PROJECT TEAM INFORMATION

PROPOSAL SECTION 2

A. GENERAL PROJECT TEAM INFORMATION

As evident from our Organizational Chart below, Black & Veatch is the single entity that will be responsible for delivering the project from start to finish and be the sole Guarantor.

Our team exemplifies what Black & Veatch does best – bringing together strong local expertise supported by world-class experience and resources

We organized our team into five (5) core groups consisting of professionals with unique and directly relevant experience for this project. Each group has members that have worked on desalination projects and design-build projects around the world, to bring their expertise to this project.

As an integrated Design-Build Company, Black & Veatch has prepared a team of engineers and contractors who work together to find the right balance between cost competitiveness and best value for CAW.

- **Cost competitiveness is achieved by leveraging use of our qualified subcontractors**, including from our local supply chain, on bids, quotes and proposals **to get the best price from preferred suppliers**.
- **Best value looks beyond the capital costs and considers the life-cycle of**

CONSTRUCTION COST ELEMENT	ESTIMATED PERCENT OF TOTAL	SELF-PERFORM (% of Total Construction)	SUBCONTRACT (% of Total Construction)
Construction indirects (includes startup/ commissioning)	15%	15%	0%
Engineered equipment procurement	15%	15%	0%
Civil site work/yard piping	10%	0%	10%
Structures	11%	0%	11%
Mechanical process piping	8%	8%	0%
Mechanical process installation	22%	22%	0%
Electrical installation	8%	0%	8%
Instrumentation, controls & automation	3%	3%	0%
Building services	3%	0%	3%
Balance of plant	5%	0%	5%
TOTAL	**100%**	**63%**	**37%**

costs including operations and maintenance. It is achieved by ensuring that schedule, quality and performance are significant criteria in the decisions regarding self-performance, subcontracting and equipment procurement.

To derive the best outcomes for CAW, we propose to conduct a critical success factor workshop with CAW and Black & Veatch team members to define framework for executing this project soon after we are selected. We have identified expected percentages of self-performed and subcontracted work in the same proportions that we saw when executing the Northeast Bakersfield Progress Design-Build project and the recent Charnock Well Field Restoration Project in Santa Monica.

Black & Veatch is a Class A General Contractor, operating as Black & Veatch Construction, Inc. (BVCI). BVCI specializes in self-performing mechanical, electrical, instrumentation, control and automation (MEICA) services in California but can utilize pre-qualified specialty subcontractors when it makes sense for the project. A summary of "significant subcontractors", exclusive to our team and their added value to the project are provided on the following page. Additional subcontractors or suppliers will be provided to CAW as they are added.

SPECIFICALLY SELECTED SUB-CONTRACTS THAT BRING ADDED VALUE

Doosan will be the Reverse Osmosis Equipment Manufacturer. It was founded 117 years ago, and is one of the oldest and most financially stable companies in Korea. Doosan is a recognized leader in seawater desalination, with approximately 40 percent stake in the world desalination market. It has installed more than 800 MGD capacity desalination plants in the last 7 years, ranking it third in the world. Doosan's desalination expertise ranges from thermal based systems to reverse osmosis membrane desalination systems, and has delivered over 270 mgd SWRO in the last 7 years. Doosan designed and built the first Hybrid MSF/RO desalination plant in the world, demonstrating Doosan's commitment to innovation and continuous drive to provide more efficient processes. To enhance its services in the municipal and industrial market, Doosan established its U.S. subsidiary, Doosan Hydro Technology, in 2005 and has delivered over 50 RO/NF systems in the municipal market alone. Black & Veatch and Doosan have worked together in the past (for example, Shuaibah SWRO (36 MGD) with pressure filters and RO, Shuawaikh SWRO (55 MGD) DAF, UF and RO). They are currently teamed up delivering the Escondida Water Supply project, a 55 MGD seawater desalination plant in South America. Doosan is also providing the RO system for the Orange County's 30 MGD GWRS expansion that has been designed by Black & Veatch.

Together, Black & Veatch and Doosan have delivered more installed capacity and number of seawater desalination plants than any of CAW's prequalified design-build teams.

Schneider Electric will supply electrical equipment. It is the global specialist in energy management with operations in over 100 countries and 170 years of experience, will leverage its extensive portfolio to make energy safe, reliable, efficient, productive and green on this Project. Schneider Electric's EcoStruxure integrated systems architectures and energy management solutions have resulted in 30% savings in energy consumption and up to 25% increase in operational efficiency (e.g. reduced repair time and plant outage time).

TESCO Controls, Inc. will provide Systems Integration for the Project. It was established in 1972, and is an advanced control systems integrator specializing in the water and wastewater industries. TESCO has been certified by the Control System Integrators Association since 2006 and will be providing assistance to system integration and programming for the Project. For over 40 years, TESCO has been involved with the design and implementation of over 200 SCADA, telemetry, and computer integrated control systems. TESCO's open system design approach is based on actual system implementations, maximizing standard "off the shelf" configuration tools and programming methods to minimize custom software development.

KEY TEAM MEMBERS' CURRENT WORKLOAD

Many members of our team have recently completed the design of the Escondida desalination plant in Chile. They will be transitioning to construction administration and have availability for this project. Others have been selected not only for their skill set but also for their availability. Each is committed to the successful delivery of the Project. Current workload is included below.

KEY PERSONNEL	ROLE	CURRENT ASSIGNMENT(S)	% AVAILABLE FOR CAW-MONTEREY
David Carlson	Overall Project Manager	• Sacramento EchoWater BNR	70%
Mark Beauchamp	Design-Build Manager	• MWRDGC Struvite Recovery System • Emergency Well Installation Project	90%
Dan Lopez	Engineer of Record	• Escondida Desalination Facilities • Sacramento Regional County Sanitation District	40% thru 2014 50% 2015-16
Ken Krna	Architect	• Altamont, CA WTP • Ophir WTP • Azusa Canyon Filtration Plant	50%
Jennifer Enson	Government Approvals	• Escondida Desalination Facilities • Orange County Water District GWRS Expansion	30%
Sunny Wang	Water Treatment Process Design Engineer	• Orange County Water District GWRS Expansion • Carlsbad Seawater Desalination Plant (Poseidon)	50%
Vasu Veerapaneni	Reverse Osmosis System Designer	• Escondida 55 MGD SWRO Project Reviews: • Changi II Newater plant • OCWD GWRS Expansion (to be completed 2014) • Al Ghubrah SWRO (lender's engineer) • Tuas II SWRO (will be completed 2013)	50%
Kevin Triplett	DB Construction Superintendent	• Tesla Supercharger	100%
Danny Vealey	Safety Manager	• Various projects for Black & Veatch	10%
Jay Hesby	QA/QC Manager	• Strategic implementation of Quality Management Systems for various California projects	10%
JR Reavis	Commissioning Manager	• Various projects for Black & Veatch	25% during design 100% Construction/Startup thru 3-year optimization

BLACK & VEATCH
Building a world of difference.

LEN C. RODMAN | CHAIRMAN, PRESIDENT & CEO
BLACK & VEATCH HOLDING COMPANY
11401 LAMAR AVE., OVERLAND PARK, KS USA
+1 913-458-3365 | rodmanlc@bv.com

October 9, 2013

RE: Guarantor Acknowledgement: Proposal Form 4

Black & Veatch Construction Inc., (the "Proposer") has submitted herewith a Proposal in response to the Request for Proposals for the Monterey Peninsula Water Supply Desalination Infrastructure Design-Build Project (the "RFP") issued by California-American Water Company ("CAW") on June 17, 2013, as amended. The RFP requires the selected Proposer to enter into a DB Agreement to: (1) provide all necessary design, permitting, construction, commissioning, start-up, and testing services for the Project; (2) cause the Project to meet certain Performance Guarantees; and (3) perform the other related services and ancillary services described in the RFP if the Proposer is approved by CAW for final negotiations and execution of the DB Agreement. The Project is located in the County of Monterey, California.

The Guarantor has reviewed the RFP and the Proposal, which together will form the basis of the DB Agreement. The Guarantor hereby certifies that it will irrevocably, absolutely and unconditionally guarantee the performance of all of the obligations of the Proposer under the DB Agreement, as negotiated based on the RFP and the Proposal, in the event that the Proposer is selected for final negotiations and execution of the DB Agreement, and that it will execute a separate Guaranty Agreement in the form presented as Transaction Form A of the draft DB Agreement, as negotiated based on the RFP and the Proposal.

Black & Veatch Holding Company
Name of Guarantor

Len C. Rodman
Name of Authorized Signatory

Signature

Chairman, President and CEO
Title

Attachment 1

GUARANTOR CERTIFICATE OF AUTHORIZATION

I, Timothy W. Triplett, a resident of Leawood in the State of Kansas, do hereby certify that I am the Secretary of Black & Veatch Holding Company ("BVHC"), a corporation duly organized and existing under and by virtue of the laws of the State of Delaware; that I have custody of the records of such corporation; and that as of the date of this certification, Len C. Rodman holds the title of Chairman, President and Chief Executive Officer of BVHC, and is authorized to execute and deliver in the name and on behalf of BVHC the Guarantor Acknowledgement submitted by BVHC as part of Black & Veatch Construction, Inc.'s (the Proposer's) response to the Request for Proposals for Monterey Peninsula Water Supply Project Desalination Infrastructure Design-Build Project, issued by California-American Water Company on June 17, 2013, as amended; and all documents, letters, certificates and other instruments which have been executed by such officer on behalf of BVHC in connection therewith.

IN WITNESS WHEREOF, I have hereunto set my hand and affixed the corporate seal of BVHC this 14th day of October, 2013.

Secretary

C. PROPOSAL FORM 5: KEY PERSONNEL

PROPOSAL FORM 5
KEY PERSONNEL[1]

(Copy and complete this form for Key Personnel. Attach additional pages along with organizational charts for the Design-Build Period)

General Information[2]

Name:	**David Carlson, P.E.**
Firm:	Black & Veatch
Title:	Project Executive (Vice President)
Year employed by firm:	31 years
Total Professional Experience:	31 Years
Professional Registration and Licenses (type/number/state/year)[3]	PE/#C70229/CA/2006; PE/#10681/KS/1987

Project-Specific Information

Title/Assignment	Overall Project Manager

Description of Role/Responsibilities:

Dave Carlson will serve as the Overall Project Manager for the Project. As a project executive, he will have oversight responsibility and will be available to address issues that may arise. Dave has a unique understanding of the intricacies of developing a successful seawater desalination project from his involvement at the Tampa Bay Seawater Desalination Facility where he was Project Manager for System Engineering. Dave and Black & Veatch assisted Tampa Bay Water to identify, assess, and rectify deficiencies associated with the 25 mgd ocean water RO desalination facility.

Commitment[4]				
Permitting	2%	**Construction**	3%
Design	3%	**Startup and Testing:**	3%

Footnotes:

[1] Proposers shall duplicate this form for all Key Personnel. Refer to subsection 4.4.2 of the RFP for a list of the minimum personnel for which this form shall be completed.

[2] Please indicate any staff that has changed from that provided in the Statement of Qualifications in accordance with subsection 4.4.2 of the RFP. Attach pages as necessary.

[3] Where applicable, key design and construction personnel must provide either: (1) proof of current California licensure; or (2) if not currently licensed in California, a detailed plan to obtain a required California license no later than the Contract Date.

[4] Commitment indicates the amount of time (in percent) that the individual would be available to work on the Project during the permitting, design, construction, start-up and testing phases of the Project. Indicate by "N/A" where the individual is not proposed to be involved in a particular phase of the Project.

PROPOSAL FORM 5
KEY PERSONNEL[5]

(Copy and complete this form for Key Personnel. Attach additional pages along with organizational charts for the Design-Build Period)

General Information[6]

Name:	**Mark Beauchamp, P.E.**
Firm:	Black & Veatch
Title:	Project Manager
Year employed by firm:	14 years
Total Professional Experience:	16 Years
Professional Registration and Licenses (type/number/state/year)[7]	PE/#P-7543/ID/1999

Project-Specific Information

Title/Assignment: Design-Build Manager

Description of Role/Responsibilities:

Mark Beauchamp will serve as our Design-Build Manager with day-to-day team leadership and management. He will leverage his extensive experience in project/design management, procurement, cost control and scheduling, and subcontractor management to ensure the design is completed on time and within budget. He will ensure that the right resources and equipment fabrication/delivery is scheduled throughout the project to ensure timely delivery. Mark will serve in this role from permitting, through design and construction and until project completion.

Commitment[8]				
	Permitting	50%	**Construction**	90%
	Design	90%	**Startup and Testing:**	90%

Footnotes:

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PROPOSAL FORM 5
KEY PERSONNEL[9]

(Copy and complete this form for Key Personnel. Attach additional pages along with organizational charts for the Design-Build Period)

General Information[10]

Name:	**Dan Lopez, P.E.**
Firm:	Black & Veatch
Title:	Senior Engineering Manager
Year employed by firm:	23 years
Total Professional Experience:	23 Years
Professional Registration and Licenses (type/number/state/year)[11]	PE/#54330/CA/1995

Project-Specific Information

Title/Assignment	Engineer-of-Record

Description of Role/Responsibilities:

Dan Lopez will be the Engineer-of-Record for the Project and ensure the design is in compliance with all regulatory and code requirements as well as the CAW project requirements. Dan will continue this role throughout the project life to ensure continued compliance with project requirements through completion.

Commitment[12]				
Permitting	60%	**Construction**	20%
Design	90%	**Startup and Testing:**	20%

Footnotes:

[9] Proposers shall duplicate this form for all Key Personnel. Refer to subsection 4.4.2 of the RFP for a list of the minimum personnel for which this form shall be completed.

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[11] Where applicable, key design and construction personnel must provide either: (1) proof of current California licensure; or (2) if not currently licensed in California, a detailed plan to obtain a required California license no later than the Contract Date.

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PROPOSAL FORM 5
KEY PERSONNEL[13]

(Copy and complete this form for Key Personnel. Attach additional pages along with organizational charts for the Design-Build Period)

General Information[14]

Name:	**Ken Krna, RA**
Firm:	Black & Veatch
Title:	Architect
Year employed by firm:	33 years
Total Professional Experience:	40 Years
Professional Registration and Licenses (type/number/state/year)[15]	Registered Architect: MO, NY, AZ, MI, TX, WI

Project-Specific Information

Title/Assignment: Architect

Description of Role/Responsibilities:

Ken Krna will be the lead Architect for the Project and be responsible for conceptual building design. Ken will provide overall coordination of design development, construction document preparation, and construction administration. Ken's team of architects and technicians will include Alex Becker III, who will serve as the Architect of Record for design. Alex is a Registered Architect (RA) in California (License No. #C17562).

Commitment[16]				
	Permitting	20%	**Construction**	10%
	Design	90%	**Startup and Testing:**	2%

Footnotes:

[13] Proposers shall duplicate this form for all Key Personnel. Refer to subsection 4.4.2 of the RFP for a list of the minimum personnel for which this form shall be completed.

[14] Please indicate any staff that has changed from that provided in the Statement of Qualifications in accordance with subsection 4.4.2 of the RFP. Attach pages as necessary.

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PROPOSAL FORM 5
KEY PERSONNEL[17]

(Copy and complete this form for Key Personnel. Attach additional pages along with organizational charts for the Design-Build Period)

General Information[18]

Name:	**Jennifer Enson, PE**
Firm:	Black & Veatch
Title:	Project Manager
Year employed by firm:	12 years
Total Professional Experience:	18 Years
Professional Registration and Licenses (type/number/state/year)[19]	PE/#56531/CA/1997

Project-Specific Information

Title/Assignment	Government Approvals Lead

Description of Role/Responsibilities:

Jennifer Enson will be leading the permitting and government approval efforts for the Project. She has over 18 years of experience in working with municipalities and regulatory agencies to obtain necessary approvals for the design and construction of various water treatment facilities in California. She will coordinate the project delivery team effort on government approvals and work directly with CAW on this effort.

Commitment[20]				
	Permitting	90%	**Construction**	2%
	Design	10%	**Startup and Testing:**	50%

Footnotes:

[17] Proposers shall duplicate this form for all Key Personnel. Refer to subsection 4.4.2 of the RFP for a list of the minimum personnel for which this form shall be completed.

[18] Please indicate any staff that has changed from that provided in the Statement of Qualifications in accordance with subsection 4.4.2 of the RFP. Attach pages as necessary.

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PROPOSAL FORM 5
KEY PERSONNEL[21]

(Copy and complete this form for Key Personnel. Attach additional pages along with organizational charts for the Design-Build Period)

General Information[22]

Name:	**Sunny Wang, PE**
Firm:	Black & Veatch
Title:	Process Engineer
Year employed by firm:	9 years
Total Professional Experience:	12 Years
Professional Registration and Licenses (type/number/state/year)[23]	PE/#C70320/CA/2006

Project-Specific Information

Title/Assignment	Lead Water Treatment Process Design Engineer

Description of Role/Responsibilities:

Sunny Wang will serve as the Lead Water Treatment Process Design Engineer for the Project. He will be responsible for leading process design efforts for your project including developing a cost-effective pretreatment approach and an energy efficient SWRO process.

Commitment[24]				
	Permitting	70%	**Construction**	20%
	Design	95%	**Startup and Testing:**	25%

Footnotes:

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[23] Where applicable, key design and construction personnel must provide either: (1) proof of current California licensure; or (2) if not currently licensed in California, a detailed plan to obtain a required California license no later than the Contract Date.

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PROPOSAL FORM 5
KEY PERSONNEL[25]

(Copy and complete this form for Key Personnel. Attach additional pages along with organizational charts for the Design-Build Period)

General Information[26]

Name:	**Vasu Veerapaneni, Ph.D., PE**
Firm:	Black & Veatch
Title:	Desalination Practice Leader
Year employed by firm:	13 years
Total Professional Experience:	21 Years
Professional Registration and Licenses (type/number/state/year)[27]	PE/#17283/KS/2002

Project-Specific Information

Title/Assignment: Reverse Osmosis System Designer

Description of Role/Responsibilities:

Dr. Srinivas (Vasu) Veerapaneni is Black & Veatch's desalination technology leader and will serve as the Reverse Osmosis System Designer for the Project. Vasu is a recognized desalination expert worldwide and will leverage his extensive experience in international best practices within the desalination industry to ensure a cost-effective and low energy consumption desalination system for CAW.

Commitment[28]				
	Permitting	30%	**Construction**	20%
	Design	90%	**Startup and Testing:**	95%

Footnotes:

[25] Proposers shall duplicate this form for all Key Personnel. Refer to subsection 4.4.2 of the RFP for a list of the minimum personnel for which this form shall be completed.

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PROPOSAL FORM 5
KEY PERSONNEL[29]

(Copy and complete this form for Key Personnel. Attach additional pages along with organizational charts for the Design-Build Period)

General Information[30]

Name:	**Kevin Triplett**
Firm:	Black & Veatch
Title:	Construction Principal
Year employed by firm:	1 years
Total Professional Experience:	31 Years
Professional Registration and Licenses (type/number/state/year)[31]	N/A

Project-Specific Information

Title/Assignment	DB Entity Construction Superintendent

Description of Role/Responsibilities:

Kevin Triplett has over 24 years of experience in construction management of water/wastewater treatment facilities and will serve as the DB Entity Construction Superintendent for this Project. He will ensure that the established quality assurance programs and procedures are followed to ensure zero incidents. He will also review as-bid estimates, manage timely transition of various construction phases from groundbreaking to completion, and comply with regulatory requirements.

Commitment[32]				
	Permitting	5%	**Construction**	100%
	Design	25%	**Startup and Testing:**	90%

Footnotes:

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[30] Please indicate any staff that has changed from that provided in the Statement of Qualifications in accordance with subsection 4.4.2 of the RFP. Attach pages as necessary.

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PROPOSAL FORM 5
KEY PERSONNEL[33]

(Copy and complete this form for Key Personnel. Attach additional pages along with organizational charts for the Design-Build Period)

General Information[34]

Name:	**Danny Vealey, CHST, CUSA**
Firm:	Black & Veatch
Title:	Safety Manager
Year employed by firm:	15 years
Total Professional Experience:	35 Years
Professional Registration and Licenses (type/number/state/year)[35]	Construction Health and Safety Technician, 2001 Certified Utility Safety Administrator, 2000

Project-Specific Information

Title/Assignment	Safety Manager

Description of Role/Responsibilities:

Danny Vealey has over 35 years of experience in applying safety and emergency techniques to applicable situations. Danny will be serving as the Safety Manager for the Project. He is certified in Construction Safety and Health as well as General Industry Safety and Health. He will be responsible for developing the Construction Safety Manual and Plan for the Project with a goal for zero incidents and injury. Danny will work with the DB Entity Construction Superintendent to implement, administer, and maintain the Construction Safety Manual and Plan.

Commitment[36]				
	Permitting	2%	**Construction**	100%
	Design	10%	**Startup and Testing:**	100%

Footnotes:

[33] Proposers shall duplicate this form for all Key Personnel. Refer to subsection 4.4.2 of the RFP for a list of the minimum personnel for which this form shall be completed.

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PROPOSAL FORM 5
KEY PERSONNEL[37]

(Copy and complete this form for Key Personnel. Attach additional pages along with organizational charts for the Design-Build Period)

General Information[38]

Name: **James (Jay) Hesby, PE**

Firm: Black & Veatch

Title: Vice President, Senior Project Manager

Year employed by firm: 40 years

Total Professional Experience: 40 Years

Professional Registration and Licenses (type/number/state/year)[39]: PE/#46660/CA/1991

Project-Specific Information

Title/Assignment: QA/QC Manager

Description of Role/Responsibilities:

Jay Hesby will be the QA/QC Manager for the Project. He will be providing oversight to the development of the overall QA/QC Plan for the Project and enforce QA/QC procedures from design through construction to deliver a quality, cost-effective project for CAW.

Commitment[40]	**Permitting**	5%	**Construction**	10%
	Design	10%	**Startup and Testing:**	10%

Footnotes:

[37] Proposers shall duplicate this form for all Key Personnel. Refer to subsection 4.4.2 of the RFP for a list of the minimum personnel for which this form shall be completed.

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PROPOSAL FORM 5
KEY PERSONNEL[41]

(Copy and complete this form for Key Personnel. Attach additional pages along with organizational charts for the Design-Build Period)

General Information[42]

Name:	**William (J.R.) Reavis**
Firm:	Black & Veatch
Title:	Treatment and Operations Specialist
Year employed by firm:	<1 years
Total Professional Experience:	20 Years
Professional Registration and Licenses (type/number/state/year)[43]	Certified Water Treatment Plant Operator, Grade A, TX; Certified Water Treatment Plant Operator, Grade 4, AL

Project-Specific Information

Title/Assignment: Commissioning Manager

Description of Role/Responsibilities:

JR Reavis has 20 years experience in research, operations, operations management, system troubleshooting, plant optimization, laboratory operations, regulatory compliance, training and plant commission/startups on various water infrastructure projects, including several water treatment plants. JR will serve as the Commissioning Manager. His responsibilities will include developing the start-up and commissioning plan, ensure each unit process meets design intent/specifications, carrying out performance testing, and provide oversight to overall integration of the treatment system to meet project goals.

Commitment[44]				
	Permitting	5%	**Construction**	25%
	Design	10%	**Startup and Testing:**	100%

Footnotes:

[41] Proposers shall duplicate this form for all Key Personnel. Refer to subsection 4.4.2 of the RFP for a list of the minimum personnel for which this form shall be completed.

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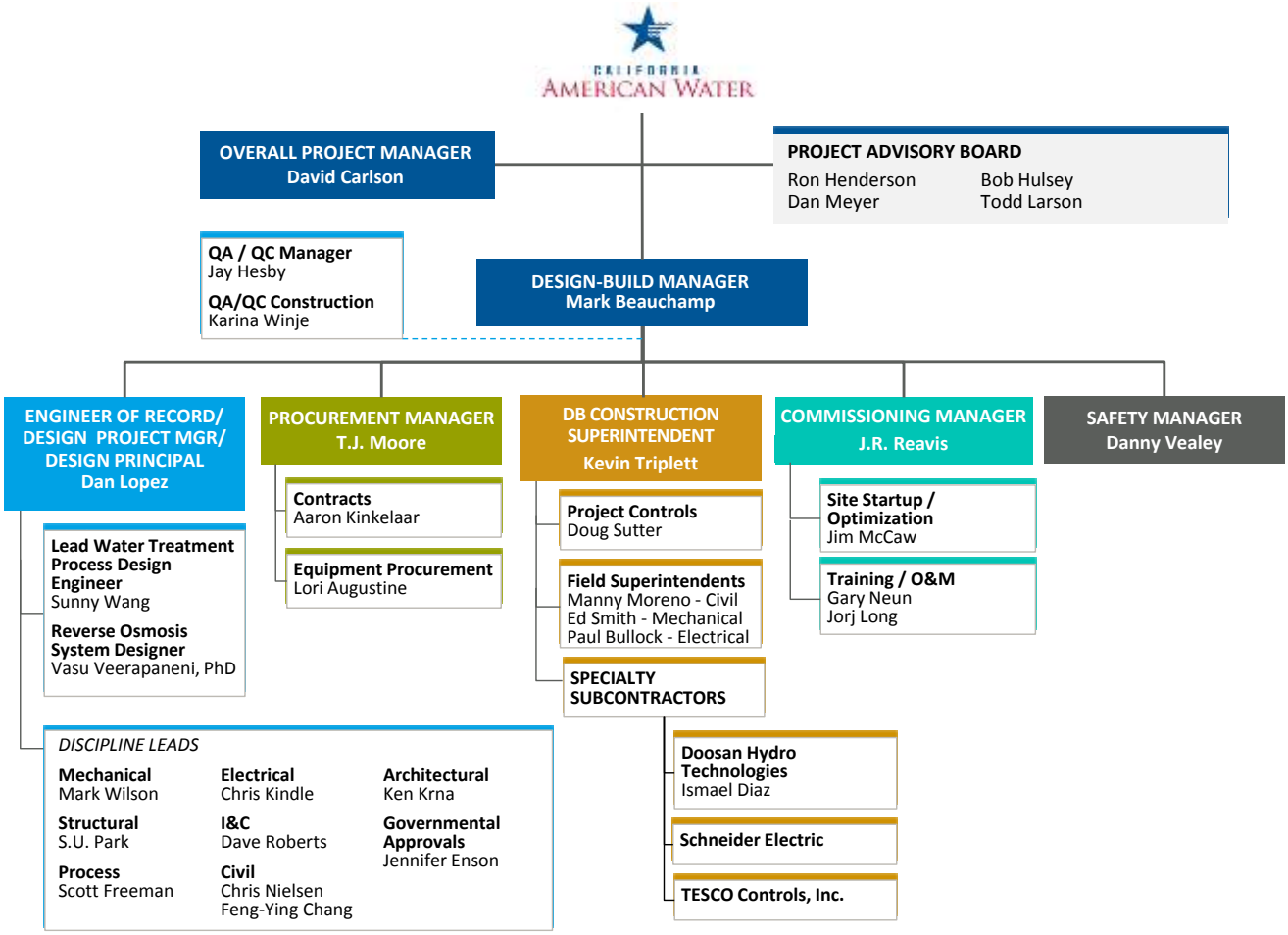
TEAM ORGANIZATION

The Black & Veatch team will be managed at the most senior level by David Carlson. Our Quality Management team will be led by Jay Hesby. Leading our team as the day-to-day contact will be our Design-Build Manager, Mark Beauchamp. All additional key personnel will report up to Mark through five core groups, each consisting of professionals with unique and directly relevant experience for this project. Every group has members who have worked on desalination projects and design-build projects around the world, to bring their national expertise to this project.



PROJECT TEAM EXPERTISE & MANAGEMENT CAPABILITY

Our project team has been carefully assembled to bring the best available talent from our diverse local and global resources to meet the required expertise and management capabilities for this project. The team has been picked using the following selection criteria to meet the requirements of your unique and strategically vital project:

- Significant Design-Build integration experience for projects with advanced technologies - locally and globally

- Proven leader in Commissioning & Acceptance Testing
- Recognized Leadership on major Desalination projects around the world
- Considerate Constructor Approach
- Successful delivery of major water projects in California: with local Government Agencies
- Strategic Sourcing for Subcontracts, WMDVBE, and Local Resource Utilization

Table 1: Relevant Experience and Selection Criteria for Project Team

TEAM MEMBER	PROJECT SELECTION CRITERIA	RELEVANT PROJECTS
David Carlson	• Successful delivery of major water projects in California: with local Government Agencies • Recognized Leadership on major Desalination projects • International seawater desalination experience	• Tuas II seawater desalination facility (84 MGD), Singapore - • Project Manager for Tampa Bay SWRO (25 MGD) System Engineer • Project Manager for Long Beach Water Department's subsurface seawater intake and desalinated seawater post-treatment demonstration projects
Mark Beauchamp	• Successful delivery of major water projects in California using advanced technology • Significant Design-Build integration experience • Considerate constructor approach • Strategic Sourcing for Subcontracts, WMDVBE, and Local Resource Utilization	• Integrated Home Office Engineering-Procurement team with Site Management and Commissioning Teams • PM for Design Build of Santa Monica, CA BWRO plant (pressure filter for Fe/Mn removal, RO, GAC) • Cottage Grove MF WTP Design Build • UBWA UF WTP Design Build • Worked on the Chile 55 MGD SWRO Civil Lead
Dan Lopez	• Recognized Leadership on major Desalination projects • Successful delivery of major water projects in California: • Significant Design-Build integration experience	• Package Manager on EWS Desalination Plant in Chile • Project Manager on RARE RO project in Northern California • Engineering Manager on New Desalination Plant in Chile • Project Manager for Santa Clara Advanced Reuse Facility
Ken Krna	• Successful delivery of major water projects in California • Extensive experience in leading architectural design for several membrane facilities in California • Significant Design-Build experience	• Lead Architect for several membrane facilities in CA, including Altamont WTP (Altamont), Canyon Filtration Plant (Azusa), Ophir WTP (Auburn), Clovis WTP (Clovis) • Project Architect for the award winning Lake Pleasant WTP
TEAM MEMBER	**PROJECT SELECTION CRITERIA**	**RELEVANT PROJECTS**
Jennifer Enson	• California and international permitting experience with	• Project Technical Director for 55 MGD SWRO plant in Chile

	membrane and desalination facilities • Successful delivery of major water projects in California, especially Northern California • Significant Design-Build integration experience	• Engineering Manager for Orange County's GWRS expansion to 100 mgd treatment capacity • Engineering manager, project manager for over a dozen MF/UF plants in California with capacities ranging from 10 to 50 MGD
Sunny Wang	• Successful delivery of major water projects in California • Lead process engineer for pilot testing, design, and start-up of membrane treatment facilities • Experience in design of similar treatment technologies (pressure filter, RO, and RDP Tekkem Lime Slaker) • Design-Build integration experience and start-up support	• Process Engineer for Design Build of Charnock Well Field Restoration Project (pressure filtration + RO) • Process Engineer for OCWD GWRS Initial Expansion – Task Leader for post-treatment pilot testing and design and chemical feed facilities • Engineering Manager for LBWD's subsurface seawater intake and desalinated seawater post-treatment demonstration projects. • Independent design review of the Carlsbad Seawater Desalination Plant (Poseidon) • Mechanical-process engineer for RARE and Santa Clara Advanced Reuse Projects (MF + RO).
Vasu Veerapaneni	• Lead process engineer of many RO plants around the world that have won awards for criteria such as energy consumption, costs, schedule • Evaluated operating desalination plants around the world to minimize energy consumption • Experience using similar technologies - pressure filters upstream of RO in 3 projects for Fe and Mn removal • Helped maintain the lowest cost of Tuas I desalinated water – a record yet to be broken • Commissioning of two large SWRO plants in the world	• Tuas II -84 MGD SWRO – Lowest DBOO cost • Tuas I -36 MGD SWRO – lowest cost ever, first postivie displsacment ERD implementation at large • Chile - 55 MGD SWRO – pressure filtration pretreatment • Carlsbad 50 MGD SWRO (lenders engineer) • Shuaibah SWRO Pretreatment process engineer review • Al Ghubrah – Lender's engineer • Energy audit of Perth SWRO, Tampa Bay SWRO • Shuwaiq SWRO • BWRO with pressure filters – Geneva, Santa Monica, Oxnard BWRO • WW reclamation - OCWD expansion (30 MGD), EBMUD RARE, Santa Clara, Bundamba WRP, Changi II NEWater, etc.
Kevin Triplett	• Significant Design-Build experience • Considerate constructor approach • Proven leader in Commissioning & Acceptance Testing	• Construction Project Manager for City of Live Oak WWTP • Senior Project Manager for City of Tracy WWTP
Danny Vealey	• Considerate constructor approach • Significant Design-Build experience • Division Safety Manager for B&V's construction group (BVCI)	• Various design build projects across the United States • Emporia Energy Center, KS • PG&E Transmission Line Project, CA
TEAM MEMBER	**PROJECT SELECTION CRITERIA**	**RELEVANT PROJECTS**
Jay Hesby	• Successful delivery of major water projects in California: • Significant Design-Build integration	• Project Director for design-build of the N.E. Bakersfield WTP • Project Manager for design-build implementation

	experience • Considerate constructor approach	of the Patterson Pass WTP • Project Director/Manager for over 15 water treatment plants in Northern California, including five membrane based facilities treating surface water
JR Reavis	• Significant Design-Build integration experience • Considerate constructor approach • Proven leader in Commissioning & Acceptance Testing • Extensive experience in plant operations and optimization	• Operation and Treatment Specialist for San Antonio's Brackish Desalination Project • National Water Quality Director for SouthWest Water responsible for quality and operation of treatment and distribution facilities • Principal O&M Manager for the Northeast Water Purification Facility in Houston, TX • Assistant Operations Manager for the City of Houston's Public Works (included 360 mgd surface water treatment facility)

Commitment Statement

Black & Veatch is committed to keeping the individuals who are identified as Key Personnel involved for the duration of the intended role as noted on each Form 5.

Location

Black & Veatch has resources located globally to perform the work, with offices throughout California and the Pacific Northwest.

JR Reavis

As previously presented to CAW and approved in an email, Black & Veatch is proposing to add JR Reavis to our team as Commissioning Manager. JR joined Black & Veatch after the submission of our SOQ; however, he will add significant value in the areas of commissioning, start-up, and training. Jim McCaw, Jorg Long and Gary Nuen will continue to support JR as previously proposed.

JR has been involved in the start-up and operation of several complex water treatment facilities over the last 20 years. With his broad background in water treatment, he has both the technical and leadership skills necessary to get the desalination plant up and running and your staff trained in its operation.

Ismael Diaz

In addition to the Key Personnel identified in the RFP, we are including the resume of our lead engineer from our Key RO subcontractor, Doosan Hydro Technology. Ismael Diaz has participated in the design of varius water engineering systems including more than 20 desalination projects. Mr. Diaz has worked with B &V's desalination experts in the past on the Tuas II Seawater Desalination Plant in Singapore.

His resume is included in Section 2.F following Form 6.

William J. (JR) Reavis

Mr. Reavis has 20 years experience in research, operations, operations management, system troubleshooting, plant optimization, laboratory operations and management, analytical and operations SOP development, regulatory compliance, training and plant commission and startups on surface water, groundwater and distribution systems.

TREATMENT AND OPERATIONS SPECIALIST

Specialization:
Surface water, groundwater and distribution systems operations

Office Location
Houston, Texas

Education
- B.S., Environment Science with an emphasis in water chemistry, Sam Houston State University, 1995

Professional Licenses
Certified Water Treatment Plant Operator, Grade A, Texas

Certified Water Treatment Plant Operator, Grade 4, Alabama

Professional Associations
- American Water Works Association

Year Career Started
1993

Year Started with B&V
2013

PROJECT EXPERIENCE

Black & Veatch Corporation, Houston, TX

Operations and Treatment Specialist. Prior to joining Black & Veatch I worked on several project with the Black & Veatch team providing operations support, most recently Midland Fresh Water District Number 1 and San Antonio Water's Brackish Desalination project.

SouthWest Water Company, Houston, TX

Vice President, Water Technology/National Water Quality Director. I was responsible for providing technical assistance to all water operations projects. This included system conversion to chloramines, plant commissioning and startup and resolution of treatment issues whether it was a technical problem or an operational, safety, or staff related at all SWWC owned or operated facilities across the country. SouthWest operated a variety of treatment technologies including: conventional surface, groundwater, groundwater under the influence, and brackish groundwater.

Montgomery Watson Harza (MWH) | Northeast Water Purification Facility; Houston, TX

Principal O&M Manager/Operations Manager. I was tasked with assembling and training an operations staff, developing operating procedures, as well as developing a treatment strategy to meet rigorous water quality standards. I commissioned and operated the 80 MGD NEWPP facility constructed by MWH Constructors for the City of Houston. I implemented operations and maintenance plans for the facility, as well as wrote and administered service contracts for sludge disposal and other services. I was responsible for developing chemical specifications and contracts for products used at the facility. Outside the scope of work conducted at the NEWPP I was a member of a plan review and risk management team for other MWH projects throughout the country.

City of Houston | Public Works & Engineering Department; Houston, TX

Assistant Operations Manager. I covered nearly every position within a functional surface water plant, ground water plant and distribution system, from chemist, researcher, operator, trainer, instrument technician, customer complaint resolution, and manager. I developed and implemented procedures to reduce operating costs, improve water quality, and improve plant performance at the City of Houston's 360-MGD surface treatment facility. I wrote chemical

contracts and worked extensively with chemical manufacturers to develop alternate coagulants that improved water quality and reduced sludge volume, ultimately reducing the overall cost of water production. I was responsible for the operation of the Lake Houston Dam, setting discharge flows and coordinating lake level setting to accommodate construction activities. I helped develop scopes of work for Capital Improvement Projects, reviewed plans and reports produced by contractors. I oversaw several large plant upgrade projects and worked with contractors to maintain water quality and quantity while meeting completion deadlines. I am also quite familiar with State (Texas) and Federal regulations, as they relate to water.

City of Houston | Public Works & Engineering Department; Houston, TX

Technical Laboratory Analyst. I was responsible for technical development during the Information Collection Rule (ICR) and conducted extensive bench and pilot studies on chlorine dioxide, ozone, UV, PAC, GAC, MF, UF, Nano and R/O filtration. I conducted filter and basin rating studies and conducted in depth studies on advanced coagulation methods. I developed and implemented successful strategies for the reduction of disinfection by-products. I worked extensively on watershed management issues as they relate to diminished raw water quality. I developed SOPs for the laboratory and operations staff. I was tasked with implementing treatment strategies to minimize customer complaints related to taste and odor in the distribution system. I optimized the facility's sludge handling process to reduce manpower and operating costs. I conducted beta tests for instrumentation companies like Hach and Zelwegger in order to improve on-line analytical equipment and test new analytical test methods.

SELECTED PUBLICATIONS

DBP Minimization Study - Results of Bench and Pilot Testing of Houston Source Water, Proceedings of the AWWA Water Quality Technical Conference, 1997

Are you reporting valid TOC numbers? The importance of analytical methods and NOM characteristics in TOC Reporting., Proceedings of the AWWA Water Quality Technical Conference, 1998

If you can't reach the proposed MCLS for THMs and HAAs Through Enhanced Coagulation, Is ozone a viable solution?, Proceedings of the AWWA Water Quality Technical Conference, 1999

Can a Utility Afford to Operate Without On-line TOC Analyzers Considering the Requirements of the D/DBP Rule? On-line vs. Grab Samples: What are the Advantages and Disadvantages?, Proceedings of the AWWA Water Quality Technical Conference, 2001

D. WMDVBE UTILIZATION PLAN

Black & Veatch understands the importance of Diverse Business Enterprises (DBE) in this project. It is the policy of Black & Veatch to provide maximum practical opportunities for diverse businesses to compete for supply-chain contracts and subcontracts awarded by Black & Veatch on a fair and equal basis. Black & Veatch intends to complete this project with the use of our own professionals and selected subcontractors. Priority will be given to sourcing subcontracts through Black & Veatch's pre-qualified Minority-Owned Business Enterprises (MBE), Women-Owned Business Enterprises (WBE) and Disabled Veteran Business Enterprises (DVBE) as certified by the California Public Utilities Commission Clearinghouse to meet the required project participation percentages. Black & Veatch is committed to the identification, recruitment and selection of qualified businesses in the categories of construction, supplies, and services and encourages participation by familiarizing them with Black & Veatch procurement requirements. Black & Veatch has a strong documented history of providing opportunities to diverse businesses in our Northern California Design-Build projects.

Participation Percentages

CAW established a combined participation goal of 21.5% for the contract. **Black & Veatch's Execution Plan is committed to meeting the 21.5% goal** by utilizing DBEs. Our projects for Pacific Gas & Electric Inc. for the past decade and achieved 28% diverse participation on our 2012 California projects.

Identification

During the Statement of Qualifications phase, Black & Veatch identified potential work scopes for DBE supplier/subcontractor participation and compiled a list of potential DBE firms. During the RFP stage we have reached out to DBE construction companies and requested pricing from them for inclusion in our proposal. Subcontractor registration on the Black & Veatch Procurement Supplier Program ensures all potential DBE subcontractors and suppliers meet financial and safety requirements. Black & Veatch will structure all work scopes and Request for Proposal packages to seek out DBE subcontractors and suppliers to participate. Black & Veatch believes that this project will also present second-tier supplier/subcontracting opportunities, and Black & Veatch will require subcontractors to adopt a similar subcontracting plan and submit documentation to support their plan. This second-tier provision would not apply to subcontracts awarded to Diverse Business Enterprises.

Commitment

Black & Veatch is committed to meeting the WMDVBE requirements for this project to support CAW's overall disadvantaged business requirements. We will document and record all efforts to implement our Diverse Business Enterprise program throughout the performance of the contract, and provide regular

reports of progress to meet the specified goals to CAW as required by the Contract.

WMDVBE Utilization

The following table provides names of companies we have contacted or requested pricing to be included in our Proposal to CAW.

COMPANY	SERVICE	WMDVBE TYPE
Community Tree Service	Tree Removal	MBE
Flo-Rite Engineers	SWPP Plan Preparation	MBE
Dominguez and Sons Trucking, Inc.	Demolition, Excavation, Trucking	MBE
Hanford Roofing Co., Inc.	Roofing	MBE
Inspection Services, Inc.	Construction Inspection & Material Testing	WMBE
Sign My Signs	Signs	WMBE
NuGate Group, LLC	Janitorial Services	WMBE
Flintstone Transport	Trucking	WBE
Johnson Millwork, Inc.	Doors, Windows, Hardware	WBE
East Bay Blue Print & Supply Co.	Copying & Printing	WBE
Cal Safety, Inc.	Traffic Control Service Signs & Rental	WBE
Aria Technologies, Inc.	Fiber Optic Assemblies	WBE
ProVen	Site Development Contractor	MBE
Cal Fran Engineering	Site Development Contractor	MWBE
Field Lining Systems, Inc.	Geomembrane Installer	MBE
ABSL Construction, Inc.	Asphalt Contractor	MWBE
Antioch Paving	Asphalt Contractor	DVBE
RMT Landscape Contractors	Landscape Contractor	MWBE
Chavez Fence	Fencing Contractor	MBE, DVBE
Fermin Sierra Construction, Inc.	Underground Utilities	MWBE
RJ Gordon Construction, Inc.	Underground Utilities	SBE
R&W Concrete Contractors	Concrete Contractor	MWBE
Largo Concrete	Concrete Contractor	MBE
Cal Con Pumping	Concrete Pumping	DBE, MWBE
PJ's Rebar	Rebar Contractor	VOSB
Inspection Services, Inc.	Inspection Services	MWBE
Apex Testing Laboratories, Inc.	Inspection Services	MWBE

E. LOCAL RESOURCES UTILIZATION PLAN

Black & Veatch consistently strives to employ local talent when possible. Utilizing local communication tools, we reach out to the local trades and the community to engage them in fulfilling various opportunities.

Our process has been to identify the scope of work and the actions that will be subcontracted. Then we source and identify potential local and diverse suppliers that can support this initiative. We follow up by evaluating the list of candidates and that process includes financial stability, technical skills and potential availability. Once we are awarded the job we revisit our assessment of the subcontractors and if we are short on our goals we utilize tools such as job fairs and additional communication processes to engage the community.

It is our intention to use good faith efforts to engage residents from Monterey County, San Benito County, or Santa Cruz County to achieve no less than 50 percent of the DB Entity's total construction work force, including any Subcontractor work force (with exception of specialty subcontractor items). Our measurement will be based on labor work hours worked.

PROPOSAL FORM 6

VERIFICATION OF STATEMENT OF QUALIFICATION INFORMATION

1. Check the appropriate box:

   [ ] The Statement of Qualifications is reaffirmed in its totality.

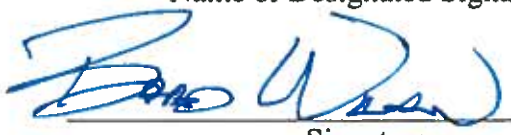
   [X] The Statement of Qualifications is reaffirmed but subject to changes described on the attached pages.

2. If the Proposer attaches any pages with changes, it must (1) specifically identify the affected portion of its Statement of Qualifications and (2) describe how the change makes its Proposal qualifications equal or better than as submitted with the Statement of Qualifications.

3. Proposers shall disclose all changes with respect to its Statement of Qualifications regardless of whether or not the Proposer believes such changes enhance its qualifications from those previously submitted. CAW, in its sole discretion, will determine whether any such changes enhance or adversely affect the Proposer's qualifications from those initially submitted in its Statement of Qualifications. Changes that adversely affect the Proposer's qualifications, as determined by CAW and not consented to by CAW, may result in disqualification of the Proposer.

Black & Veatch Construction, Inc.
Name of Proposer

Brad A. Warn
Name of Designated Signatory


Signature

Vice President
Title

KEY PERSONNEL

JR Reavis

As previously presented to CAW and approved via email, Black & Veatch is proposing to add JR Reavis to our team as Commissioning Manager. JR joined Black & Veatch after the submission of our SOQ; however, he will add significant value in the areas of commissioning, start-up, and training. Jim McCaw, Jorg Long and Gary Nuen will continue to support JR as previously proposed.

JR has been involved in the start-up and operation of several complex water treatment facilities over the last 20 years. With his broad background in water treatment, he has both the technical and leadership skills necessary to get the desalination plant up and running and your staff trained in its operation.

REFERENCE FACILITIES

We understand that CAW may elect to visit our reference projects as part of the RFP process. Although there are few desalination examples in the Western hemisphere, it is not always necessary to travel to the facility to understand the success your peers have had with their facilities. Black & Veatch offers to coordinate teleconferences with the top executive of Black & Veatch as well as with our clients. Should you prefer to travel to location, we can also arrange facility tours.

Additional Reference Facilities for Doosan are included on the following pages.

REFERENCE PLANT LIST

No.	PROJECT NAME	LOCATION	TYPE	CAPACITY	TYPE	YEAR*	Engineer Information***	Attachment
1	Fujairah Power & Water Plant	UAE	EPC	100 MIGD	Hybrid Desalination (MSF + RO)	2003	S.W Lim/GM/X7313	#1
2	Sohar IWPP	Oman	EPC	33 MIGD	MSF Desalination	2007	I.S. Song/GM/X7380	#2
3	Sabiya Distillation Plants, Stage 1&2	Kuwait	EPC	50 MIGD	MSF Desalination	2007	I.S. Song/GM/ X7380	#3
4	Ras Laffan 'B' IWPP	Qatar	EPC	60 MIGD	MSF Desalination	2008	I.S. Song/GM/ X7380	#4
5	Sabiya Distillation Plants, Stage 3	Kuwait	EPC	50 MIGD	MSF Desalination	2008	I.S. Song/GM/ X7380	#5
6	Shuaibah Ph.3 IWPP	KSA	EPC	194 MIGD	MSF Desalination	2009	I.S. Song/GM/ X7380	#6
7	Shuaibah expansion RO	KSA	EPC	33 MIGD	RO Desalination	2009	S.W Lim/GM/ X7313	#7
8	Shuwaikh RO	Kuwait	EPC	30 MIGD	RO Desalination 201	0	S.W Lim/GM/ X7313	#8
9	Shuweihat S2	UAE	EPC	100 MIGD	MSF Desalination	2011	I.S. Song/GM/ X7380	#9
**10	Jeddah RO	KSA	EPC	53 MIGD	RO Desalination (2013)		S.W Lim/GM/ X7313	#10
**11	Ras Al Khair	KSA	EPC	225 MIGD	Hybrid Desalination (MSF+RO)	(2014)	I.S. Song/GM/ X7380	#11
12	Yanbu MED	KSA	EPC	15 MIGD	MED Desalination	2012	J.S. Lim /GM/ X7309	#12
**13	Marafiq MED	KSA	EPC	12 MIGD	MED Desalination	(2013)	J.S. Lim /GM/ X7309	#13
**14	Yanbu Ph.3	KSA	EPC	121 MIGD	MSF Desalination	(2016)	I.S. Song/GM/ X7380	#14

* Completion Year

** Under Construction

*** Name of Engineer/Position(General Manager)/Extension Number (+82-2-513-Extension Number)

[ATTACHMENT #1]

Fujairah Power & Water Plant

The first hybrid-desalination plant in the World (MSF + RO)

- **Country** : UAE
- **Client** : Union Water & Electricity Co. (UWEC)

- **Status** : Under Commercial Operation
- **Construction Period** : Jun 2001 ~ Dec 2003 (30 months)
- **Commercial Operation** : From Dec 2003

- **Process** : MSF + RO (Multi-Stage Flashing + Reverse Osmosis)
- **Capacity** : 100 MIGD (454,600 m3/d)
  - MSF (62.5 MIGD) + RO (37.5MIGD)
- **Scope of Works** : Full EPC Services for Water and Power Island
  - Design, Build, Test, Commissioning
- **Major Equipment** :
  - MSF Evaporators (15.6 MIGD x 4 Units)
  - RO Membrane module (Designed by Degremont)
  - Pre-Treatment System (Chemical Treatment, DMF)
  - Intake System (Structure, Pumps, Screening system etc.)
  - ERD (Pelton Impulse Turbine), High Pressure Pump
  - Re-mineralization Plant (Potablization system)
  - Water Storage tank
  - DCS Control System (Siemens)

[ATTACHMENT #2]

Sohar IWPP

- **Country** : Oman
- **Client** : Sohar Power Company

- **Status** : Under Commercial Operation
- **Construction Period** : Sep 2004 ~ Apr 2007 (31 months)
- **Commercial Operation** : From Apr. 2007

- **Process** : Multi-Stage Flashing Desalination Plant
- **Capacity** : 33 MIGD (454,600 m3/d)
- **Scope of Works** : Full EPC Services for Water Island
  - Design, Build, Test, Commissioning
- **Major Equipment** :
  - MSF Evaporators (10 MIGD x 10 Units)
  - Re-mineralization Plant
  - Intake Pumping Station
    (Structure, Pumps, Screening system, etc.)
  - Pre-treatment System (Chemical Treatment system)
  - DCS Control System (Siemens)

[ATTACHMENT #3]

Sabiya Distillation Plants with Recarbonation System Stage 1&2

- **Country** : Kuwait
- **Client** : Ministry of Electricity and Water

- **Status** : Under Commercial Operation
- **Construction Period** : May 2004 ~ Jan 2007 (32 months)
- **Commercial Operation** : From Jan 2007

- **Process** : Multi-Stage Flashing Desalination Plant
- **Capacity** : 50 MIGD (227,300 m3/d)
- **Scope of Works** : Full EPC Services for Water Island
  - Design, Build, Test, Commissioning
- **Major Equipment** :
  - MSF Evaporator (12.5 MIGD x 4)
  - Re-mineralization Plant (Re-carbonation system)
  - Intake Pumping Station
    (Structure, Pumps, Screening system, etc.)
  - Pre-treatment System (Chemical Treatment system)
  - DCS Control System (Siemens)

[ATTACHMENT #4]

Ras Laffan 'B' IWPP

- **Country** : Qatar
- **Client** : Q-Power Q.S.C

- **Status** : Under Commercial Operation
- **Construction Period** : Dec 2004 ~ Jun 2008 (42 months)
- **Commercial Operation** : From Jun 2008
  :
- **Process** : Multi-Stage Flashing Desalination Plant
- **Capacity** : 60 MIGD (273,000 m3/d)
- **Scope of Works** : Full EPC Services for Water Island
  - Design, Build, Test, Commissioning
- **Major Equipment** :
  - MSF Evaporators (15 MIGD x 4 Units)
  - Re-mineralization Plant
  - Intake Pumping Station
    (Structure, Pumps, Screening system, etc.)
  - Pre-treatment System (Chemical Treatment system)
  - Water Storage tank
  - Town Water Pumping Station
  - DCS Control System (Siemens)

[ATTACHMENT #5]

Sabiya Distillation Plants with Recarbonation System Stage 3

- **Country** : Kuwait
- **Client** : Ministry of Electricity and Water

- **Status** : Under Commercial Operation
- **Construction Period** : Apr 2005 ~ Dec 2008 (44 months)
- **Commercial Operation** : From Dec 2008
  :
- **Process** : Multi-Stage Flashing Desalination Plant
- **Capacity** : 50 MIGD (227,300 m3/d)
- **Scope of Works** : Full EPC Services for Water Island
  - Design, Build, Test, Commissioning
- **Major Equipment** :
  - MSF Evaporator (12.5 MIGD x 4)
  - Re-mineralization Plant (Re-carbonation system)
  - Intake Pumping Station
    (Structure, Pumps, Screening system, etc.)
  - Pre-treatment System (Chemical Treatment system)
  - DCS Control System (Siemens)

[ATTACHMENT #6]

Shuaibah Ph.3 IWPP Project

- **Country** : Saudi Arabia
- **Client** : Shuaibah Water & Electricity Company (SWEC)

- **Status** : Under Commissioning (Construction Completed)
- **Construction Period** : Jan 2006 ~ Sep. 2009
  :
- **Process** : Multi-Stage Flashing Desalination Plant
- **Capacity** : 194.4 MIGD (884,000 m3/d)
- **Scope of Works** : Full EPC Services for Water Island
  - Design, Build, Test, Commissioning
- **Major Equipment** :
  - MSF Evaporators (16.2 MIGD x 12 Units)
  - Re-mineralization Plant
  - Intake Pumping Station
    (Structure, Pumps, Screening system, etc.)
  - Pre-treatment System (Chemical Treatment system)
  - Water Storage tank
  - DCS Control System (Siemens)

[ATTACHMENT #7]

Shuaibah Expansion RO

- **Country** : Saudi Arabia
- **Client** : Shuaibah Expansion Project Company (SEPCO)

- **Status** : Under Commissioning (Construction Completed)
- **Construction Period** : Jul. 2007 ~ Sep. 2009

- **Process** : Seawater Reverse Osmosis Desalination Plant
- **Capacity** : 33 MIGD (150,000 m3/d)
- **Scope of Works** : Full EPC Services for Water Island
  - Design, Build, Test, Commissioning
- **Major Equipment** :
  - RO membrane (1st & 2nd pass)
  - Intake Pumping Station
    (Structure, Pumps, Screening system, etc.)
  - Pre-treatment System (Chemical Treatment, DMF)
  - Re-mineralization Plant (Lime dosing)
  - ERD (Pressure exchange type)
  - Water Storage tank
  - DCS Control System (Honeywell)

[ATTACHMENT #8]

Shuwaikh RO

The first RO desalination plant in Kuwait

- **Country** : Kuwait
- **Client** : Ministry of Electricity and Water (MEW)

- **Status** : Under Construction
- **Construction Period** : Mar 2008 ~ Aug 2010 (30 months)

- **Process** : Seawater Reverse Osmosis Desalination Plant
- **Capacity** : 30 MIGD (136,500 m3/d)
- **Scope of Works** : Full EPC Services for Water Island
  - Design, Build, Test, Commissioning
- **Major Equipment** :
  - RO membrane (1st & 2nd pass)
  - Intake Pumping Station
    (Structure, Pumps, Screening system, etc.)
  - Pre-treatme nt System
  - Re-mineralization Plant
  - ERD
  - DCS Control System

[ATTACHMENT #9]

Shuweihat S2

- **Country** : UAE
- **Client** : Abu Dhabi Water & Electricity Authority (ADWEA)
  (P.O. Box 6120, Abu Dhabi, United Arab Emirates)

- **Status** : Under Construction
- **Construction Period** : Dec 2008 ~ Oct 2011 (34 months)

- **Process** : Multi-Stage Flashing Desalination Plant
- **Capacity** : 100 MIGD (454,600 m3/d)
- **Scope of Works** : Full EPC Services for Water Island
  - Design, Build, Test, Commissioning
- **Major Equipment** :
  - MSF Evaporators (16.7 MIGD x 6 Units)
  - Re-mineralization Plant
  - Intake System (Structure, Pumps, Screening system, etc.)
  - Pre-treatment System (Chemical Treatment system)
  - Water Storage tank
  - DCS Control System

[ATTACHMENT #10]

Jeddah RO (Under Construction)

- **Country** : Saudi Arabia
- **Client** : Saline Water Conversion Corp. (SWCC)

- **Status** : Under Construction
- **Construction Period** : May. 2009 ~ Mar. 2013 (44 months)

- **Process** : Seawater Reverse Osmosis Desalination Plant
- **Capacity** : 52.8 MIGD (240,000 m3/d)
- **Scope of Works** : Full EPC Services for Water Island
  - Design, Build, Test, Commissioning
- **Major Equipment** :
  - RO membrane (1st & 2nd pass)
  - Intake Pumping Station
    (Structure, Pumps, Screening system, etc.)
  - Pre-treatme nt System
  - Re-mineralization Plant
  - ERD
  - DCS Control System

[ATTACHMENT #11]

Ras Al Khair (Under Construction)

The largest MSF plant in the World and the largest RO plant in Middle East.

- **Country** : Saudi Arabia
- **Client** : Saline Water Conversion Corp. (SWCC)

- **Status** : Under Construction
- **Construction Period** : Sep. 2010 ~ Mar. 2014 (42 months)

- **Process** : Hybrid Desalination Plant(MSF+SWRO)
- **Capacity** : 225.4MIGD(MSF 157.8 MIGD + SWRO 67.6 MIGD)
- **Scope of Works** : Full EPC Services for Water Island
  - Design, Build, Test, Commissioning
- **Major Equipment** :
  - MSF(19.7 MIGD* 8 Units)
  - RO membrane (1st & 2nd pass)
  - Pre-treatment System (Chemical Treatment system)
  - ERD
  - Re-mineralization Plant
  - Intake System (Structure, Pumps, Screening system, etc.)
  - Water Storage tank
  - DCS Control System

[ATTACHMENT #12]

Yanbu MED

The largest MED Unit in the World

- **Country** : Saudi Arabia
- **Client** : Saline Water Conversion Corp. (SWCC)

- **Status** : Under Construction
- **Construction Period** : Feb.2011 ~ Jul. 2012 (18 months)

- **Process** : MED-TVC
- **Capacity** : 15 MIGD(15MIGD x 1unit)
- **Scope of Works** : Full EPC Services
  - Design, Build, Test, Commissioning

Major Equipment :

- MED(15MIGD* 1 Unit)
- Pre-treatment System (Chemical Treatment system)
- Re-mineralization Plant
- Intake System (Seawater Supply Pump)
- DCS Control System

[ATTACHMENT #13]

Marafiq MED (Under Construction)

- **Country** : Saudi Arabia
- **Client** : Saline Water Conversion Corp. (SWCC)

- **Status** : Under Construction
- **Construction Period** : June.2011 ~ Feb. 2013 (20 months)

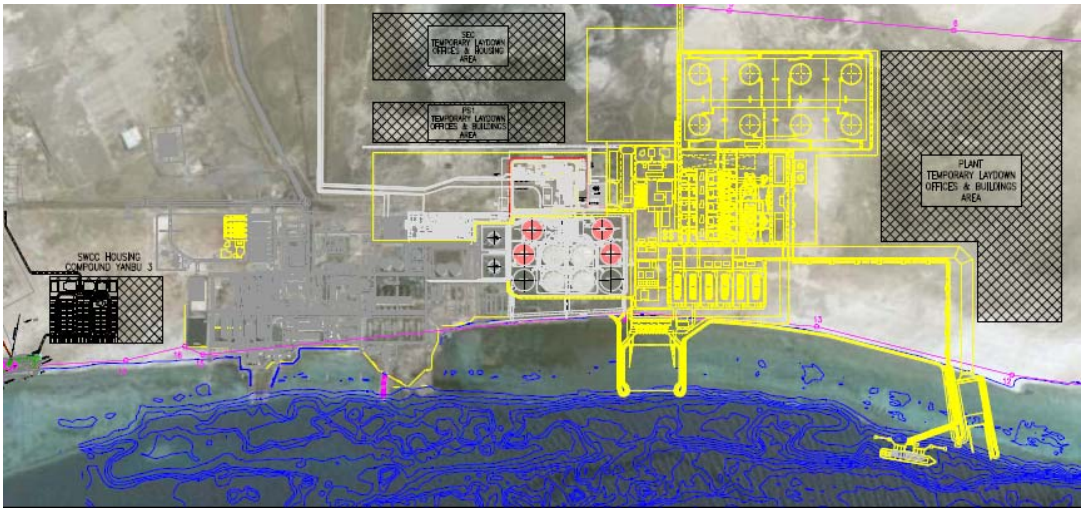
- **Process** : MED
- **Capacity** : 12 MIGD(6 MIGD x 2units)
- **Scope of Works** : Full EPC Services
  - Design, Build, Test, Commissioning

Major Equipment :

- MED(6 MIGD x 2 Units)
- Pre-treatment System (Chemical Treatment system)
- Re-mineralization Plant
- Intake System (Seawater Supply Pump)
- DCS Control System

[ATTACHMENT #14]

Yanbu Ph.3 (Under Construction)



- **Country** : Saudi Arabia
- **Client** : Saline Water Conversion Corp. (SWCC)

- **Status** : Under Construction
- **Construction Period** : Dec. 2012 ~ Jun. 2016 (42 months)

- **Process** : MSF
- **Capacity** : 121 MIGD(20.18 MIGD x 6units)
- **Scope of Works** : Full EPC Services
  - Design, Build, Test, Commissioning

Major Equipment :

- Desalination Units MSF(20.18 MIGD x 6 Units)
- Re-mineralization Plant
- Intake System (Seawater Supply Pump)
- DCS Control System

Ismael Diaz, M.S., P.E.

Ismael Diaz is a water treatment engineer with extensive experience in desalination. He has participated in the design of varied water engineering systems and over 20 desalination projects.

Detailed Experience

- **2011 - Present: Senior Process Engineer, Doosan Hydro Technology, LLC, Tampa, FL USA**
  - **Milpo Cerro Lindo, Peru, Seawater Reverse Osmosis Desalination Plant:** Project Manager/Engineer for a 1036 m3/day SWRO desalination plant.
  - **Talara, Peru, Seawater Reverse Osmosis Desalination Plant**: Prepared a proposal for a 140 l/s SWRO desalination facility.

- **2009 – 2011: Supervising Engineer, Parsons Brinckerhoff, Inc., Tampa, FL, USA.**
  - **Tuas 2, SWRO Desalination Plant, Power Seraya, Singapore: Project** Engineer for the preparation of a feasibility study to develop a 84 mgd SWRO desalination plant. Assisted as a Technical Advisor for the preparation of a bid proposal.
  - **Benghazi South (400,000 m3/day), and Tripoli East (500,000 m3/day) SWRO Desalination Plants, Libya**: Acted as a Technical Advisor for review and evaluation of technical bid proposal documents.
  - Participated in a **Study to develop guidelines for Reverse Osmosis desalination plants in Iraq**, UNICEF.
  - **Insitu Monochloramine Pilot Plant Project, Curaçao**: Projcect Engineer for a pilot study to determine the effectiveness of the addition of monochloramine for the control of legionella and h-pyloria bacteria in the water distribution systems in Curaçao.
  - Participated in a **Study for Review of Nanomaterial Research and Relevance for Water Reuse**, WaterReuse Research Foundation.

2006 - 2009: Senior Process Engineer, Doosan Hydro Technology, Inc., Tampa, FL

- **Shuwaikh RO Desalination Plant with Recarbonation, Ministry of Energy, Kuwait:** Project Engineer for a 36 mgd SWRO desalination plant (August 2008- May 2009). Pretreatment system consists of disolved air flotation and ultrafiltration and energy recovery system is with pressure exchangers (ERI PX).
- **Shuaibah IWPP Expansion, Kingdom of Saudi Arabia, Seawater Reverse Osmosis Desalination Plant: Project** Engineer /Lead Process Engineer for a 39.6 mgd SWRO desalination plant (2007-May 2009). Pretreatment system consists of dual media pressure filters and energy recovery system is with pressure exchangers (ERI PX).
- **Dokdo Island, Korea, Seawater Reverse Osmosis Desalination Plant**: Project Engineer for a 24 m3/day SWRO desalination plant.

Title
Senior Process Engineer

Years of Experience
13 years

Education
- 1998/M.S Environmental Engineering, University of Arizona
- 1995/B.S. Civil Engineering, University of Arizona

Professional Registrations
- Professional Engineer (P.E. No 60954), Florida

Professional Affiliations
- Member-American Water Works Association
- AWWA Precoat Filter Media Subcommittee (B100/101) Member
- AWWA Ultrafiltration/Microfiltration Membrane Systems Subcommittee (B112) Member
- AWWA Membrane Bioreactors (MBR) Subcommittee (B130) Member
- AMTA American Membrane Technology Association

Memberships, Affiliations and Awards
- Karen Morehouse Best Paper Award, Conference on Hazardous Waste Research, Kansas City, Missouri, May 1997
- International Scholarship, University of Arizona, 1994-1995

- **Brownsille, Texas, Seawater Reverse Osmosis Desalination Plant**: Project Engineer for two 28,000 gal/day SWRO desalination pilot plants.
- **Fujairah, Kuwait, Seawater Reverse Osmosis Desalination Plant**: Prepared a proposal for a 33 mgd SWRO desalination facility.
- **Shuwaikh, Kuwait, Seawater Reverse Osmosis Desalination Plant**: Prepared a proposal for a 33 mgd SWRO desalination facility.
- **Shuaibah, Saudi Arabia, Seawater Reverse Osmosis Desalination Plant**: Prepared a proposal for a 39.6 mgd SWRO desalination facility.
- **Punta Cardón, PDVSA Petróleo, S.A., Venezuela., Saudi Arabia, Seawater Reverse Osmosis Desalination Plant:** Prepared a proposal for a 75,000 m3/day SWRO desalination facility.
- **Shougang Generación Electrica S.A.A, Peru, Seawater Reverse Osmosis Desalination Plant:** Prepared a proposal for a 129 m3/day SWRO desalination facility.
- **Mong Duong Fase II Power Plant (1.200 MW), Vietnam. Seawater Reverse Osmosis Desalination Plant:** Prepared a proposal for a 2,800 m3/day SWRO desalination facility.

■ **2005 – 2006: Project Engineer, Cadagua-Ferrovial, Bilbao, Spain**

- **Barcelona, Spain, Seawater Reverse Osmosis Desalination Plant**: As a Project Engineer prepared a proposal for a 52 mgd SWRO desalination facility.
- **El Mojon, Murcia, Spain, Brackish Water Reverse Osmosis Desalination Plant Expansion**: As a Project Engineer prepared a proposal for a 10,000 m3/day expansion for a BWRO desalination facility.

■ **2000 – 2005: Senior Engineer, Parsons Brinckerhoff, Inc., San Diego, CA, Tampa, FL**

- **Panoche Drainage District, Pre-pilot Study:** Participated in a pre-pilot study to treat and reclaim subsurface agricultural drainage water. The goal of the pre-pilot project is to obtain reliable technical performance data and a detailed, second phase, design and construction implementation plan utilizing subsurface drainage water supplied directly from DP25, a specific sump in the District. This engineering "pre-pilot" phase is a preliminary step to implementing an "onsite" pilot project for subsurface drainwater treatment and reclamation, for which the District will seek funding assistance from State or Federal agencies.
- **Perris II Brackish RO Desalination Plant**, Eastern Municipal Water District, CA: Project Engineer for a preliminary design for a 3 mgd brackish desalination plant.
- **Estero Bay Desalination Facility** Feasibility Study, DesalNATE, LLC: Project Engineer for a preliminary feasibility study to determine the engineering and environmental permitting feasibility and

Other Training
- Global Business Course, HEC Montreal/Doosan Leadership Institute, June 2-20, 2008.

Languages
- Fluent in Spanish

economic viability of a potential 5 mgd seawater desalination DBOOT project to serve communities in the San Luis Obispo County vicinity.

- **Santa Barbara Desalination**, Aqualectra Production, Curaçao, Netherlands Antilles: Acted as owner's engineer for an 18,000 m3/day seawater reverse osmosis desalination plant. Evaluated bids for the proposed plant and participated in a due diligence review during the construction of the plant.
- **St. Johns River Water Management District Seawater Demineralization Feasibility Investigation**, east coast of Florida: Participated in a feasibility investigation of up to 10 sites from Jacksonville to Vero Beach for development of seawater demineralization facilities to meet the growing water supply needs of the region. The study included evaluation of power plants for co-location and wastewater treatment plants for possible concentrate blending. Preliminary design and cost estimating were performed on the 5 top-ranked sites for multiple desalination plants ranging from 2 to 20 mgd.
- **Technical, Financial and Economic Analysis and Due Diligence for the Antofagasta Desalination Plant**, Chile, Inter-American Development Bank: The initial seawater reverse osmosis (SWRO) plant will have a capacity of 3.44-mgd (13,000 M3/day) to be built in four equal expansions, with a final build-out capacity of 13.8-mgd (52,000 M3/day). Conducted a due diligence review of the proposed seawater desalination project. The technical aspects of the due diligence were based on review of plans, specifications and conversations with the engineering group for the concessionaire and consultants. Conducted a construction site visit and prepared technical report for the due diligence study.
- **Seawater Desalination Technical Support Services, San Diego County Water Authority:** Participated in a due diligence review of the technical, environmental, economic and contract issues for a 50 mgd seawater RO facility to be located at the Encina Power Plant, Carlsbad, CA. Participated in several technical support tasks. The initial task was to conduct a reconnaissance level study to investigate, identify and evaluate potential sites for a 50-mgd seawater reverse osmosis desalination facility. The evaluation included facility design, feed water intake and brine discharge systems, service area water demand and pressure zones, hydraulic analysis/feasibility of alternate pipeline alignments, permitting requirements, alternative power supply arrangements and costs, financial analysis, and project risk allocation.
- **Seawater Desalination, Confidential Client, Mexico**: Conducted an economic analysis for different seawater reverse osmosis desalination plant capacities up to 100-mgd to be co-located with a 1320 MW power plant. Desalination plants were for municipal and industrial use.
- **Seawater Desalination, Confidential Client, Kingdom of Saudi Arabia**: Participated in the preparation of a white paper and comparison study between multi-stage flash distillation, hybrid and reverse osmosis technologies. Prepared cost estimates for several seawater reverse osmosis desalination plants to be located on the Red Sea in the Western Province.

- **Participated in a cost study for a proposed 36-mgd Desalination Facility for the Sultanate of Oman:** The Seawater Reverse Osmosis component of the plant will be 7.2-mgd broken down into four equal sized skids. Blending of the final product must meet the Omani water standard for boron at 0.3–mg/l. The study yielded the following information for the recommended design and cost estimates: Plant Configuration; Pretreatment; System Recovery; Auxiliary water consumption; Energy consumption; Product water quality; Estimated Capital and O&M cost; Degradation of capacity and water quality over the membrane life.
- **Seawater Desalination I, Tampa Bay Water, Florida:** Reviewed project documents, engineering design and plans for a 25-mgd seawater reverse osmosis desalination plant (Expandable to 35-mgd). Conducted onsite inspections during the construction and startup of the facility.
- **Seawater Desalination II, Tampa Bay Water, Florida**: Project engineer for a feasibility study for a proposed 10-25 mgd seawater desalination plant to be located in Pinellas or Pasco County, Florida based on criteria including site limitations, desalination process, environmental issues, permitting, pipeline routing, product delivery points and economic feasibility. Developed cost estimate, which was part of a GIS model for optimal plant location and assisted in report preparation.
- **Gulf Coast Desalination, Tampa Bay Water, Clearwater, Florida**: Performed engineering consulting services for development of a second 25-mgd seawater desalination project in the Tampa Bay area. The project included site selection, permitting, preliminary design, membrane treatment evaluation, environmental assessments, water quality monitoring plans, and RFQ and RFP development/ procurement services using design/build/operate and design/build/operate and transfer methods.
- **Pilot Plant Gulf Coast Desalination, Tampa Bay Water, Clearwater, Florida**: Project Manager for a pilot study to evaluate pretreatment alternatives, characterize the concentrate and waste streams for permitting and establish design criteria for a future 25 mgd seawater reverse osmosis desalination plant. The duration of the study was 12 months.
- **I-4 Reconstruction for District Seven, Tampa, Florida**: Reconstruction of I-4 from 14th Street to 50th Street through Ybor City. This is a highly complex interstate project that proposes replacement of the existing four-lane facility with a six-lane urban facility expandable to the ultimate condition that contains provisions for a connection to the nearby crosstown connector, new interchanges, HOV lanes and future rail. Served as project manager and was the Engineer-of-Record for the design of a submersible wastewater pump station. Performed inspections during construction, reviewed shop drawings, and prepared RFI responses for pump station and sanitary sewers.
- **Symmes Road Addition, Hillsborough County, Florida**: Project included roadway (542 feet) and bridge (128 feet) improvements. Served as design engineer for a 12” water main and 8” force main relocation.

- **State Road No. 683 (US 301), Sarasota County, Florida**: Utility coordination engineer for project involving roadway and bridge improvements from Wood Street to South of University Parkway.
- **Utility Relocation in Lockhill-Selma Road** (from George R. to Whisper Path), San Antonio, Texas: Prepared plans and cost estimates.
- **Utility Relocation in 301 Boulevard / 15th Street** (S.R. 70 to 44th Ave. East), Manatee County, Florida: Reviewed plans and assisted in preparation of water and wastewater permits.

■ **1998 – 2000: Project Engineer, Earth Tech, Inc., Austin, TX**

- **Water Distribution and Wastewater Collection System Improvements, Donna, Texas:** Assisted in design of water mains, gravity sewers and force mains, including three new lift stations. Prepared final engineering report, specifications, and cost estimate. Total construction cost was $12 million.
- **200,000-gallon Elevated Water Storage Tank, Donna, Texas**: Prepared plans, specifications, and final engineering report.
- **Water and Wastewater Services for Del Valle Annexation Area, Austin Texas**: Participated in the preliminary engineering layouts of the proposed water and wastewater systems for a 1,170-acre residential, commercial and industrial development area. Project involved preliminary engineering design, coordination of design engineers, and construction management.
- **Rialto Park at Lantana (street, drainage, water, and wastewater improvements), Austin, Texas:** Design engineer responsible for the design of storm sewer system and water quality and detention ponds. Provided hydrologic and hydraulic calculations for drainage plans. Prepared HEC-1 and HEC-2 computer models of the proposed site and performed routing computations through the water quality and detention ponds. Designed the layout of all utilities including water and wastewater lines servicing the proposed buildings.
- **Robert Mueller Municipal Airport (RMMA) Reuse and Development Plan, Austin, Texas:** Provided preliminary layout and sizing of proposed utilities. Estimated living unit equivalents (LUEs) and calculated wastewater demands for the various proposed developments within RMMA. A preliminary wastewater collection system was designed in accordance to state and city guidelines calculating anticipated minimum flows, average and peak dry weather flows, inflow and infiltration, and peak wet weather flow.
- **General Engineering Services, Tarpon Springs, Florida:** Participated in an Industrial Pretreatment Program and a Risk Management Plan for the City's 4 mgd advanced wastewater treatment plant. The Industrial Pretreatment Program included industrial user survey, inspections of major industrial users and development of a pretreatment ordinance, pretreatment local limits for pollutants of concern and sampling protocols. The tasks for the Risk Management Plan included hazard assessment, update of the prevention program, and update of the emergency response plan.

- **Wastewater Treatment Plant Expansion, Donna, Texas:** Assisted in the design for the expansion of an existing 2.3-mgd domestic wastewater treatment plant to 2.7-mgd. Prepared final engineering report, cost estimate, and Texas Pollution Discharge Elimination System (TPDES) discharge permit amendment.
- Provided construction management services for the wastewater treatment plants in Weslaco and Donna, Texas and for the water treatment plant in Donna, Texas.
- Preparared operation and maintenance manuals for the Iroquois and John Albers Lift Stations, Houston, Texas.

- **1995 – 1998: Research Assistant, University of Arizona, Department of Chemical and Environmental Engineering, Tucson, AZ**
  - **Groundwater Remediation**: Designed two pilot/bench scale continuous-flow electrolytic cells for groundwater remediation. Mathematically and experimentally modeled the performance of these reactors. Investigated the kinetics of reductive dehalogenation of several organic solvents using different three-dimensional metals as cathodes. Conducted batch experiments on reductive dehalogenation of carbon tetrachloride using different metals. Investigated the mechanism of the electrolytic reduction of carbon tetrachloride.

Publications

- Report, Xiaolei Qu, Qilin Li and Pedro J.J. Alvarez, Youngchul Choi, William J. Conlon, and Ismael Diaz, Review of Nanomaterial Research and Relevance for Water Reuse, WateReuse Research Foundation, 2011.
- Reviewer for Manual of Practice on Membrane Bioreactors (MBRs), Water Environment Federation (WEF), in progress.
- Paper, D.F. MacIntyre, J. Jensen, D.E. Hoke, D. Lindeman and I. Diaz, "Gulf Coast Desalination: Siting and Economic Feasibility Study Analysis," 2002 Biennial Conference and Exposition "Water Quality Enhancement through Membrane Technology," American Membrane Technology Association, Tampa, Florida, August 6-9, 2002.
- E.A. Betterton, R.G. Arnold, Z. Liu, B. Barbaris, I. Diaz, K. McKim, N. Hollan, Innovative Technologies for the Dehalogenation of Chlorinated Organic Solvents, 1998 NIEHS/EPA Superfund Basic Research Program Annual Meeting UC Berkeley, University of Arizona, UC Davis, October 26th & 27th - Clark Kerr Center, UC Berkeley, California.
- Poster, I. Diaz, Z. Liu, B. Barbaris, E.A. Betterton and R.G. Arnold, "Designing a Continuous-flow Electrolytic Reactor for the Dehalogenation of Aqueous-phase Bromoform," United States/Mexico Conference on Hazardous Waste, Tucson, Arizona, August 1998.
- Presentation, I. Diaz, E.A. Betterton and R.G. Arnold, "Electrochemical Reduction of Halogenated Aliphatics Using Flow-Through Porous Electrodes of Copper Foam," Six Annual Arizona Environmental Studies Conference, Northern Arizona University, March 1998.

- Paper, E.A Betterton, R.G. Arnold, Z. Liu, I. Diaz, and G. Chen, “Electrolytic Systems for the Treatment of Solvent-Contaminated Water,” Conference on Hazardous Waste Research, Kansas City, Missouri, May 1997.
- Liu, Z., E. Betterton, R.G. Arnold, N. Hollan, I. Diaz, C. Finstad. 1997. Reductive dehalogenation of chlorinated solvents using a pilot-scale electrolytic reactor. In: Proceedings Superfund Basic Research Program: A Decade of Improving Health through Multi-Disciplinary Research, Chapel Hill, NC.
- Thesis, I. Diaz, “Electrochemical Reduction of Halogenated Aliphatics Using Flow-Through Porous Electrodes of Copper Foam,” University of Arizona, Tucson, Arizona, May 1998.

2.G. Form 7: Financial Capacity Data is included on the Proprietary Proposal CD

CHUBB GROUP OF INSURANCE COMPANIES

1100 Walnut St., Suite 1800 · Kansas City, Missouri 64106
Phone: 816.292.4500 · 800.821.7851 · Facsimile: 816.292.4600

PROPOSAL FORM 8

SURETY LETTER OF INTENT TO ISSUE A PERFORMANCE BOND

October 16, 2013

California American Water
511 Forest Lodge Road, Suite 100
Pacific Grove, California 93950

Re: Monterey Peninsula Water Supply Project Desalination Infrastructure Design-Build Project

Black & Veatch Construction, Inc. (the "Proposer") has submitted herewith a Proposal in response to the Request for Proposals for the Monterey Peninsula Water Supply Desalination Infrastructure Design-Build Project (the "RFP") issued by California-American Water Company ("CAW") on June 17, 2013, as amended. The RFP requires the successful Proposer to enter into a DB Agreement to: (1) provide all necessary design, permitting, construction, commissioning, start-up and testing services for the Project; (2) cause the Project to meet certain Performance Guarantees; and (3) perform the other related services and ancillary services described in the RFP, if the Proposer is approved by CAW for final negotiations and execution of the DB Agreement.

The Surety hereby certifies that, subject to its review of the final terms and conditions of the DB Agreement, it intends to issue on behalf of the Proposer, as security for the performance of the Proposer's Design-Build Period obligations under the DB Agreement, as negotiated between the parties based on the Proposal and the RFP, a Performance Bond meeting the requirements of Section 10.2 of the draft DB Agreement in an amount equal to the Fixed Design-Build Price (plus a reasonable amount to be determined by the parties for any estimated Fixed Design-Build Price Adjustments) for the benefit of CAW, in the event the Proposer is selected for final negotiations and execution of the DB Agreement.

Federal Insurance Company
Name of Surety

Karen S. Nyberg
Name of Authorized Signatory

Karen S. Nyberg
Signature

Assistant Surety Manager
Title

ZURICH

PROPOSAL FORM 8

SURETY LETTER OF INTENT TO ISSUE A PERFORMANCE BOND

October 16, 2013

California American Water
511 Forest Lodge Road, Suite 100
Pacific Grove, California 93950

Re: Monterey Peninsula Water Supply Project Desalination Infrastructure Design-Build Project

Black & Veatch Construction, Inc. (the "Proposer") has submitted herewith a Proposal in response to the Request for Proposals for the Monterey Peninsula Water Supply Desalination Infrastructure Design-Build Project (the "RFP") issued by California-American Water Company ("CAW") on June 17, 2013, as amended. The RFP requires the successful Proposer to enter into a DB Agreement to: (1) provide all necessary design, permitting, construction, commissioning, start-up and testing services for the Project; (2) cause the Project to meet certain Performance Guarantees; and (3) perform the other related services and ancillary services described in the RFP, if the Proposer is approved by CAW for final negotiations and execution of the DB Agreement.

The Surety hereby certifies that, subject to its review of the final terms and conditions of the DB Agreement, it intends to issue on behalf of the Proposer, as security for the performance of the Proposer's Design-Build Period obligations under the DB Agreement, as negotiated between the parties based on the Proposal and the RFP, a Performance Bond meeting the requirements of Section 10.2 of the draft DB Agreement in an amount equal to the Fixed Design-Build Price (plus a reasonable amount to be determined by the parties for any estimated Fixed Design-Build Price Adjustments) for the benefit of CAW, in the event the Proposer is selected for final negotiations and execution of the DB Agreement.

Fidelity and Deposit Company of Maryland
Name of Surety

Rebecca D. Mitchell
Name of Authorized Signatory

Signature

ZURICH SURETY ACCOUNT EXEC
Surety Account Executive

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CHUBB GROUP OF INSURANCE COMPANIES

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Phone: 816.292.4500 · 800.821.7851 · Facsimile: 816.292.4600

PROPOSAL FORM 9

SURETY LETTER OF INTENT TO ISSUE A PAYMENT BOND

October 16, 2013

California American Water
511 Forest Lodge Road, Suite 100
Pacific Grove, California 93950

Re: Monterey Peninsula Water Supply Project Desalination Infrastructure Design-Build Project

Black & Veatch Construction, Inc. (the "Proposer") has submitted herewith a Proposal in response to the Request for Proposals for the Monterey Peninsula Water Supply Desalination Infrastructure Design-Build Project (the "RFP") issued by California-American Water Company ("CAW") on June 17, 2013, as amended. The RFP requires the successful Proposer to enter into a DB Agreement to: (1) provide all necessary design, permitting, construction, commissioning, start-up and testing services for the Project; (2) cause the Project to meet certain Performance Guarantees; and (3) perform the other related services and ancillary services described in the RFP, if the Proposer is approved by CAW for final negotiations and execution of the DB Agreement.

The Surety hereby certifies that, subject to its review of the final terms and conditions of the DB Agreement, it intends to issue on behalf of the Proposer as security for the performance of the Proposer's payment obligations in connection with its design and construction obligations under the DB Agreement as negotiated between the parties based on the Proposal and the RFP, a Payment Bond meeting the requirements of Section 10.2 of the draft DB Agreement in an amount equal to the Fixed Design-Build Price (plus a reasonable amount to be determined by the parties for any estimated Fixed Design-Build Price Adjustments) for the benefit of CAW in the event the Proposer is selected for final negotiations and execution of the DB Agreement.

Federal Insurance Company
Name of Surety

Karen S. Nyberg
Name of Authorized Signatory

Karen S. Nyberg
Signature

Assistant Surety Manager
Title

ZURICH

PROPOSAL FORM 9

SURETY LETTER OF INTENT TO ISSUE A PAYMENT BOND

October 16, 2013

California American Water
511 Forest Lodge Road, Suite 100
Pacific Grove, California 93950

Re: Monterey Peninsula Water Supply Project Desalination Infrastructure Design-Build Project

Black & Veatch Construction, Inc. (the "Proposer") has submitted herewith a Proposal in response to the Request for Proposals for the Monterey Peninsula Water Supply Desalination Infrastructure Design-Build Project (the "RFP") issued by California-American Water Company ("CAW") on June 17, 2013, as amended. The RFP requires the successful Proposer to enter into a DB Agreement to: (1) provide all necessary design, permitting, construction, commissioning, start-up and testing services for the Project; (2) cause the Project to meet certain Performance Guarantees; and (3) perform the other related services and ancillary services described in the RFP, if the Proposer is approved by CAW for final negotiations and execution of the DB Agreement.

The Surety hereby certifies that, subject to its review of the final terms and conditions of the DB Agreement, it intends to issue on behalf of the Proposer as security for the performance of the Proposer's payment obligations in connection with its design and construction obligations under the DB Agreement as negotiated between the parties based on the Proposal and the RFP, a Payment Bond meeting the requirements of Section 10.2 of the draft DB Agreement in an amount equal to the Fixed Design-Build Price (plus a reasonable amount to be determined by the parties for any estimated Fixed Design-Build Price Adjustments) for the benefit of CAW in the event the Proposer is selected for final negotiations and execution of the DB Agreement.

Fidelity and Deposit Company of Maryland
Name of Surety

Rebecca D. Mitchell
Name of Authorized Signatory

Signature

ZURICH SURETY ACCOUNT EXEC
Surety Account Executive

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BNP PARIBAS
CORPORATE & INVESTMENT BANKING

August 30, 2013

Re: Monterey Peninsula Water Supply Project Desalination Infrastructure Design-Build Project

To Whom It May Concern:

Black & Veatch (the "Proposer") has submitted herewith a Proposal in response to the Request for Proposals for the Monterey Peninsula Water Supply Desalination Infrastructure Design-Build Project (the "RFP") issued by California-American Water Company ("CAW") on June 17, 2013, as amended. The RFP requires the successful Proposer to enter into a DB Agreement to: (1) provide all necessary design, permitting, construction, commissioning, start-up and testing services for the Project; (2) cause the Project to meet certain Performance Guarantees; and (3) perform the other related services and ancillary services described in the RFP, if the Proposer is approved by CAW for final negotiations and execution of the DB Agreement.

BNP Paribas San Francisco Branch (the "Bank") hereby certifies that the Proposer has the capacity to receive from the Bank a Letter of Credit in the amount of one million dollars ($1,000,000.00) that would serve as security for the performance of the Proposer's payment obligations in connection with its design and construction obligations under the DB Agreement as negotiated between the parties based on the Proposal and the RFP and would meet the requirements of Section 10.3 of the draft DB Agreement for the benefit of CAW in the event the Proposer is selected for final negotiations and execution of the DB Agreement.

All issuances are subjected to our normal credit approval process and execution of mutually satisfactory language and documentation.

If you have any questions or concerns, please do not hesitate to call +1 415 772-1325.

Sincerely,

Joseph Maek
Vice President
BNP Paribas San Francisco Branch

LOCKTON

PROPOSAL FORM 11

INSURANCE LETTER OF INTENT

September 23, 2013

Black & Veatch Corp.
11401 Lamar Ave
Overland Park, KS 66211

Re: Monterey Peninsula Water Supply Project Desalination Infrastructure Design-Build Project

Black & Veatch Corp. (the "Proposer") has submitted herewith a Proposal in response to the Request for Proposals for the Monterey Peninsula Water Supply Desalination Infrastructure Design-Build Project (the "RFP") issued by California-American Water Company ("CAW") on June 17, 2013, as amended. The RFP requires the Selected Proposer to enter into a DB Agreement to: (1) provide all necessary design, permitting, construction, commissioning, start-up and testing services for the Project; (2) cause the Project to meet certain Performance Guarantees; and (3) perform the other related services and ancillary services described in the RFP if the Proposer is approved by CAW for final negotiations and execution of the DB Agreement.

The Insurance Company hereby certifies that, subject to its review of the final terms and conditions of the DB Agreement, it intends to provide all Required Insurance set forth in Appendix 11 of the draft DB Agreement, as negotiated between the parties based on the Proposal and the RFP, in the event the Proposer is selected for final negotiations and execution of the DB Agreement.

Lockton Companies LLC
Name of Insurance Company

Ron Lockton
Name of Authorized Signatory

Signature

President
Title

AIG Property Casualty Insurance Agency, Inc.
300 S. Riverside Plaza, Suite 2100
Chicago, IL 60606

PROPOSAL FORM 11

INSURANCE LETTER OF INTENT

10/2/2013

California-American Water Company
Pacific Grove, CA

Re: Monterey Peninsula Water Supply Project Desalination Infrastructure Design-Build Project

Black & Veatch Construction, Inc. (the "Proposer") has submitted herewith a Proposal in response to the Request for Proposals for the Monterey Peninsula Water Supply Desalination Infrastructure Design-Build Project (the "RFP") issued by California-American Water Company ("CAW") on June 17, 2013, as amended. The RFP requires the Selected Proposer to enter into a DB Agreement to: (1) provide all necessary design, permitting, construction, commissioning, start-up and testing services for the Project; (2) cause the Project to meet certain Performance Guarantees; and (3) perform the other related services and ancillary services described in the RFP if the Proposer is approved by CAW for final negotiations and execution of the DB Agreement.

The Insurance Company hereby certifies that, subject to its review of the final terms and conditions of the DB Agreement, it intends to provide Pollution Liability insurance as set forth in Paragraph A. 6. of Appendix 11 of the draft DB Agreement, as negotiated between the parties based on the Proposal and the RFP, in the event the Proposer is selected for final negotiations and execution of the DB Agreement.

Martine Houston
Regional Manager, AIG Property Casualty Insurance Agency, Inc.