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August 26, 2020

Mr. Wayne D. Thomas, PE  
Senior Vice President  
Kiewit Infrastructure Co.  
470 Chestnut Ridge Road  
Woodcliff Lake, NJ 07677

Reference: Infrastructure Improvements to Connecticut State Pier – New London, CT

Subject: Construction Manager at Risk (CMR)  
Request For Qualifications (RFQ) – Short List Notification

Dear Mr. Thomas:

On behalf of the Connecticut Port Authority (CPA), this letter provides written confirmation that Kiewit Infrastructure Co. has been approved to advance to the Short-List for provision of Construction Management at Risk services for the above referenced project. Following our review of Kiewit's submitted Statement of Qualifications (SOQ) dated August 12, 2020, our evaluation indicates that the following key items are suggested to be further addressed or enumerated by Kiewit during its response to the upcoming Request For Proposal (RFP).

Selected key issues include:

1. Kiewit has identified several example project narratives in Exhibit 2. From these examples, it appears that Kiewit has extensive alternative delivery experience, such as design/build. However, the extent of experience Kiewit as a company, and the proposed Construction Management team, has using the Construction Management at Risk contracting approach is not clear.
2. While Kiewit demonstrates extensive heavy civil and marine-related infrastructure project experience, the proposed Construction Management Team does not appear to have project experience in the State of Connecticut.
3. From the SOQ, Kiewit notes that it may self-perform several items of work to drive down the cost. While lower total cost is a key objective, Kiewit is reminded that each of the Trade Contractor packages shall be competitively bid using a public bid format. Furthermore, and as noted in the RFQ, the Construction Manager at Risk shall be required to set aside at least 25% of the total value of the Construction or a portion of Subcontracts to be awarded to small contractors, on the basis of competitive bidding procedures.

The Authority appreciates the commitment shown by Kiewit in developing and submitting its SOQ for the Infrastructure Improvements to Connecticut State Pier – New London, CT. We currently anticipate that the RFP will be released during the week of August 31, 2020.



In a manner similar to the Request For Qualifications, the RFP will be uploaded to the DAS *BizNet* (State of Connecticut web-based platform) and CPA websites. In addition, we plan to forward the RFP via email to the Short List of Proposers.

Prospective requirements and proposal due dates are detailed in the RFP. We look forward to receiving Kiewit's proposal in a manner consistent with the RFP and to the potential of working with Kiewit as the Authority's Construction Manager at Risk.

Sincerely,

A handwritten signature in blue ink, appearing to read "M. Peterson", is positioned below the word "Sincerely,".

Marlin Peterson  
Construction Administrator - Procurement Task Lead  
AECOM