

The image features a central red square with the word "Ulteig" in white. To the right, there is a red graphic of an oil rig, a drop of oil, and a wind turbine. The background consists of a white circle with a dashed grid, several overlapping colored segments (dark green, teal, yellow, dark blue, and maroon), and a large blue triangular area in the bottom right corner containing a faint technical drawing of a wellhead with various dimensions and arrows.

Ulteig

STATEMENT OF QUALIFICATIONS

# PROJECT DELIVERY SERVICES

- + *Program Management*
- + *Project Management*
- + *Construction Management*
- + *Alternative Delivery*
- + *Other Consultative Services*



# Table of Contents

// [Ulteig Overview](#)

// [About Project Delivery Services](#)

// [Program Management](#)

// [Project Management](#)

// [Construction Management](#)

// [Alternative Delivery](#)

// [Lifeline Sectors](#)

// [The Ulteig Difference](#)

// [Ulteig Solutions](#)

// [Locations](#)

// [Contact Us](#)



## Who We Are

Ulteig is a leader in the engineering industry. We are a team of forward-thinking, innovative experts who make critical connections, putting together the complex, multi-disciplinary strategies needed in today's changing world.

In 75 years, the Ulteig team has expanded to more than 650 professionals, offering a full range of engineering solutions across 12 offices and various satellite locations throughout the United States. We are well-positioned to respond to our clients' evolving needs in a flexible, agile and collaborative manner.

Today, Ulteig manages an average of 1,800 technical and field service projects per year. We are continually expanding our portfolio of projects that serve our core Lifeline Sectors®.

## How We Work

More than ever before, communities rely on the connections that bring infrastructure, services and information to their citizens. Ulteig is committed to designing, planning, building, sustaining and maintaining the interconnected infrastructure vital to everyday life.

## What Makes Ulteig Different?

We are committed to creating a positive experience for our clients throughout a project's duration, offering exceptional project management, attentiveness and responsive communication.

Ulteig anticipates needs and delivers results with trademark accuracy and timeliness. We proactively manage risks and project issues, constantly reassessing and strategically aligning with our clients' vision, objectives and requirements. We tailor solutions to meet your organizational needs, whether that means managing an entire program, specific project or pieces of a project.

# PROJECT DELIVERY SERVICES

Ulteig's Project Delivery Services (PDS) transforms chaos into clarity within the project environment. Our suite of services offers integrated, flexible solutions to any issues that arise in your project or portfolio of projects. Think of Ulteig as your delivery-focused advocate – both in the field and behind the scenes.

Our team of professionals can mobilize to fit any objectives that arise, allocating resources and people to where they are most needed. Rest easy knowing your project is in capable hands. We offer a range of services and solutions related to project management, construction management, alternative delivery, and other owner's representative services.

For a turnkey solution, you can also turn to Ulteig's experienced program managers. These professionals will work to integrate consistent and quality solutions that meet your overall objectives.



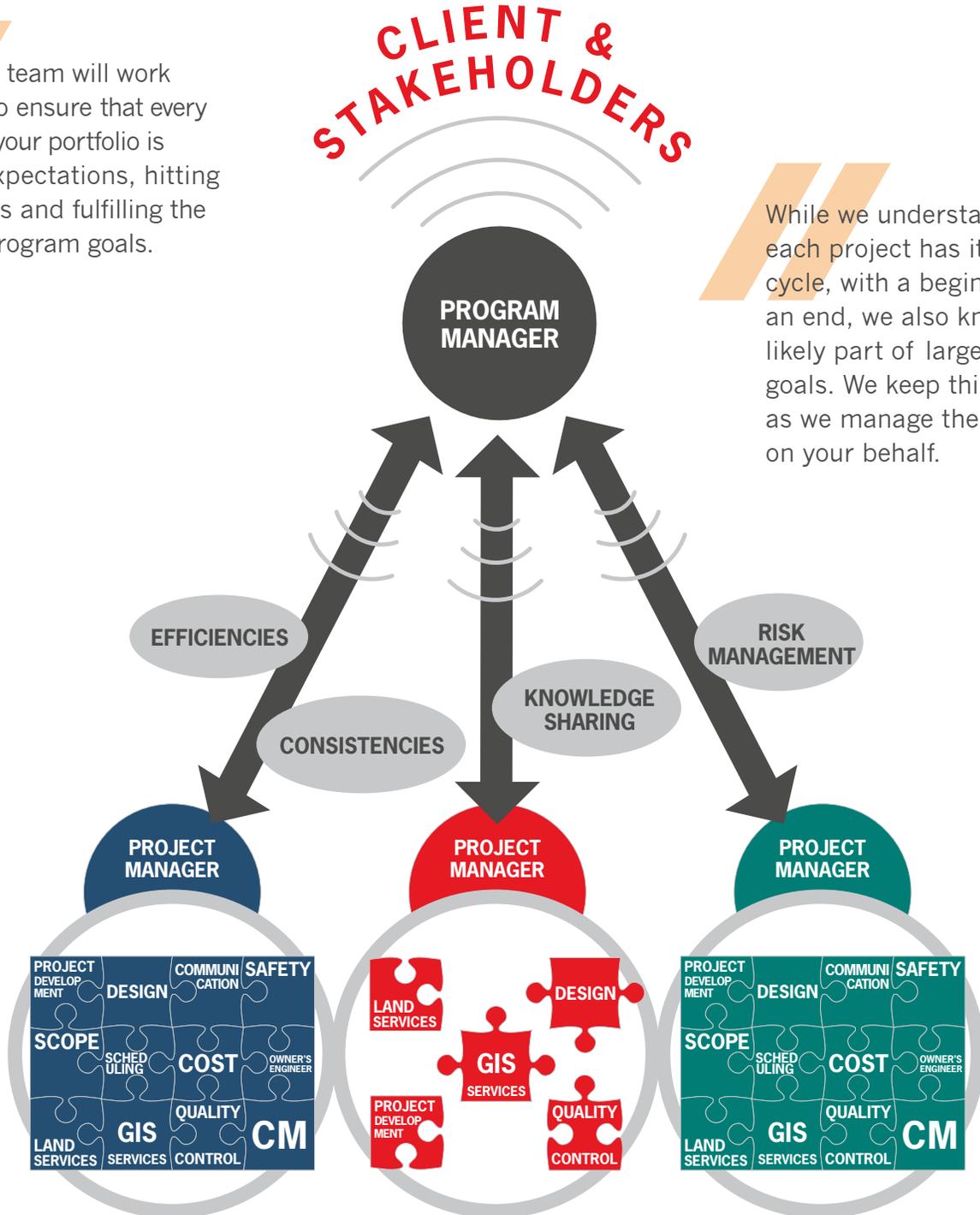
## PROJECT DELIVERY SERVICES

Ulteig can provide a range of services to you a la carte or in a comprehensive bundle. Our **program managers** can act as a liaison between you, the client, key stakeholders and the project managers. **Project managers** work on specific initiatives and communicate with the program managers, **project coordinators** and **project controls specialists**—relaying status updates and potential issues to be resolved.

The Ulteig team will work together to ensure that every project in your portfolio is meeting expectations, hitting milestones and fulfilling the ongoing program goals.

CLIENT & STAKEHOLDERS

While we understand that each project has its own cycle, with a beginning and an end, we also know it is likely part of larger program goals. We keep this in mind as we manage the program on your behalf.



OUR PROJECT MANAGERS ARE READY AND ABLE TO ASSIST WITH PIECES OF A PROJECT, AN ENTIRE PROJECT OR A COMPREHENSIVE PROGRAM, DEPENDING ON YOUR NEEDS.

# PROGRAM MANAGEMENT

Ulteig can take full responsibility for the ongoing management of your project portfolio, allowing you to focus on other business objectives. Our program management professionals focus on the “big picture,” providing consistent and integrated services that meet your overall strategic goals. We can help you to manage a multitude of projects in your portfolio for as long as you need us.

## Ulteig Benefits

- Overall program consistencies
- Program level governance
- Efficient and consistent application of best practices on all projects
- Program level communication management
- Program level risk management
- Periodic lessons learned documented and shared across program
- Internal and external stakeholder engagement
- Frequent status reporting and oversight to program sponsors and executive leaders
- Adoption of best in class tools for control of budgets, schedules, scope changes, RFIs and submittal documentation



Ulteig's integrative project delivery solutions allow you to seamlessly augment your existing staff through the addition of project managers, project coordinators or project controls specialists. This allows you to bridge any gaps in your project management resource requirements.



**Ulteig's Program Management team currently manages a renewables client's portfolio with over 1.7 GW of combined wind and solar projects across 5 states scheduled for 2020 delivery.**

## CASE STUDY

# Program Management on a Large Scale

Planning for the new \$273 million Williston Basin International Airport (XWA) began in 2012. Ulteig started working with the City of Williston in 2015 to develop solutions to manage this very high-profile project. Ground was broken on October 10, 2016, and in June 2017 Ulteig began the role as overall program manager. During the project Ulteig managed 29 active contracts, 16 prime contractors, 16 consulting companies and seven tenant projects.

Ulteig's advanced preparation of a Federal Aviation Administration (FAA) Airport Improvement Program application resulted in \$112.4 million in funding and allowed the airport to obtain competitive bids and start projects early – thus reducing the project's timeline by approximately nine months.

XWA opened on time, on Oct. 10, 2019, becoming the first new commercial greenfield airport in the U.S. in more than eight years. The project recently was named the 2020 Airport Business Project of the year by *Airport Business Magazine*.



# PROJECT MANAGEMENT

Successful project management begins by assessing and aligning with our clients' unique requirements and objectives. It culminates with safely delivering projects on time and on budget, despite all issues and obstacles that may arise. Exceptional project management is distinguished by attentive and responsive communication with clients and stakeholders, ongoing proactive risk management and creative resolution of conflicts and issues.

**Ulteig project managers consistently deliver this value to our clients by:**

- Employing sophisticated schedule modeling and project controls techniques
- Using expert judgment attained through years of experience delivering successful energy and infrastructure projects

Acting as the project owner's advocate, Ulteig project managers leverage their expertise to consistently deliver unparalleled service and value that yields tangible results for the projects we manage.



## Ulteig Services

### PROJECT DEVELOPMENT

- Bid package preparation
- Architect/engineer/contractor selection

### COST

- Project budget development
- Project cost and cash flow forecasting
- Project cost estimating
- Pay application processing
- Change order reviews

### SCHEDULING

- Critical path schedule modeling
- Schedule scenario forecasting
- Earned value analysis

### SCOPE

- Contract management
- RFI management
- Procurement and logistics coordination
- Financing due diligence

### QUALITY AND RISK MANAGEMENT

- Perpetual risk management
- Qualitative and quantitative risk analysis
- Issues tracking and resolution

### COMMUNICATION

- Coordination with stakeholders
- Progress reports and meetings
- Document control

### SAFETY

- Site safety audits

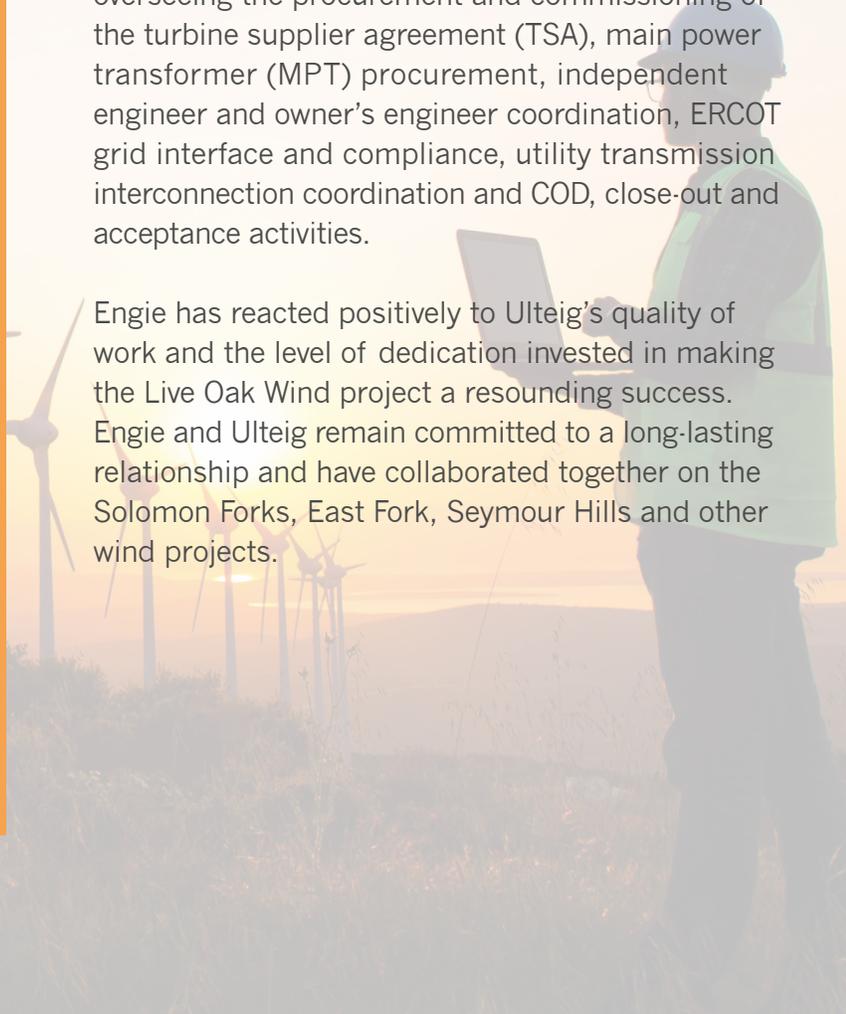
## CASE STUDY

# Stepping in to Manage a \$350 Million Wind Project

Live Oak Wind Project, LLC is a 200 MW wind energy generation facility owned by Engie North America, consisting of 76 SiemensGamesa 2.625 MW wind turbine generators. Construction began in March 2018 but did not get off to a productive start. Engie looked to Ulteig to get this \$350 million wind project back on track.

Ulteig assumed the role of Owner's Engineer in May, stepping in quickly to develop a full, turnkey solution that included management of the Engineer, Procure Construct (EPC) balance of plant contractor and wind turbine supplier. Ulteig was also responsible for overseeing the procurement and commissioning of the turbine supplier agreement (TSA), main power transformer (MPT) procurement, independent engineer and owner's engineer coordination, ERCOT grid interface and compliance, utility transmission interconnection coordination and COD, close-out and acceptance activities.

Engie has reacted positively to Ulteig's quality of work and the level of dedication invested in making the Live Oak Wind project a resounding success. Engie and Ulteig remain committed to a long-lasting relationship and have collaborated together on the Solomon Forks, East Fork, Seymour Hills and other wind projects.



# CONSTRUCTION MANAGEMENT

Ulteig's construction managers can serve as your "eyes and ears" in the field. We monitor all construction activities, identify and manage risks, utilize industry best practices, collaborate with stakeholders and execute and monitor the uniform policies and procedures as established by our clients. In addition, we take responsibility for conflict resolution, quality assurance, stakeholder management, and the general condition of major equipment deliveries.

We can also fulfill the role of onsite Resident Project Representative (RPR), acting as an extension of the project team and providing detailed daily inspection reports for project-specific tasks. Our QA/QC service is implemented through a series of processes that assure each project activity is carried out in a method that meets our clients' expectations.



## Ulteig Services

- Contractor/subcontractor management
- Pre-construction kickoff meetings
- Quantity tracking and pay application review
- Construction quality assurance
- In-field data logging
- Construction activity documentation
- Safety inspection and reporting
- Compliance with contract documents
- Commissioning and energization coordination
- Third-party testing coordination
- Material verification
- Change order analysis and tracking
- Productivity analysis
- Safety/OSHA compliance
- Dispute avoidance and resolution
- Land owner coordination
- Government agency coordination
- Change order tracking
- Daily schedule and progress analysis

**Ulteig's Construction Management team has contributed to more than 115 projects over the last 3 years across each of our Lifeline Sectors**

### CASE STUDY

## Large-Scale Wind Project Delivered Under Budget

Ulteig was hired to help with the construction of a 160MW wind farm located in western Texas. Our team provided full scope Project Delivery Services (PDS), including an entire project management team (Senior Project Manager, Associate Project Manager, and Project Controls Specialist) and construction monitoring team (Construction Management Monitor and field observers).

#### **The construction project consisted of:**

- 57 2.82MW GE turbines with 127m rotor generators
- A 34.5/138kV collector substation with two 140MVA main power transformers
- An underground 34.5kV electrical collection system

Telemetry/fiber connectivity was a major risk and challenge on this project. The only telecom provider available was a company that filed for bankruptcy within a month of the client signing a construction and recurring service contract. Careful relationship and communication management with the telecom provider proved to be ineffective, as well as engaging the client's senior legal counsel and VP level influence. The telecom provider's poor performance pushed the project's substation energization by more than a month. Ulteig's expert PDS team took the reins, finding effective solutions to the challenges, driving resolution and finishing the project on schedule.

The delivery construction budget was more than \$175 million. Ulteig's PDS team closed out the project delivery budget with \$2.14 million remaining in contingency. The project finished under budget due to our diligent focus on contract, budget, risk, change and document management throughout project construction, as well as open communication and negotiation with major contractors.

# ALTERNATIVE DELIVERY

Ulteig also offers alternative methods to the design-bid-build process. Alternative delivery services provide flexible, innovative, budget-friendly solutions to construction management.

## Ulteig Benefits

- Construction Manager-at-Risk (CMAR)
- Owner's Engineer
- Owner's Engineer and Construction Monitor (OE/CM)
- Lump Sum Design-Build
- Progressive Design-Build
- Construction Manager/General Contractor (CMGC)
- Engineer Procure Construct (EPC)
- Owner's Rep Services



CASE STUDY

## Serving as Owner's Rep for Arvada Bond Project

Ulteig is currently serving as the City of Arvada's Owner's Rep for the W 72nd Avenue Bond project. This CMGC project includes widening W. 72nd Ave. between Kipling and Simms Streets from two lanes to four with all new pavement, curb and gutter, 14 ft shared-use paths on both sides of the roadway, lighting, and landscaping.

**It also includes:**

- An underpass at the Union Pacific Railroad crossing near Oak St. to eliminate traffic backups
- Drainage improvements and right-of-way acquisition

Ulteig is working as the owner's representative for the city, bringing expertise in the CMGC process. The team is providing services that include design review, value engineering, schedule review, cost negotiations, and public outreach.

Once construction begins, Ulteig will continue as the owner's rep, managing the construction process and fully inspecting, testing, and documenting final quantities and payment. Ulteig also developed a GIS-based right-of-way tracking tool to assist the City with tracking the status of the 84 property easements and acquisitions needed to complete the project.

# Ulteig's Lifeline Sectors®

At Ulteig, we work across the entire infrastructure, the silent foundation that sustains everyday life. We specialize in Power, Renewables, Transportation and Water, and call these Lifeline Sectors®. In fact, we registered that name, Lifeline Sectors, because we feel so strongly about what we do. We are creating and maintaining lifelines. We're helping people live cleaner, safer, healthier, better lives.



America's power grid and infrastructure have come under increasing challenges in three key areas: asset renewal, grid modernization and operational excellence. Ulteig is a proven infrastructure partner, working with progressive power companies to overcome these challenges with integrated, expert solutions that produce exceptional results. We serve a wide range of electric utility clients, including investor owned utilities (IOUs), generation and transmission clients (G&Ts), cooperatives and municipalities. Our solutions are instrumental in helping our clients achieve success when addressing aging infrastructure, limited space, demand for smart grid technology, renewable integration, reliability and resiliency, growing O&M needs, pricing pressure, an aging workforce, limited resources and compliance.



Ulteig assists our clients from project start through completion, providing successful on-time and on-budget performance, regardless of the project size, scope and structure. The continued demand for cost-effective and reliable renewable energy sources is driving the need for a higher level of engineering expertise necessary to support this trend. Ulteig has a strong and proven track record of providing developers, owners, operators, engineer procure and construct (EPC) contractors and utilities with innovative professional services and full project support and execution. Ulteig is committed to delivering reliable solutions to be the renewable partner of choice in the industry.



Ulteig has a long history of successful transportation projects that create more reliable connections. We are accustomed to meeting the requirements and expectations of federally funded projects and working with state departments of transportation, airports and state agencies, as well as municipal and county levels of government. This includes planning, environmental, design and construction services for complex urban intersections, corridor retrofits and rural highways. Ulteig produces meaningful results for connecting people to one another and their workplaces, connecting resources and goods to consumers and connecting entire economies to one another.



Ulteig's team of experts offers cost-effective water and wastewater engineering solutions, and has the essential local presence, coupled with an expertise in the financial and operational needs and challenges of our clients. Ulteig's engineers, technicians and operators provide the experience and innovation to develop dependable water and wastewater infrastructure solutions through a complete range of planning, design and operational services. We help extend the life and service of existing resources and infrastructure by delivering high-quality projects with long-term reliability to municipalities, counties, watershed districts and state and federal agencies.

# The Ulteig Difference

People are the foundation for all that we do. We value relationships that are collaborative and long term, which is why our people and culture are at the core of our strength as a company.

Ulteig is wholly built on the belief that growth starts with individual achievements. Innovation requires talented, curious people. Our employee-owners work in multi-disciplinary teams across core Lifeline Sectors® to learn from each other, create new approaches and devise expert solutions.

In 2019 alone, the Ulteig team grew by 20%. With more than 650 employee-owners completing projects in 44 states and a projected growth of another 20-25% in 2020, our footprint continues to span the country.

# The Values at Our Core

## DEDICATION

We Dedicate Ourselves  
to Our Clients' Success



## INTEGRITY

We Act with Integrity



## EXCELLENCE

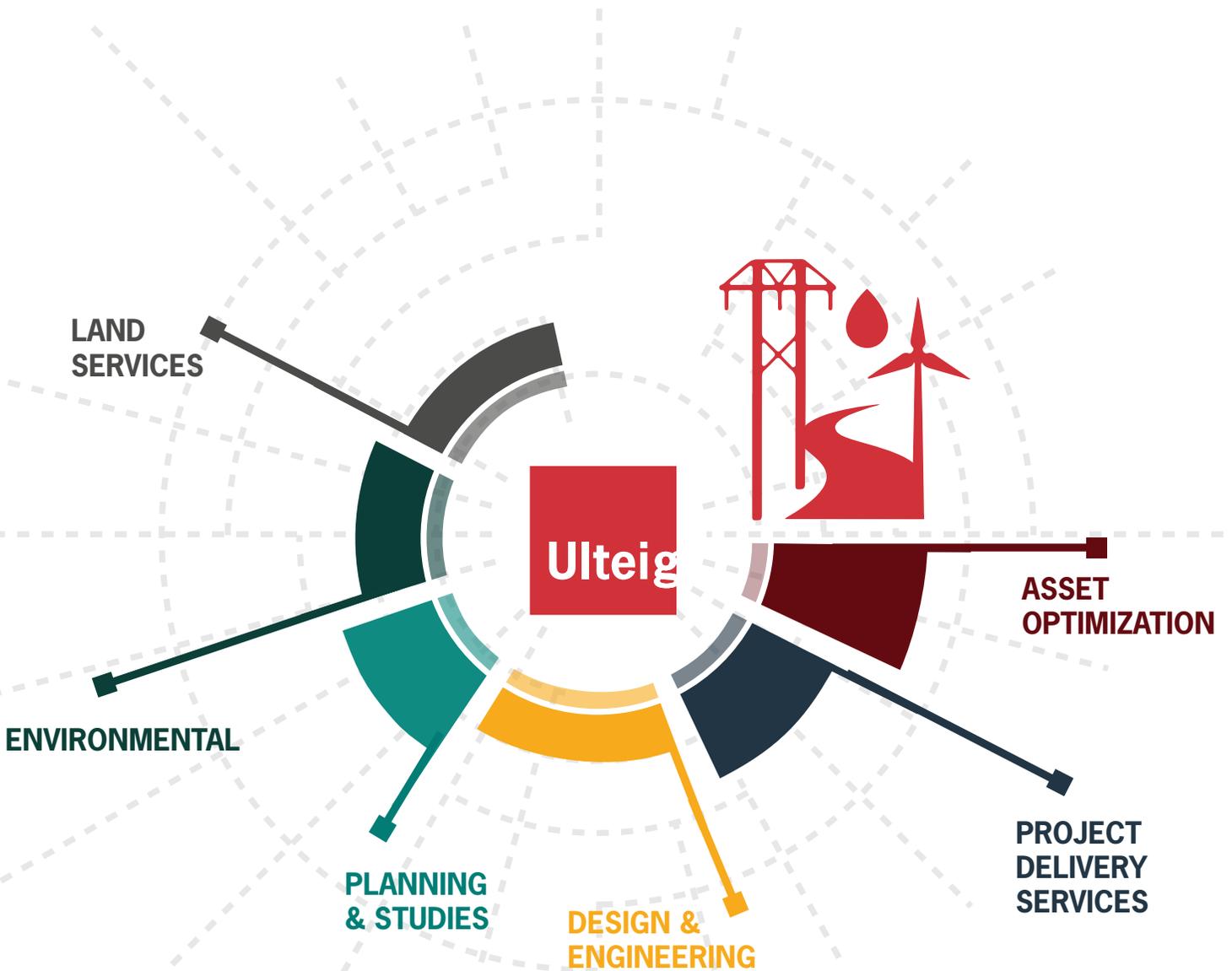
We Pursue Excellence  
in Our Work



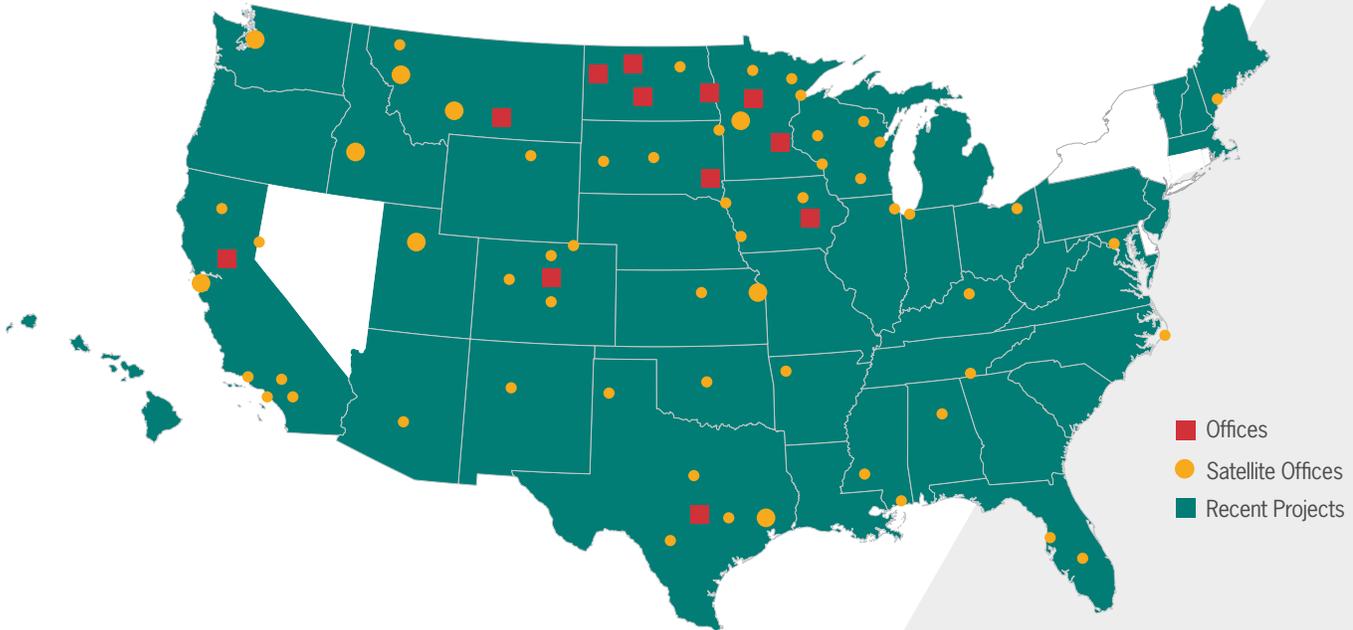
# ULTEIG SOLUTIONS

We have six primary areas of expertise that we can leverage according to your project needs, in one, several, or across all of the Lifeline Sectors®.

**ULTEIG'S INTEGRATED SOLUTIONS** are driven by the depth and breadth of our service disciplines, providing a complete package suited to meet your unique needs.



## ULTEIG LOCATIONS AND PROJECT FOOTPRINT



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