/> VG	S	M	U	N
c) Timeliness/effectiveness of contract problem resolution without extensive customer guidance	E	VG	<input checked="" type="checkbox"/> S	M	U	N
d) Adequacy/effectiveness of quality control program and adherence to contract quality assurance requirements (without adverse effect on performance)	E	<input checked="" type="checkbox"/> VG	S	M	U	N
2. SCHEDULE/TIMELINESS OF PERFORMANCE						
a) Compliance with contract delivery/completion schedules including any significant intermediate milestones. (If liquidated damages were assessed or the schedule was not met, please address below)	E	<input checked="" type="checkbox"/> VG	S	M	U	N
b) Rate the contractor's use of available resources to accomplish tasks identified in the contract	<input type="checkbox"/> E	VG	S	M	U	N
3. CUSTOMER SATISFACTION						
a) To what extent were the end users satisfied with the project?	E	<input checked="" type="checkbox"/> VG	S	M	U	N
b) Contractor was reasonable and cooperative in dealing with your staff (including the ability to successfully resolve disagreements/disputes; responsiveness to administrative reports, businesslike and communication)	E	<input checked="" type="checkbox"/> VG	S	M	U	N
c) To what extent was the contractor cooperative, businesslike, and concerned with the interests of the customer?	E	<input checked="" type="checkbox"/> VG	S	M	U	N
d) Overall customer satisfaction	E	<input checked="" type="checkbox"/> VG	S	M	U	N
4. MANAGEMENT/PERSONNEL/LABOR						
a) Effectiveness of on-site management, including management of subcontractors, suppliers, materials, and/or labor force	E	<input checked="" type="checkbox"/> VG	S	M	U	N
b) Ability to hire, apply, and retain a qualified workforce to this effort	E	<input checked="" type="checkbox"/> VG	S	M	U	N
c) Government Property Control	E	<input checked="" type="checkbox"/> VG	S	M	U	N
d) Knowledge/expertise demonstrated by contractor personnel	<input type="checkbox"/> E	VG	S	M	U	N
e) Utilization of Small Business concerns	<input type="checkbox"/> E	VG	S	M	U	N
f) Ability to simultaneously manage multiple projects with multiple disciplines	E	<input checked="" type="checkbox"/> VG	S	M	U	N
g) Ability to assimilate and incorporate changes in requirements and/or priority, including planning, execution and response to Government changes	E	<input checked="" type="checkbox"/> VG	S	M	U	N
h) Effectiveness of overall management (including ability to effectively lead, manage and control the program)	E	<input checked="" type="checkbox"/> VG	S	M	U	N
5. COST/FINANCIAL MANAGEMENT						
a) Ability to meet the terms and conditions within the contractually agreed price(s)	E	<input checked="" type="checkbox"/> VG	S	M	U	N

Contractor Information (Firm Name): _____
 Client Information (Name): _____

b) Contractor proposed innovative alternative methods/processes that reduced cost, improved maintainability or other factors that benefited the client.	E	<input checked="" type="checkbox"/> VG	S	M	U	N
c) If this is/was a Government cost type contract, please rate the Contractor's timeliness and accuracy in submitting monthly invoices with appropriate back-up documentation, monthly status reports/budget variance reports, compliance with established budgets and avoidance of significant and/or unexplained variances (under runs or overruns).	E	VG	<input checked="" type="checkbox"/> S	M	U	N
d) Is the Contractor's accounting system adequate for management and tracking of costs? <i>If no, please explain in Remarks section.</i>	<input checked="" type="checkbox"/> Yes		No			
e) If this is/was a Government contract, has/was this contract been partially or completely terminated for default or convenience or are there any pending terminations? <i>Indicate if show cause or cure notices were issued, or any default action in comment section below.</i>	Yes		<input checked="" type="checkbox"/> No			
f) Have there been any indications that the contractor has had any financial problems? <i>If yes, please explain below.</i>	Yes		<input checked="" type="checkbox"/> No			
6. SAFETY/SECURITY						
a) To what extent was the contractor able to maintain an environment of safety, adhere to its approved safety plan, and respond to safety issues? (Includes: following the user's rules, regulations, and requirements regarding housekeeping, safety, correction of noted deficiencies, etc.)	<input checked="" type="checkbox"/> E	VG	S	M	U	N
b) Contractor complied with all security requirements for the project and personnel security requirements.	<input checked="" type="checkbox"/> E	VG	S	M	U	N
7. GENERAL						
a) Ability to successfully respond to emergency and/or surge situations (including notifying COR, PM or Contracting Officer in a timely manner regarding urgent contractual issues).	E	<input checked="" type="checkbox"/> VG	S	M	U	N
b) Compliance with contractual terms/provisions (<i>explain if specific issues</i>)	E	<input checked="" type="checkbox"/> VG	S	M	U	N
c) Would you hire or work with this firm again? (<i>If no, please explain below</i>)	<input checked="" type="checkbox"/> Yes		No			
d) In summary, provide an overall rating for the work performed by this contractor.	E	<input checked="" type="checkbox"/> VG	S	M	U	N

Please provide responses to the questions above (*if applicable*) and/or additional remarks. Furthermore, please provide a brief narrative addressing specific strengths, weaknesses, deficiencies, or other comments which may assist our office in evaluating performance risk (*please attach additional pages if necessary*):



In the Past 3 years, Kirkland Construction, L.L.L.P.

1. (HAS NOT) been debarred/suspended/otherwise prohibited from doing business with any government agency;
2. (HAS NOT) been denied prequalification/declared non-responsible/otherwise declared ineligible to bid on public or private jobs;
3. (HAS NOT) been defaulted/terminated for cause/failed to complete project or required to pay liquidated damages;
4. (HAS NOT) Had business/professional license/certification suspended or revoked;
5. (HAS NOT) Had any liens filed against firm for failure to pay subcontractors, workers, suppliers;
6. (HAS NOT) Denied bonding or insurance or had same discontinued;
7. HAS NOT) Been found in violation of any laws, e.g., wage, tax, licensing, discrimination, environmental laws, etc. by final decision of court or government agency;
8. (HAS NOT) Had a case in which firm's owners/officers/directors/managers were the subject of criminal indictment/criminal investigation in connection with firm's business;
9. (HAS NOT) Been subject to bankruptcy proceeding;
10. (HAS NOT) Had any serious or willful health/safety citations.



Main Office: 2101 Main Street POB 580, Rye, Colorado 81069 PH: 719-489-3385 FX: 719-489-2268

Shop: 4595 Graneros Road, Colorado City, CO 81019 PH: 719-676-3011 FX: 719-676-3010

WAGE SCALE

<u>Classification</u>	<u>Basic Hourly Rate</u>	<u>Fringe Benefits</u>
Common or General Labor	\$16.29	\$4.25
Backhoe/Trackhoe	\$21.82	\$8.22
Loader	\$21.67	\$8.22
Roller/ Compactor (Dirt and Grade Compaction)	\$18.43	\$4.62
Water Truck	\$20.93	\$4.98
Grade Checker	\$16.29	\$4.25



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EQUAL OPPORTUNITY EMPLOYER AND CONTRACTOR

Statement of Understanding

Through several visits to the site and discussions with Kim K. Kock of Northstar Engineering, Kirkland Construction has gained a thorough understanding of the Project scope, including the difficulties presented by the limited access and narrow working area. Kirkland understands that there are multiple challenges associated with limited site access, proximity to waterways, and proximity to local residents including but not limited to the following. The issues are described and then the proposed solution follows.

1. Mobilization and demobilization for the equipment including the crusher to the designated staging area will need to be planned and coordinated with the railroad and the water treatment plant to insure no damage is done to the facilities adjacent to the site. *The use of railroad flaggers, adequate traffic control plans and implementation, and coordination between the railroad, water plant, and the City will insure that disruptions to traffic and the operations of the railroad and water plant are minimal and that no facilities are damaged.*
2. Transporting the materials from the Arkansas Levee to the stockpile locations and the other sections of the project along the Wildhorse Creek Levee will be complicated by the narrow winding access around the water plant and the low clearance under the railroad bridge. *Kirkland intends to use a conveyor system to move material under the railroad bridge eliminating the need for truck traffic around the water plant and reducing truck traffic on city streets as much as possible. This will improve the safety and efficiency of the project. Once the dirt has been conveyed under the bridge it will be loaded into on-road trucks and hauled to, the embankments on the other sections of the project, the designated waste stockpiles, or a waste site chosen by Kirkland offsite.*
3. Getting adequate production with the narrow levee which does not have room for two way traffic restricting haul off to one vehicle at a time. *By using the conveyor system Kirkland will eliminate the need for on-road haul trucks to get on the levee and having to back up long distances creating both safety and production concerns. Kirkland will use off road construction equipment more suitable to tight access to get the material off the levee and to its designated destination. The concrete will be transported to the crusher set up in the*

designated staging area and from the crusher it will be loaded onto the conveyor getting it away from the staging area. The dirt will be loaded directly onto the conveyor transporting it away from the confined space east of the railroad bridge.

4. *The proximity to the Arkansas River and Wildhorse Creek creating the potential for contamination of the waterways if material is allowed to fall off the levee into the waterways. As described in more detail in the next section, the concrete will be removed from the levee in large sections minimizing the chances of concrete chunks falling into the river. The earthwork around Wildhorse Creek will be completed in a sequence which will protect the creek from any material entering the water.*
5. *The tight working space at the 18th Street crossing to get the new headwall with piers built in a safe and efficient manner. Using a combination of traffic control, concrete barriers, and shoring, Kirkland will provide a safe work site along the 18th Street crossing while protecting the existing culverts and Wildhorse creek itself.*
6. *The dewatering and management of the Creek flows associated with the construction of the new headwall and slope paving at the 18th Street crossing. The amount of dewatering required will depend on the seasonal weather and flows in the creek. The intent is to divert creek into one of the two lower culverts while work is being done on the other end of the crossing and switched to the other lower culvert to complete the work.*
7. *The location of existing homes and structures near the site of the Wildhorse Creek levee and levee wall. Once the land has been acquired and clearances provided Kirkland will fence off or rope off the work area from the local neighborhood to insure the worksite is delineated so the workers will know where the limits of disturbance are before they start clearing and demolition activities. During the demolition process the material generated from the demolition of the structures will be hauled to the city landfill or another approved location.*

These along with other possible complications with utilities and land acquisition and access have been taken into account during the preparation of this proposal. Safety of the public, safety of the workers, environmental concerns, and low production rates, have all been analyzed to the best of Kirkland's abilities, with the information available at bid time. Every effort has been made to research the conditions at the site to make sure the information used for the preparation of this proposal is complete and accurate.



Employee Eligibility Rules

Health Insurance

- Eligibility for health insurance, including dental / vision, Bap and Aflac, begins after 90 days of fulltime employment (30 = hours / week).
- Coverage begins the 1st month following the qualifying three months.
- Kirkland Construction, LLLP. Pays for 70% of employee only base coverage.
- Employees are responsible for buy up and or dependent coverage for the first year of employment. After one year of employment, buy up and dependent coverage will be paid by Kirkland Construction LLLP. Based upon the following vesting schedule:
 - 1-6 years 30%
 - 7-10 years 40%
 - 10+ years 45%

- Changes to insurances may only be done once per year at open enrollment or due to one of the following qualifying events:
 - Loss of Coverage
 - Marriage
 - Divorce
 - Birth of Dependent
 - Adoption
 - Death
 - Dependent turning 26 years of age



Kirkland Construction Open Enrollment Overview We are excited to offer three United HealthCare Medical plans available to you January 1, 2016.

- **Bronze Plan:** Care must be obtained through your assigned Primary Care Physician (PCP). Referrals for Specialty Care are required. Calendar year deductible: \$3,000 per individual. Please review enclosed FAQ for important detail on selecting or changing your PCP. No out of network benefits except for ER. This plan is for COLORADO Employees ONLY.
 - **Silver Plan:** Provides benefits for in-network (Choice Plus Network) care only. Calendar Year Deductible: \$4,000 per individual
 - **Gold Plan:** PPO plan that provides both in and out of network benefits, please see UHC Choice Plus providers for in network coverage. Calendar Year Deductible: \$2,000 per individual.
- Full Benefit Summaries can be obtained by contacting your benefits advocate, Sharla Gonzales: 303-393-4007 or sharla.gonzales@moodyins.com

ENCLOSED RATES ARE VALID January 1, 2016 – November 30, 2016

What do you need to do during the OPEN ENROLLMENT period?

- **If you are changing your plan selection this year, adding or removing dependents, you are required to return the enclosed Election Form to HR no later than January 31st for a January 1, 2016 Effective Date**

NOTE: After the Open Enrollment Period, you cannot make changes to your coverage during the year unless you experience a change in family status, such as:

- Loss or gain of coverage through your spouse
- Loss of eligibility of a covered dependent
- Death of your covered spouse or child
- Birth or adoption of a child
- Marriage, divorce or legal separation
- Switch from part-time employment to full-time employment
- **IF you experience any of these situations during the plan year, you have 30 days to contact HR**
- **If you are not making any changes for 2016, no forms are needed. If you want to make any changes for 1/1/2016, please see enclosed Enrollment Forms**

DENTAL: Beta Discount Plan and Companion Life Dental plan will continue to be offered. Rates now included

VISION: Vision Service Plan (VSP). Rates now included!

NextStep SIS _ Medical Reimbursement Gap Plan offered to those wanting to purchase supplemental insurance to help reduce inpatient and outpatient deductible expenses. Pricing and Overview now included

Aflac: Please contact Jeff or Krista Price at 303-400-1424 or by email at: admin@priceassociates.net Pricing and Overview now included

Questions about your benefits? Please contact Sharla Gonzales at Moody Insurance Agency: 303-393-4007

Services	S1-8 (HMO) Navigate Network Bronze Plan	SR-S In Network Only Choice Plus Network Silver Plan	UR-O (PPO) Choice Plus Network Gold Plan
Deductible In-Network *Copays Excluded	\$3,000 / \$6,000	\$4,000 / \$8,000	\$2,000 / \$4,000
Out of Pocket Max In-Network *Medical Copays & Deductible Included	\$6,000 / \$12,000	\$6,250 / \$12,500	\$6,000 / \$12,000
Lifetime Maximum	Unlimited	Unlimited	Unlimited
Office Visit Copay (PCP/ Specialist)	\$35 Copay at Designated PCP / \$70 Copay PCP Referral Required	\$50 / \$100	\$35 / \$70
Preventive Care	No Charge	No Charge	No Charge
Inpatient Hospital Cost In-Network	30% after deductible is met \$250 Per Occurrence Deductible if performed in a Hospital Setting	10% after deductible is met \$250 Per Occurrence Deductible if performed in a Hospital Setting	30% after deductible is me
Outpatient Cost In-Network	30% after deductible is met \$250 Per Occurrence Deductible if performed in a Hospital Setting	10% after deductible is met \$250 Per Occurrence Deductible if performed in a Hospital Setting	30% after deductible is met
Emergency Room	\$400 Copay	10% after deductible is met	\$400 Copay
Urgent Care Copay	\$75	\$75	\$75
Lab/X-Ray Cost In-Network	30% after deductible is met \$250 Per Occurrence Deductible if performed in a Hospital Setting	10% after deductible is met \$250 Per Occurrence Deductible if performed in a Hospital Setting	30% after deductible is met
High-Tech Imaging (MRI, Nuclear Med, Etc.)	30% after deductible is met \$250 Per Occurrence Deductible if performed in a Hospital Setting	10% after deductible is met \$250 Per Occurrence Deductible if performed in a Hospital Setting	\$400 Copay
Ambulance	30% after deductible is met	10% after deductible is met	30% after deductible is met
Durable Medical Equipment	30% after deductible is met	10% after deductible is met	30% after deductible is met
Prescription Drugs Copay Retail / Mail Order	Tier 1: \$20 / \$60 Tier 2: \$50 / \$150 Tier 3: \$100 / \$300 Tier 4: \$250 / \$750	Tier 1: \$20 / \$60 Tier 2: \$50 / \$150 Tier 3: \$100 / \$300 Tier 4: \$250 / \$750	Tier 1: \$15 / \$45 Tier 2: \$40 / \$120 Tier 3: \$75 / \$225 Tier 4: \$250 / \$750
Out of Network Benefits	No Out of Network Benefits	No Out of Network Benefits	See full summary of benefits which are available through Human Resources
Website/Phone Number	www.myuhc.com/1-866-633-2446		



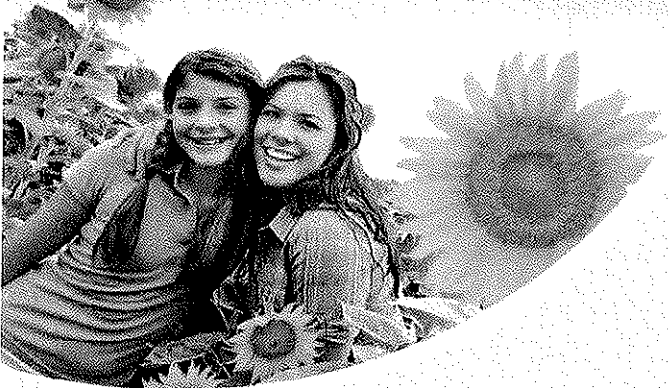
Dental

- **Kirkland Construction offers employees and their eligible dependents flexibility in selecting a dental plan. Employees can choose from the following dental options:**
 - ◆ **Alpha Dental:** An affordable DISCOUNT FEE FOR SERVICE plan that allows members to seek services from Alpha Dental Network (ADP). The ADP Network has over 500 providers across Colorado.
 - Lower Copays
 - No forms to complete
 - Unlimited Services
 - Orthodontics for children and adults
 - No waiting for services
 - Save an average of 65% overall off the normal full fee
 - ◆ **CarePOS:** The monthly premium for this plan is the same as the Alpha Dental Plan. The network of providers is larger for the CarePOS plan at 61,000 providers nationwide.
 - Higher Copays than the Alpha plan
 - Save an average of 20 to 60% overall off of the normal full fee.

To locate providers and view fee schedules for the Alpha Plan or CarePOS, please log on to www.betadental.com.

- ◆ **Companion Life Dental Plan**
 - See Any Dentist
 - \$1,200 Calendar year maximum benefit
 - Lifetime \$100 per covered person deductible
 - Preventive services are covered at 100%
 - Major services covered at 50% after 12 month wait
 - Orthodontic services for children to age 19, covered at \$1,000 after 12 month wait

Your VSP Vision Benefits



Welcome to VSP® Vision Care. We'll help keep you and your eyes healthy through personalized care from a doctor you can trust.

Your eyes say a lot about you and can even tell your VSP doctor about you. During your WellVision Exam®, your VSP doctor will look for vision problems and signs of health conditions too.

Getting started is a breeze.

- Find the right VSP doctor for you. You'll find plenty to choose from at vsp.com or by calling 800.877.7195.
- Already have a VSP doctor? At your appointment, tell them you're a VSP member.
- Check out your coverage and savings. Visit vsp.com to see your benefits anytime and check out how much you saved with VSP after your appointment.

That's it! We'll handle the rest—no ID card necessary or claim forms to complete.



Keep your eyes healthy and your vision clear with VSP.

Contact VSP | vsp.com
800.877.7195



KIRKLAND CONSTRUCTION and VSP provide you an affordable eyecare plan.

Your Coverage from a VSP Doctor

WellVision Exam® focuses on your eye health and overall wellness

- \$20.00 copay.....every 12 months

Prescription Glasses

- \$20.00 copay

Lenses.....every 12 months

- Single vision, lined bifocal and lined trifocal lenses.
- Polycarbonate lenses for dependent children.

Frame..... every 24 months

- \$130 allowance for frame of your choice.
- 20% off amount over your allowance

~OR~

Contact Lens Care

- No copay applies..... every 12 months

\$130.00 allowance for contacts and the contact lens exam (fitting and evaluation).

Current soft contact lens wearers may qualify for a special program that includes a contact lens exam and initial supply of lenses.

Extra Discounts and Savings

Glasses and Sunglasses

- Average 35 - 40% savings on all non-covered lens options
- 30% off additional glasses and sunglasses, including lens options, from the same VSP doctor on the same day as your WellVision Exam. Or get 20% off from any VSP doctor within 12 months of your last WellVision Exam

Contacts

- 15% off cost of contact lens exam (fitting and evaluation)

Laser Vision Correction

- Average 15% off the regular price or 5% off the promotional price. Discounts only available from contracted facilities.
- After surgery, use your frame allowance (if eligible) for sunglasses from any VSP doctor.

If you see a non-VSP provider, you'll receive a lesser benefit. Before seeing a non-VSP provider, call us at 800.877.7195 for more details.

Out-of-Network Reimbursement Amounts:

Exam.....	Up to \$ 35.00
Single Vision Lenses.....	Up to \$ 25.00
Lined Bifocal Lenses.....	Up to \$ 40.00
Lined Trifocal Lenses.....	Up to \$ 55.00
Frame.....	Up to \$ 45.00
Contacts.....	Up to \$ 105.00

VSP guarantees service from VSP doctors only. In the event of a conflict between this information and your organization's contract with VSP, the terms of the contract will prevail.



1. Aflac policies are different from health insurance. They pay cash benefits directly to you.
2. Aflac is a measure of financial protection: Income protection, medical expense coverage, and expenses for daily living.
3. Even if you don't have health insurance you can still participate in Aflac. This is also true for your dependents.
4. You have the convenience of payroll deduction at discounted group-rates.
5. You can take Aflac with you at the same low group rate, you will not have annual rate increases, and no matter how many claims you file your rates will NOT be increased.
6. Aflac benefits are pre-determined and pay cash regardless of any other insurance you have.

Hospital Policy— Aflac's most general, broad-reaching policy that covers injury or illness

- \$25 Physician Visit benefits that pay for any type of doctor or urgent care visit.
- \$100 Emergency Room Benefit: illness, injury, and maternity.
- \$1,000 Hospital Admission Benefit
- \$100 Hospital Confinement up to 365 days, Hospital Short-stay and Intensive Care Benefits.
- Up to \$1,000 in Surgical Benefits, Inpatient or Out-Patient for injury or illness.
- \$100 Ambulance Benefit / \$1,000 Flight for Life
- \$150 Diagnostic Benefit: CT scan, MRI, EEG, Thallium Stress Test, Myelogram, Angiogram, etc.
- \$100 Invasive Diagnostic Benefit: Arthroscopy, Bronchoscopy, Colonoscopy, Gastroscopy, etc.

Accident Policy—Injury coverage only 24/7, on & off the job:

- \$120 Initial Doctor / ER / Urgent Care visit due to an injury
- \$35 Follow Up visits due to an injury
- \$35 Physical Therapy visits due to an injury
- \$1,500 first day in the hospital due to an injury. \$300.00 each additional night
- Additional benefits: Fractures, Cuts, Burns, Ligament damage, Torn Cartilage, Coma, Concussion, Tooth and Eye injuries plus surgery to repair injuries.
- \$200 MRI, CT, CAT Scan Benefit, EEG.
- \$125 Appliances: Crutches, Leg Braces, etc.
- \$200 Ambulance Benefit / \$1500 Flight for Life Benefit
- \$48,000.00 Accidental Death Benefit
- \$60 Wellness Benefit once per year for routine wellness check-ups

Short-term Disability: Insure your paycheck in the event that you are sick or hurt and unable to work

- Guarantee Issue regardless of preexisting conditions
- Coverage starts first day for off-the-job injuries and after a 7-day or 14-day waiting period can be selected for illness / maternity.
- 3 or 6 month benefit plans.
- Simple claims filing process.

*The above overview is for illustration purposes only. For specific details refer to the product brochures.

NEX

STEP

“The Leading Edge Benefits Solution”

If you were hospitalized today, how much do you think your out-of-pocket expenses would be?

Your total expense, including deductible & coinsurance, could be as high as \$ _____ or more!



NEXSTEP™ is a low-cost program designed to help you pay for covered out-of-pocket expenses you may incur while you are either confined in a hospital or being treated as an out-patient for an injury or an illness.

Kirkland Construction has chosen a plan design that offers you an optimal offset of expenses due to high deductibles and high out-of-pocket maximums.

Basic Plan Benefits offered to employees of Kirkland Construction

- ❖ **Hospital Confinement Benefit*** - This benefit is designed to offset the cost you incur as an in-patient in the hospital when your primary comprehensive major medical policy applies such expenses to your deductible or coinsurance maximum, up to the \$3000 calendar year maximum per insured person.
- ❖ **Out-Patient Benefit*** - This benefit offsets the cost you incur for out-patient treatment when your primary comprehensive major medical policy applies such expenses to your deductible or coinsurance maximum, up to the \$1500 benefit limit, and up to a maximum of four out-patient occurrences per family per calendar year. An “occurrence” is treatment of a *specific injury or illness*. Expenses for the same or related condition will be considered a new “occurrence” if you have been treatment-free for at least 90 consecutive days. Expenses related to physician office visits are not included in this benefit. Covered expenses include:
 - ❖ Surgery in an Out-Patient Facility or a Physician’s Office
 - ❖ Emergency Room visits
 - ❖ Diagnostic testing, Lab & X-ray at a diagnostic or hospital out-patient facility or at a Physician’s office if the cost is not included in the global office visit fee and is not part of wellness/preventive care

*For expenses to be eligible under this plan they must be medically necessary for the treatment of an injury or illness. Expenses not covered by your group major medical/comprehensive plan are not covered.

How to File a Claim

When you enroll in the NexStep™ plan, you will receive a certificate of insurance, an ID card, and a claim form, along with specific instructions on how to file a claim. This form outlines the procedures you should follow and where you should send your claim. Simply stated, you will need to submit a completed claim form, itemized bills (NOT balance due statements), and EOB’s that correspond to the itemized bills.

Claims may be filed at any time, but must be filed no longer than 12 months from the date of service in order to be eligible for coverage.

This information sheet highlights the important features of the product. The policy has limitations and exclusions. The exact provisions governing the insurance are contained in the master policy issued to each group on form number M-9054E, policy series MG-100. Your carrier representative can supply you with costs and complete details of coverage.

Arranged/Administered By:
Special Insurance Services, Inc.
2740 Dallas Parkway, Suite 100 ✦ Plano, Texas 75093
(972) 788-0699 ✦ (800) 767-6811
Fax: (972) 960-0377

Offered to Employees of:

Kirkland Construction

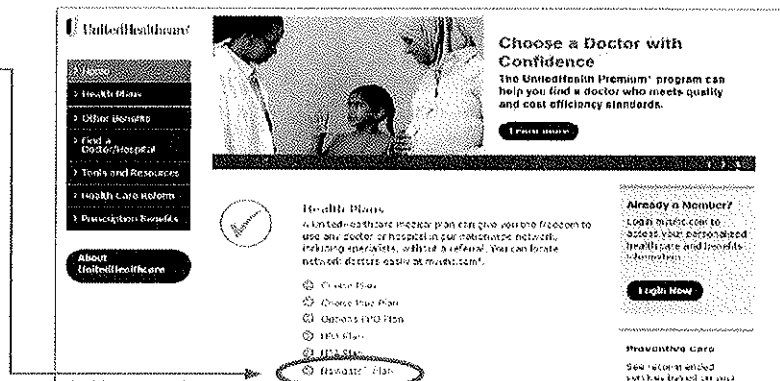
Offered By:

UnitedHealthcare NavigateSM Plan

How to find a primary care physician in Colorado

A primary care physician is required when enrolling in the UnitedHealthcare Navigate Plan. Whether you are new to UnitedHealthcare or you are currently enrolled in another UnitedHealthcare plan, finding and selecting a primary care physician begins at **welcometouhc.com**.

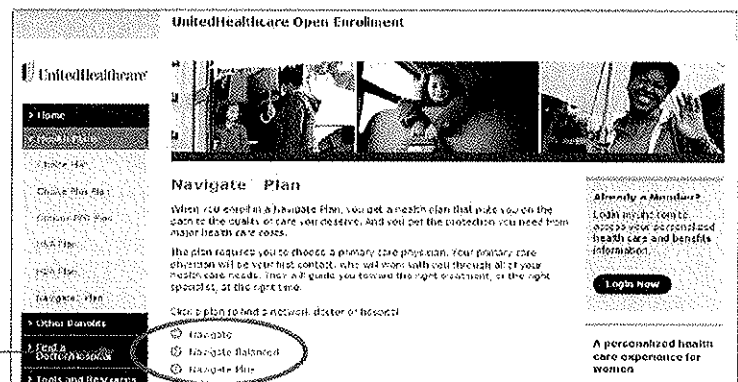
1. Under **Health Plans**, click on "Navigate Plan."



2. Select the appropriate HMO plan:
 - ▶ **Navigate**
 - ▶ **Navigate Balanced**
 - ▶ **Navigate Plus**

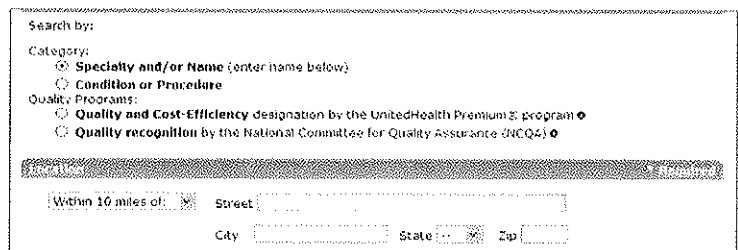
The primary care physician you choose must be located in one of the following counties:

Adams, Arapahoe, Boulder, Broomfield, Clear Creek, Crowley, Denver, Douglas, El Paso, Jefferson, Larimer, Lincoln, Otero, Park, Pueblo, Teller, and Weld



3. Once you select your plan, you can search by **Specialty and/or Name**. Just enter your address and click "Continue." You can also search by the name of a primary care physician, the languages they speak or by gender.

See reverse side



Don't have access to a computer or just need help?

Call Customer Care at 1-855-828-7715 for help choosing a primary care physician. Paper directories are also available upon request.

welcometouhc.com
1-855-828-7715



4. Lastly, under **Specialty**, you will want to select "Primary Care Physicians" then click "Continue."

Specialty	Description
<input type="checkbox"/> All Specialists	If you select "All", all specialties will be included in your search criteria. This will increase the number of results you receive.
<input checked="" type="checkbox"/> Primary Care Physicians	Physicians who provide general medical services.
<input type="checkbox"/> Abdominal Surgery	

5. Remember, the physician must be located in one of the counties identified in **Step 2**. Once you decide on the physician you want, you will want to print the page or write down the physician identification (ID) number, which is located directly below the physician's name.

Note: The physician ID number must be entered on the health plan enrollment form that you will submit to enroll.

Smith, Robert, MD
ID#: 00000123456 01
123 Main Street
Denver, CO 80202
970-555-1212

[Map](#) | [Send to My Phone](#) | [Add to Address Book](#) | [Report Invalid Info](#)

In Network: Yes
[View Physician Details](#)

Enrolling in your Navigate plan

To enroll, complete the enrollment form provided through your employer. When completing the form, you must include:

1. The first and last name of your primary care physician, including those selected by any covered family members/dependents.
2. The physician ID number (see above image) for each physician.

Remember, if you do not select a primary care physician upon enrollment, one will be assigned to you.

After you enroll, you will be able to manage your plan and more on **myuhc.com**[®].

- Track your claims
- See and print your referrals
- Change your primary care physician
- Compare and buy prescriptions
- Compare treatment costs and much more

welcometouhc.com
1-855-828-7715





UnitedHealthcare NAVIGATESM

Frequently Asked Questions

Why do I need to select a network primary care physician?

Your UnitedHealthcare Navigate Plan requires you to select a primary care physician from our Navigate network to help you manage your health and get the care you need. Your primary care physician will be your first point of contact when you need care and will oversee any treatment you may need. In addition, you must get a referral from your primary care physician **before** you see another network primary care physician or specialist. **Depending on your plan, without a referral, your costs may be a lot higher or they may not be covered at all.** Check your benefit plan documents for more information on referrals.

What is a referral?

A referral is an approval or reference from your primary care physician for you to get care from another Navigate network doctor or health care professional.

How do I select a primary care physician?

You will need to select your network primary care physician when you enroll in your plan. Your primary care physician must be located in a town or city near where you live. If you do not select a primary care physician, we will assign one to you. You can find one today, before your effective date, by using our physician search tool on welcometouhc.com. Remember to select the UnitedHealthcare Navigate

Plan. Once you enroll and register on myuhc.com,[®] you can log in to look up physicians and other health care providers in the network.

Can each covered family member have their own primary care physician?

Yes. You can select one physician for your entire family, or each covered family member may select his or her own physician.

Can I select any type of physician as my primary care physician?

Your primary care physician must be a general practice physician, family practice physician, pediatrician or internal medicine physician. The name of the primary care physician for each family member will be available on myuhc.com and their names and telephone numbers will be listed on your health plan ID card.

If I am covering a family member/dependent under my plan but they live out of state, can they select a primary care physician near where they live?

Unfortunately, no. They must choose a physician in a town or city near where you live or work – not where they live or work.

They can still select a different primary care physician than you.

Continued on reverse side

If I don't select a primary care physician at enrollment, how will one be assigned to me?

We will assign your primary care physician based on where you live. You will have the option to change your physician after you enroll. Your selection of a primary care physician must be in the area where you live.

Once I have a primary care physician, can I choose to see other primary care physicians without a referral?

No. You must get a referral from your primary care physician first in order to see another primary care physician.

After I enroll, can I change my primary care physician?

Yes. You will be able to change your primary care physician on myuhc.com or by calling the Customer Care telephone number listed on the back of your health plan ID card. You may only change your physician one time a month. If you change your primary care physician before the 15th of the month, the change will go into effect on the 1st of the next month. Otherwise, it will not take effect until the 1st of the following month.

Do I need to get referrals from my primary care physician before seeing other doctors or specialists?

Yes. You must get a referral from your primary care physician **before** you see another network physician or specialist. When you enroll, you will be able to see all of your referrals on myuhc.com.

Do I need to complete any paperwork for referrals?

No. When you receive a referral through your primary care physician, they will handle all of the paperwork for you. In addition, you can view and track your referrals online at myuhc.com.

Are there any physicians or specialists I can see without a referral?

Yes. You do not need a referral for services from Navigate network obstetricians/gynecologists (OB/GYNs), Navigate network behavioral health and substance use disorder clinicians, or for routine refractive eye exams from Navigate network providers. You also do not need a referral for services from Navigate network convenience care clinics, Navigate network urgent care clinics or emergency room services. And emergencies are covered anywhere in the world, including non-network hospitals.

What's the difference between "referral" and "prior authorization"?

Referral: If your primary care physician feels that you need treatment that is best provided by a network specialist, they will issue a referral for you to see another network physician or a specialist.

Prior authorization: Prior authorization is the process where UnitedHealthcare reviews whether a certain health service is necessary and eligible for coverage before the service is received. Prior authorization is required for certain covered health services, as noted in your benefit plan documents. **If you do not get prior authorization before receiving one of these services, your benefit coverage may be reduced. You also may have no coverage if it's determined that the service is not medically necessary.** For information on which services require prior authorization, see your benefit plan documents.

welcometouhc.com
1-855-828-7715



Insurance coverage provided by or through UnitedHealthcare Insurance Company or its affiliates. Administrative services provided by United HealthCare Services, Inc., or their affiliates. The information provided on included programs is for informational purposes only and is not a substitute for your doctor's care. Please discuss with your doctor how the information provided is right for you.

myuhc.com[®] is a registered trademark of UnitedHealth Group Incorporated.
100-10075 11/11 Consumer

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UHCEW556672-000

Annual Notices:

Newborns' and Mothers' Health Protection Act (NMHPA)

Group health plans and health insurance issuers generally may not, under Federal law, restrict benefits for any hospital length of stay in connection with childbirth for the mother or newborn child to less than 48 hours following a vaginal delivery, or less than 96 hours following a cesarean section. However, Federal law generally does not prohibit the mother's or newborn's attending provider, after consulting with the mother, from discharging the mother or her newborn earlier than 48 hours (or 96 hours as applicable). In any case, plans and issuers may not, under Federal law, require that a provider obtain authorization from the plan or the insurance issuer for prescribing a length of stay not in excess of 48 hours (or 96 hours).

Women's Health and Cancer Rights Act (WHCRA)

If you have had or are going to have a mastectomy, you may be entitled to certain benefits under the Women's Health and Cancer Rights Act of 1998 (WHCRA). For individuals receiving mastectomy-related benefits, coverage will be provided in a manner determined in consultation with the attending physician and the patient, for:

- All stages of reconstruction of the breast on which the mastectomy was performed;
- Surgery and reconstruction of the other breast to produce a symmetrical appearance;
- Protheses; and
- Treatment of physical complications of the mastectomy, including lymphedema.

These benefits will be provided subject to the same deductibles and coinsurance applicable to other medical and surgical benefits provided under this plan.

If you would like more information on WHCRA benefits, call your plan administrator 719-489-3385.

CHIP

Premium Assistance Under Medicaid and the Children's Health Insurance Program (CHIP)

If you or your children are eligible for Medicaid or CHIP and you're eligible for health coverage from your employer, your state may have a premium assistance program that can help pay for coverage, using funds from their Medicaid or CHIP programs. If you or your children aren't eligible for Medicaid or CHIP, you won't be eligible for these premium assistance programs but you may be able to buy individual insurance coverage through the Health Insurance Marketplace. For more information, visit www.healthcare.gov.

If you or your dependents are already enrolled in Medicaid or CHIP and you live in a State listed below, contact your State Medicaid or CHIP office to find out if premium assistance is available.

If you or your dependents are NOT currently enrolled in Medicaid or CHIP, and you think you or any of your dependents might be eligible for either of these programs, contact your State Medicaid or CHIP office or dial 1-877-KIDS NOW or www.insurekidsnow.gov to find out how to apply. If you qualify, ask your state if it has a program that might help you pay the premiums for an employer-sponsored plan.

If you or your dependents are eligible for premium assistance under Medicaid or CHIP, as well as eligible under your employer plan, your employer must allow you to enroll in your employer plan if you aren't already enrolled. This is called a "special enrollment" opportunity, and you must request coverage within 60 days of being determined eligible for premium assistance. If you have questions about enrolling in your employer plan, contact the Department of Labor at www.askebsa.dol.gov or call 1-866-444-EBSA (3272).

Living in Colorado, you may be eligible for assistance paying your employer health plan premiums. You may contact the State for further information on eligibility –

COLORADO – Medicaid and CHIP
Medicaid Website: http://www.colorado.gov/ Medicaid Phone (In state): 1-800-866-3513 Medicaid Phone (Out of state): 1-800-221-3943 CHIP Website: http:// www.CHPplus.org CHIP Phone: 303-866-3243

To see if any more States have added a premium assistance program since July 31, 2011, or for more information on special enrollment rights, you can contact either:

U.S. Department of Labor
Employee Benefits Security Administration
www.dol.gov/ebsa
1-866-444-EBSA (3272)

U.S. Department of Health and Human Services
Centers for Medicare & Medicaid Services
www.cms.hhs.gov
1-877-267-2323, Ext. 61565

Please Note:

- Preventive Care/screening/immunizations services are now covered at 100% if you use a plan provider. For more information visit www.mycigna.com
- This plan is considered non-grandfathered

HIPPA Privacy and Security

The Health Insurance Portability and Accountability Act of 1996 deals with how an employer can enforce eligibility and enrollment for health care benefits, as well as ensuring that protected health information which identifies you is kept private. You have the right to inspect and copy protected health information that is maintained by and for the plan for enrollment, payment, claims and case management. If you feel that protected health information about you is incorrect or incomplete, you may ask your benefits administrator to amend the information. For a full copy of the *Notice of Privacy Practices*, describing how protected health information about you may be used and disclosed and how you can get access to the information, contact Human Resources at 719-489-3385.

SPECIAL ENROLLMENT NOTICE

This notice is being provided to insure that you understand your right to apply for group health insurance coverage. You should read this notice even if you plan to waive coverage at this time.

Loss of Other Coverage

If you are declining coverage for yourself or your dependents (including your spouse) because of other health insurance or group health plan coverage, you may be able to enroll yourself and your dependents in this plan if you or your dependents lose eligibility for that other coverage (or if the employer stops contributing toward your or your dependents' other coverage). However, you must request enrollment within 30 days after your or your dependents' other coverage ends (or after the employer stops contributing toward the other coverage).

Example: You waived coverage because you were covered under a plan offered by your spouse's employer. Your spouse terminates his employment. If you notify your employer within 30 days of the date coverage ends, you and your eligible dependents may apply for coverage under our health plan.

Marriage, Birth, or Adoption

If you have a new dependent as a result of a marriage, birth, adoption, or placement for adoption, you may be able to enroll yourself and your dependents. However, you must request enrollment within 30 days after the marriage, birth, or placement for adoption.

Example: When you were hired by us, you were single and chose not to elect health insurance benefits. One year later, you marry. You and your eligible dependents are entitled to enroll in this group health plan. However, you must apply within 30 days from the date of your marriage.

Medicaid or CHIP

If you or your dependents lose eligibility for coverage under Medicaid or the Children's Health Insurance Program (CHIP) or become eligible for a premium assistance subsidy under Medicaid or CHIP, you may be able to enroll yourself and your dependents. You must request enrollment within 60 days of the loss of Medicaid or CHIP coverage or the determination of eligibility for a premium assistance subsidy.

Example: When you were hired by us, your children received health coverage under CHIP and you did not enroll them in our health plan. Because of changes in your income, your children are no longer eligible for CHIP coverage. You may enroll them in this group health plan if you apply within 60 days of the date of their loss of CHIP coverage.

For More Information or Assistance

To request special enrollment or obtain more information, please contact:

Name	Brandie Sutton
Address	P.O. Box 580
City, State	Rye, CO 81069
Telephone	719-489-3385

Note: If you or your dependents enroll during a **special enrollment period**, as described above, you will not be considered a late enrollee. Therefore, your group health plan may not impose a preexisting condition exclusion period of more than 12 months. Any preexisting condition exclusion period will be reduced by the amount of your prior creditable health coverage.

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New Health Insurance Marketplace Coverage Options and Your Health Coverage

When key parts of the health care law take effect in 2014, there will be a new way to buy health insurance: the **Health Insurance Marketplace**. To assist you as you evaluate options for you and your family, this notice provides some basic information about the new Marketplace.

What is the Health Insurance Marketplace?

The Marketplace is designed to help you find health insurance that meets your needs and fits your budget. The Marketplace offers "one-stop shopping" to find and compare private health insurance options. You may also be eligible for a new kind of tax credit that lowers your monthly premium right away. Open enrollment for health insurance coverage through the Marketplace begins in October 2013 for coverage starting as early as Jan. 1, 2014.

Can I Save Money on my Health Insurance Premiums in the Marketplace?

You may qualify to save money and lower your monthly premium, but only if your employer does not offer coverage, or offers coverage that doesn't meet certain standards. The savings on your premium that you're eligible for depends on your household income.

Does Employer Health Coverage Affect Eligibility for Premium Savings through the Marketplace?

Yes. If you have an offer of health coverage from your employer that meets certain standards, you will not be eligible for a tax credit through the Marketplace and may wish to enroll in your employer's health plan. However, you may be eligible for a tax credit that lowers your monthly premium or a reduction in certain cost-sharing if your employer does not offer coverage to you at all or does not offer coverage that meets certain standards.

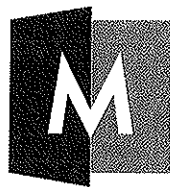
If the cost of a plan from your employer that would cover you (and not any other members of your family) is more than 9.5 percent of your household income for the year, or if the coverage your employer provides does not meet the "minimum value" standard set by the Affordable Care Act, you may be eligible for a tax credit. (An employer-sponsored health plan meets the "minimum value standard" if the plan's share of the total allowed benefit costs covered by the plan is no less than 60 percent of such costs.)

Note: If you purchase a health plan through the Marketplace instead of accepting health coverage offered by your employer, then you may lose the employer contribution (if any) to the employer-offered coverage. Also, this employer contribution—as well as your employee contribution to employer-offered coverage—is often excluded from income for federal and state income tax purposes. Your payments for coverage through the Marketplace are made on an after-tax basis.

How Can I Get More Information?

For more information about your coverage offered by your employer, please check your summary plan description or contact **Sharla Gonzales at Moody Insurance Agency: 303-393-4007 or sharla.gonzales@moodyins.com**

The Marketplace can help you evaluate your coverage options, including your eligibility for coverage through the Marketplace and its cost. Please visit **HealthCare.gov** for more information, as well as an online application for health insurance coverage and contact information for a Health Insurance Marketplace in your area.



MOODY
INSURANCE AGENCY

The information in this Benefits Summary is presented for illustrative purposes and is based on information provided by the employer. The text contained in this Summary was taken from various summary plan descriptions and benefit information. While every effort was taken to accurately report your benefits, discrepancies, or errors are always possible. In case of discrepancy between the Benefits Summary and actual plan documents the actual plan documents will prevail. All information is confidential, pursuant to the Health Insurance Portability and Accountability Act of 1996. If you have any questions about this summary, contact HR.

OCCUPATIONAL SAFETY AND HEALTH COMPLIANCE MANUAL

Kirkland Construction L.L.P.
2101 Main Street
Rye, CO 81069

Revised March 12, 2015

POLICY STATEMENT

The Management Team at Kirkland Construction L.L.P. (Kirkland Construction) believes that our people are our most important asset and that the preservation of employee safety and health must remain a constant consideration in every phase of our business. It is our intent to provide a work environment as free of hazards as possible. To accomplish this Kirkland Construction has established this Safety and Health Manual to protect the safety and health of our employees. This manual is developed to meet occupational safety and health regulations and has management's highest priority, support, and participation. The intent of this manual is to be flexible and allow updating as required to meet changing work situations and regulatory requirements.

Kirkland Construction management will make every effort to provide a safe and healthy work environment and ask its employees to assist in this effort. All employees are responsible for working safely and productively, always remaining aware of hazards in their jobs and following recognized safe work practices, including the use of personal protective equipment (PPE). Kirkland Construction's success in any program is dependent on cooperation and commitment from all of our employees.

All Kirkland Construction employees and visitors are required to comply with these programs. Each newly hired employee will be made aware of the contents of this Safety and Health Manual as part of their initial orientation. Additional policies and specialized safety orientations will also be provided.

Let us work together to ensure a safe and healthy work environment.

Kirkland Construction
President

Date

ACKNOWLEDGMENT OF RECEIPT

I have received a copy of the Health and Safety Manual dated September 2011. I understand that I am to become familiar with its contents. Further, I understand:

- The Health and Safety Manual is not all inclusive, but is intended to provide a summary of some of the organization's guidelines.
- This edition replaces all previously issued Health and Safety Manuals. The need may arise to change the guidelines described in the Manual. The organization therefore reserves the right to interpret them or to change them without prior notice.

EMPLOYEE NAME

DATE

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Health and Safety Program

COMPANY GOALS

Safety begins at the top and involves everyone in the company. Our primary goal at Kirkland Construction is to have an injury free work place. This can be achieved by delegating responsibility and accountability to all involved in the company's operation. We will use additional benchmarks as necessary to help us achieve this goal.

Responsibility: Having to answer for activities and results.

Accountability: The active measurement by management to ensure compliance or management doing something to ensure action.

Using this foundation, to reach our goal of a safe work place, everyone needs to take responsibility. Then everyone will be held accountable.

Benefits of achieving our goals are:

- Minimizing all injury accidents;
- Minimizing loss to property and equipment;
- No fatalities;
- No permanent disabilities;
- Having the best safety and health conditions possible; and
- Improving overall business operations to make us more competitive in the marketplace.

Annual injury and illness goals will be established and reviewed on a quarterly basis.

SAFETY TEAM OBJECTIVES

The safety and health program shall be reviewed annually, and be revised, updated or changed at that time, if needed.

All employees shall participate on the safety team at some frequency and length. Participation will be for a minimum of 1 year duration and 1 employee from each functional area will represent the team.

The team will meet quarterly and have the following responsibilities:

- Discuss safety policies and procedures with management and make recommendations for improvements.
- Serve as liaison between workers and management in safety matters.
- Provide technical reference material.
- Review accident investigation reports on all accidents.

- Identify unsafe conditions and practices and make recommendations for remedies.
- Review facility audits.
- Time and action plan for outstanding issues needing correction.
- Safety checklist review for each jobsite.
- Document meeting in minutes.

MANAGEMENT COMMITMENT

The management of Kirkland Construction is committed to the company's safety policy, and to provide direction and motivation by:

- The appointment of a Health & Safety Coordinator;
- Establishing Kirkland Construction safety goals and objectives;
- Maintaining this written health and safety plan;
- Enforcement of health and safety disciplinary procedures for employees;
- Support the Health and Safety program with people, authority and training; and
- Establishing accountability and responsibility for management and employees to follow.

ASSIGNMENT OF RESPONSIBILITY

Health and Safety Coordinator

Kirkland Construction has designated Theron (Red) Byram) as the Health and Safety Coordinator.

It shall be the duty of the Health and Safety Coordinator to assist supervisors and management in the initiation, education, and execution of an effective health and safety program and more specifically the following:

- Introduce the safety program to new employees.
- Follow up on recommendation, suggestions, etc. made at the quarterly safety meetings and/or insure that hazards reported by employees are evaluated and corrected as needed in a timely manner.
- Develop written standard operating procedures for each major operation.
- Develop specific goals related to health and safety for the organization and track them on a regular basis.
- Be thoroughly familiar with the company health and safety program and assist the personnel in the execution of standard policies.
- Conduct safety inspections on a periodical basis.
- Address all hazards or potential hazards as needed.
- Prepare monthly accident reports and investigations.

- Maintain adequate stock of first aid supplies and other safety equipment to ensure their immediate availability.
- Maintain the required elements of for written programs and ensure all required inspections and training are conducted.
- Become familiar with the requirements of our clients health & safety program.

Employees and Subcontractors

It is the duty of each and every employee and subcontractors to know the safety rules, and conduct his or her work in compliance with these rules. Disregard of the safety and health rules shall be grounds for disciplinary action up to and including termination. It is the duty of each employee and subcontractor to make full use of the safeguards provided for their protection. Every employee will receive an orientation when hired and receive company health and safety rules and procedures for the Health and Safety Program.

Employee and subcontractor responsibilities:

- Read, understand and follow health and safety rules and procedures.
- Ensure that personal protective equipment (PPE) will be worn at all times.
- Suitable work clothes will be worn at all times.
- Employees observed working in a manner that might cause injury to either themselves or other workers shall be warned of the danger and will immediately correct their method of operation.
- Employees shall report all injuries, no matter how slight to their Superintendent immediately, and seek treatment promptly.
- Employees shall be aware of the location of first aid, eyewash, fire fighting equipment, and other safety devices.
- Report all hazards to your Superintendent.
- Attend any and all required health and safety meetings.
- Employees are to follow all procedures identified in the health and safety program and shall not perform potentially hazardous tasks or use any hazardous material until properly trained.

Site Supervisors:

Supervisors will establish an operating atmosphere that insures that health and safety is managed in the same manner and with the same emphasis as customer service, cost, and quality.

Supervisors' responsibilities include:

- Define, if necessary, responsibilities for health and safety of all subordinates and hold each person accountable for their results.
- Regularly emphasizing that accident and health hazard exposure prevention is a condition of employment.

- Maintain safe work practices and safe working conditions within the area under his/her supervision.
- Spend time with each person hired explaining the safety policies and the hazards of his/her particular work.
- Never short-cut safety for expediency, nor allow workers to do so.
- Enforce safety rules consistently, and follow company's discipline/enforcement procedures.
- Conduct daily job site walk-through and correct noted safety violations.
- Ensure that PPE is provided and used where required.
- Ensure all hazards identified by employees are addressed in a timely manner.
- Conduct weekly safety meetings.
- Maintain first aid kits, emergency supplies and information.

Discipline Policy

The first violation of health and safety rule or policy will result in a verbal warning and explanation. A second violation of the same rule will result in a written reprimand that will go into the employee's permanent file. The third violation may result in immediate termination.

WORKPLACE ANALYSIS

Workplace survey and walkthrough

Annually a health and safety hazard survey will be conducted documenting all inconsistencies and deficiencies with the OSHA Construction Standards, 29 CFR 1926. This will be used to establish a management corrective action plan to abate all inconsistencies and deficiencies.

Monthly walkthroughs will be conducted to review compliance status and recognize any inconsistencies and deficiencies. The walkthroughs will be documented and include an action plan for corrective actions.

Hazard Analysis

When hazards are identified, a hazard analysis may be done to further assess the hazards of specific jobs, processes, and/or phases of work. The hazard analysis is an orderly process for locating and evaluating hazards that are most probable and have the severest consequences. The hazard analysis will review each step of the process, identifying existing or potential hazards (both safety and health), and recommend changes to eliminate or reduce the hazards.

All hazard analysis will be documented and reviewed at least annually or when the process or operation changes.

If an accident, injury, or illness is associated with a specific job or process, the hazard analysis should be reviewed to determine whether changes are needed.

A hazard analysis will be conducted for each major functional area or operation to determine the need for, and proper selection of, personal protective equipment.

Exposure Monitoring

When the workplace analysis identifies existing and potential health hazards, exposure monitoring is used to evaluate the employee's level of exposure.

Personal samples are used to measure air contaminants in the employee's breathing zone and will be collected to represent actual working conditions.

Kirkland Construction will use a consultant to conduct all exposure monitoring.

INJURY AND ILLNESS ANALYSIS AND RECORDKEEPING

OSHA 300 Log

Every OSHA recordable injury and illness shall be recorded on an OSHA 300 log within seven calendar days from the time the employer learns of the injury or illness. This log is maintained on a calendar year basis and shall be retained for five years.

Kirkland Construction will post an annual summary of recordable injuries and illnesses, which includes the calendar year, certification signature, title and date. The summary covering the previous calendar year shall be posted no later than February 1st, and remain in place until April 30th.

The safety committee will evaluate the OSHA 300 log to determine trends or patterns in injuries every 6 months. All trends or patterns will be documented and reviewed by the safety team to establish corrective actions.

Accident Investigations

Site Supervisors or the Health and Safety Coordinator:

- Provide first aid, call emergency medical care if required.
- If further medical treatment is required, arrange to have an employee accompany the injured employee to the medical facility.
- Secure area, equipment and personnel from injury and further damage.
- Investigate the incident (injury): Gather facts, employee and witness statements, take pictures of incident site and equipment involved.
- Complete an incident investigation report form within 24 hours whenever possible and provide the report to health & safety coordinator upon completion.
- Insure that corrective action to prevent a recurrence is taken and followed by employees.
- Discuss incident, where appropriate, in safety and other employee meetings with the intent to prevent recurrence.