

CO PRA ROMO 12(1)
BEAR LAKE ROAD
SMALL BUSINESS SUBCONTRACTING PLAN

DATE: April 11, 2003 DUNS# 102291812
CONTRACTOR: Kiewit Western Co.
ADDRESS: 7926 South Platte Canyon Rd. Littleton CO, 80128
PHONE NO: (303) 979-9330
PROJECT TITLE: Bear Lake Road
SOLICITATION NO: CO PRA ROMO 12(1)

NOTE: This plan is based upon award of Bid Schedule C and X.
Adjustments will be necessary if other bid schedules or options are awarded.

In accordance with the contract provisions FAR 52.219-9 and to satisfy the applicable requirements of public law 95-507, Kiewit Western Co. submits the following Subcontracting Plan for Small, Small Disadvantaged, Small Veteran Owned, Small HUB Zone and Women-Owned Small Business Concerns.

1. Total contract dollar value schedule C and X.

\$9,507,021.00

2. Estimated dollar value of subcontracting classified by size of business.

- a. Total dollars planned to be subcontracted:

\$4,050,258.00

- b. Total dollars planned to be subcontracted to large businesses:

\$2,835,258.00

- c. Total dollars planned to be subcontracted to small business concerns (including 2d, 2e, 2f, and 2g below):

\$1,215,000.00

- d. Total dollars planned to be subcontracted to HUBZone small business:

\$18,225.00

- e. Total dollars planned to be subcontracted to small disadvantaged business concerns:
\$48,600.00
- f. Total dollars planned to be subcontracted to women-owned small business concerns:
\$60,750.00
- g. Total dollars planned to be subcontracted to veteran-owned small business concerns:
\$18,225.00

3. Kiewit Western Co. commits to the following percentage goals for this project. These goals are minimums and will be adjusted based on actual subcontracting dollars.

- a. Small Business Concerns (2c divided by 2a): 30 % of total planned subcontracting dollars under this contract will go to subcontractors who are small business concerns including 3b through 3e.
- b. Small HUBZone Concerns (2d divided by 2a): 1.5 % of total planned subcontracting dollars under this contract will go to subcontractors who are HUBZone small business contractors.
- c. Small Disadvantaged Business Concerns (2e divided by 2a): 4.0 % of total planned subcontracting dollars under this contract will go to subcontractors who are small disadvantaged individuals.
- d. Small Woman-Owned Business Concerns (2f divided by 2a): 5.0 % of total planned subcontracting dollars under this contract will go to subcontractors who are small woman-owned businesses.
- e. Veteran-Owned small business concerns (2g divided by 2a): 1.5 % of total planned subcontracting dollars under this contract will go to subcontractors who are veteran-owned small businesses and/or service-disabled veteran-owned small business concerns.

4. The principal items or areas we will subcontract under this contract are:

Landscaping	Guardrail	Soil-nail	Shotcrete
Pavement Marking	Signs	Electrical	Asphalt
Traffic Control	Flat Work	Stone Surface	Rebar
Buildings	Gate	Trucking	Dust Palliative

- a. Of the items or areas stated in 4, the following are planned to be subcontracted to Small Businesses:

Landscaping, Guardrail, Pavement Markings, Tie Rebar, Building, Gate, Trucking, Dust Palliative

- b. Of the items or areas stated in 4a, the following are planned to be subcontracted to HUB Zone small business concerns:

Gate, Building

- c. Of the items or areas stated in 4a, the following are planned to be subcontracted to Small Disadvantaged Business concerns:

Permanent Marking, Building

- d. Of the items or areas stated in 4a, the following are planned to be subcontracted to Small Woman-Owned Businesses:

Trucking, Rebar

- e. Of the items or areas stated in 4a, the following are planned to be subcontracted to Veteran-Owned Small Business and/or Service-Disabled Veteran-Owned Small Business concerns:

Trucking, Building

5. The following items describe the methods Kiewit Western Co. used to develop the subcontracting goals:

- a. Advertisements were placed in local trade journals requesting sub bids for all types of work for the project.

- b. Specialty subcontractors from past estimating and construction experience were directly contacted and encouraged to quote various portions of the project.

- c. Subcontractor participation was encouraged for work normally self-performed by Kiewit Western Co., such as site produce asphalt and building construction.

- d. Internet databases were referenced for additional subcontractor contacts such as ProNet and Colorado Minority and Women's Business Council.
 - e. Complete plan sets were made available for anyone wishing to view or consult the drawings.
 - f. Bonding assistance was offered where applicable to any subcontractor to assist in their ability to perform work.
 - g. Kiewit Western Co.'s Small / Small Disadvantaged Business participation is based on information known at this time. A diligent and thorough effort will be made to improve goals stated throughout the life of the job.
6. Indirect costs were not used in establishing subcontracting goals.
7. The following individual will administer Kiewit Western Co.'s Subcontracting Program:

Name: Jill Hennen
Job Title: Project Engineer
Address: Jill will reside at jobsite, address to be determined
Phone: Prior to job mobilization and setup, she can be reached at:
(303) 979-9330
7926 S. Platte Canyon Rd. Littleton, CO 80128

This individual's specific duties with regard to the conduct of our firm's Subcontracting Plan will include, but not limited to, the following:

- a. Developing and maintaining lists of small business, HUBZone small business, small disadvantaged business and women-owned small business concerns using sources such as the Small Business Administration's ProNet (<http://pro-net.sba.gov/>), Colorado Minority And Women's Business Council (<http://coloradomwbc.org/>), Minority Business Development Agency, US Department of Commerce, Local Minority Business Development Centers, Economic Development Centers, and National Center for American Indian Enterprise Development.

SPECIAL NOTE: Kiewit has an established "outreach" relationship for subcontracting and supply opportunities with the following organizations:

- Minority and Women's Chambers Coalition
- Colorado Black Chamber of Commerce

- Colorado Women's Chamber of Commerce
- Asian Chamber of Commerce
- Denver Hispanic Chamber of Commerce
- Hispanic Contractors of Colorado
- African American Construction Council
- Women Construction Owners and Executives USA
- Rocky Mountain Indian Chamber of commerce

These organizations provide current available resources to ensure updated lists of small business concerns.

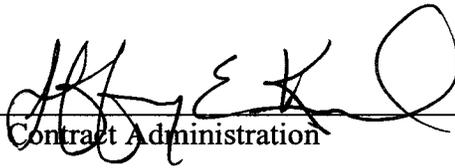
- b. Assuring the inclusion of small business, HUBZone small business, small disadvantaged, women-owned small business, and veteran-owned small business concerns in all solicitations for products or services which they are capable of providing, and ensuring that all solicitations are structured to permit the maximum possible participation by small, small disadvantaged and women-owned small business concerns.
- c. Establishing and maintaining records of all solicitations and subcontract awards to ensure that the members of the firm who review bidders proposals document their reasons for selecting or not selecting a bid submitted by a small business, HUBZone small business, small disadvantaged business, women-owned small business or veteran-owned small business concern, and monitoring the firm's progress toward achievement of its percentage goals.
- d. Preparing and submitting the subcontracting Report for Individual Contracts (SF 294) and the Summary Subcontract Report (SF 295) in accordance with instructions provide, and coordinating and preparing for all compliance reviews by Federal agencies.
- e. Attendance at training programs in order to develop guidance and training to firm personnel on the policy of the federal government to aid, assist, and counsel small business under this and other government contracts.
- f. Conducting or arranging for all other activities necessary to further the intent and attainment of the goals in the plan to include motivational training of the firm's purchasing personnel, attendance at workshops, seminars and trade fairs conducted by or on behalf of small business, HUBZone small business, and/or small disadvantaged and/or women-owned small business and/or veteran-owned small business concerns, and general cooperation with members of the small, small disadvantaged, small women-owned, and veteran-owned small business concerns and their representatives.

8. The following steps will be taken to ensure that small business, HUBZone small business, small disadvantaged business, women-owned small business, and veteran-owned small business concerns receive notice of and have an equitable opportunity to compete for intended awards of subcontracts and/or purchase orders for the products and/or services described in paragraph 4 above:
 - a. Sources will be requested through SBA's ProNet system, business development organizations, minority and small business trade associations and at small minority, veteran small business and women-owned small business procurement conferences; sources will be contacted; and bidding materials will be provided to all responding parties expressing an interest.
 - b. Internally, motivational training will be conducted to guide and encourage purchasing personnel; source lists and guides to small business, HUBZone small business, small disadvantaged, women-owned small business, and veteran-owned small business concerns will be maintained and utilized by purchasing personnel while soliciting subcontracts and purchase orders; activities will be monitored to ensure sufficient time is allowed for interested bidders to prepare their proposals and to evaluate continuing compliance with the Subcontracting Plan.
9. Kiewit Western Co. agrees that the clause entitled "Utilization of Small Business Concerns" (Oct 2000) will be included in all subcontracts that offer further subcontracting opportunities. All subcontractors except small business concerns who receive subcontract in excess of \$500,000 (\$1,000,000 in the case of construction) will be required to adopt a subcontracting plan that complies with the requirements of this clause. Such plans will be reviewed to assure that all minimum requirements of an acceptable subcontracting plan have been satisfied. The acceptability of percentage goals shall be determined on a case-by-case basis depending on the supplies/services involved, the availability of potential small business, HUBZone small business, small disadvantaged, women-owned and veteran-owned subcontractors and prior experience. Once approved and implemented, plans will be monitored through the submission of periodic reports and, as time and availability of funds permit, periodic visits to subcontractors facilities to review applicable records and subcontracting program progress.
10. Kiewit Western Co. agrees to submit such periodic reports and cooperate in any studies or surveys as may be required by the Contracting Agency or Small Business Administration in order to determine the extent of compliance by the offeror with the subcontracting plan and with the clause entitled "Utilization of Small Business Concerns" contained in the contract.

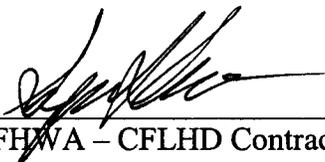
11. Kiewit Western Co. agrees to maintain at least the following types of records to document compliance with the Subcontracting Plan:
 - a. The names of all organizations, agencies and associations contacted for small business, HUBZone small business, small disadvantaged, women-owned small business sources, and veteran-owned small business along with records of attendance at conferences, seminars and trade fairs where additional sources were developed.
 - b. Source lists, guides, and other data identifying small business, HUBZone small business, small disadvantaged, women-owned, and veteran-owned small business subcontractors and vendors.
 - c. Records on all subcontract solicitation resulting in an award of more than \$100,000 on a contract-by-contract basis, indicating (1) whether small business concerns were solicited, and if not, why not; (2) whether HUBZone small businesses were solicited, and if not, why not; (3) whether small disadvantaged business concerns were solicited, and if not, why not; (4) whether small women-owned business concerns were solicited, and if not, why not; (5) whether veteran-owned small business concerns were solicited, and if not, why not; (6) reasons for failure of solicited small, small disadvantaged, small women-owned and veteran-owned small business concerns to receive a subcontract.
 - d. Records of all subcontract award data to include subcontractor's name and address, to be kept on a contract-by-contract basis.
 - e. Minutes of internal motivational and training meetings held for the guidance and encouragement of purchasing personnel, and records of all monitoring activities performed for compliance evaluation.
 - f. Copies of SF 294 and SF 295 showing date and place of filing and copies of all other reports or results of reviews conducted by the contracting agency or other interested agencies of the Federal government to monitor our compliance with this Subcontracting Plan.

12. In closing, Kiewit Western Co. states that it will be the policy of Kiewit Western Co. to afford every practicable opportunity for small business, HUBZone small business, small disadvantaged business, small women-owned and veteran-owned small business concerns to participate in contracts awarded to Kiewit Western Co. by the Federal Government, to ensure that equitable opportunity is provided to small business, HUBZone small business, small disadvantaged business, women-owned and veteran-owned small business concerns to compete

for award of subcontracts and purchase orders, and to diligently pursue the achievement of our goals of participation by small business, HUBZone small business, small disadvantaged business, small women-owned and veteran-owned small businesses in the dollars available for subcontract/purchase order awards under this contract.

Plan Prepared By:  Date: 4/11/03
Contract Administration

Name: Jeff Kresl
Title: Assistant Secretary – Area Manager
Firm: Kiewit Western Co.

Plan Accepted By:  Date: 4/22/03
FHWA – CFLHD Contracting Officer