

Ken Fredrickson, PE, CMAA, DBIA



Areas of Expertise

- Risk Management
- Dispute Resolution
- Alternative Project Delivery
- Claims Evaluation
- Construction Management
- Organizational Analysis

Education

B S Construction Engineering Management - Oregon State University

B S Civil Engineering - Oregon State University

Dispute Resolution Board Training for Caltrans and Nevada DOT

Professional Registrations

Registered Professional Engineer: Wisconsin, Hawaii

Certified Construction Manager (Construction Management Association of America)

Designated Design-Build Professional (Design-Build Institute of America)

Licensed General Contractor – Florida

Professional Affiliations

American Society of Civil Engineers (ASCE)

Construction Management Association of America (CMAA)

Design-Build Institute of America (DBIA)

Dispute Resolution Board Foundation (DRBF)

With decades of experience in the construction industry, I have served both as a general contractor and as a manager representing public and private clients in oversight roles. My work experience includes industrial, transportation, environmental, and water/wastewater projects throughout the world, equally split between direct construction and owner oversight of construction. Having been involved in direct field operations, supervision, project development and executive oversight of construction projects ranging from \$30 million to \$1.5 billion, I have a thorough understanding of the issues associated with bidding and delivering a construction project. As an agency construction manager or program manager and having provided executive oversight of small to multi-billion-dollar projects and programs for owners, I have a working understanding of the issues that owners face when getting their projects from planning to operations. In both situations, I have had to analyze construction conflicts and negotiate equitable solutions that adhere to contract conditions, satisfy government requirements and allow projects to move forward.

As a licensed professional engineer and contractor, certified construction manager and designated design-build professional, I keep up with industry developments, have a solid understanding of all aspects of project delivery and am comfortable dealing with any project delivery process.

Experience

Dialed-In Partners, Independent Consulting – 2014 to present

Providing consulting services to:

- provide training in risk management, dispute resolution and alternative project delivery
- companies interested in investing in projects or in engineering or construction companies
- re-organize companies to promote growth and profitability
- provide project specific expertise
- help resolve disputes and claims

Advisor to a private company providing construction project management software as a service (SAAS).

Board of Directors member for a privately held agricultural corporation.

Samsung Construction & Trading, Engineering & Construction Americas, Inc. – 2011 to 2014

President and Managing Director of the first non-Korean based division of Samsung C&T. Established a fully operational U.S. company operating as an independent entity in North and South America with a focus on the construction of very large transportation projects.

URS Corporation – 2009 to 2011

Senior Vice President responsible for developing and expanding the construction and project management business within the U.S. with a focus on water and wastewater and ports and harbors.

Jacobs Field Services North America – 2001 to 2008

Vice President and Design-Build Principal, responsible for municipal field services operations in the western United States and sales and operational support nationally and internationally. The project focus was on construction and program management of transportation, ports and harbors and environmental projects.

CH2M HILL – 1992 to 2001

Vice president for construction services and construction technology leader for Integrated Project Delivery (IPD). In addition to providing construction and project management services to municipal and federal agencies, helped start CH2M Hill Constructors with the delivery of design-build projects in California.

Kaiser Engineers – 1979 to 1992

Increasingly responsible positions for delivery of heavy industrial construction projects throughout the United States, Hong Kong, and Greece where Kaiser was the EPC developer.

Guy F. Atkinson Company – 1977 to 1979

Various field construction positions throughout the western United States for the construction of very large nuclear and heavy civil projects.

Publications & Presentations

Articles in *Design-Build Strategies*, *Design-Build Dateline*, *ASCE Journal of Management in Engineering*

Contributing author *Design-Build for Water and Wastewater Projects* (published by AWWA)

A regular speaker on design-build and construction related topics at regional and national events, including the Greek Engineers Association, DBIA, CMAA, WCCC, CSI, CELSOC, Asian Development Bank, LA Current Affairs Forum, Korean University, Focus on the Future, SAME, ASCE and CURT.

Representative Projects

Dispute Resolution:

- Thoroughly knowledgeable of alternative project delivery processes and management of associated disputes
- Member of Dispute (claims) Boards for public agencies and municipalities in California, Florida
- Member of Dispute (claims) Boards for a large industrial project in Hong Kong
- Prepared and presented issues to formal Dispute Resolution Boards for large transit projects as the Design-Builder
- Prepared rebuttal and claims defenses for public clients for projects as the client representative
- Preparing procedures and providing training for public agencies and private companies in risk and claims management and for implementation and process improvement associated with alternative project delivery.

Transportation:

Executive Sponsor on the following design-build or public private partnerships (PPP) project pursuits:

- Tappan Zee Bridge (in excess of \$3 billion)
- California High Speed Rail Package No. 1 bid (in excess of \$1 billion)
- Personal Rapid Transit (PRT) project development (unsolicited proposals)
- I-4 Ultimate Concession (in excess of \$2 billion)
- Los Angeles Metro, Westside Subway Package No. 1 (in excess of \$1 billion)
- St. Lawrence Bridge Concession (in excess of \$3 billion)

Project Executive on the following design-build projects:

- A \$30 million design-build contract to demolish existing facilities in downtown San Diego and to install underground utility and surface street improvements to support the San Diego Padres Ball Park.
- An \$80 million design-build contract to construct an intermodal station for the San Francisco BART system. The Millbrae station is the junction of Caltrain, BART, local bus lines, and the San Francisco International Airport people mover and includes a 2,000-car parking structure, intermodal station, and extensive site and area improvements.
- Construction management for western U.S. small projects including the Ocean Boulevard/Terminal Island Freeway Interchange, Tustin Marine Corps Air Station Conversion, and for various municipal projects in California and Washington.

Project Manager for the first phase construction management effort for the Port of Long Beach Pier T Marine Terminal project in Long Beach, California. The project converted the closed Long Beach Naval Station and Naval Shipyard into a state-of-the-art container terminal. The first phase of the project entailed the demolition of the existing facilities on 260 acres, re-routing of utilities, dredging of the harbor, construction of a 3,700-foot long marginal wharf, construction of the terminal backlands and terminal support buildings. The initial phase had a construction cost of approximately \$250 million.

Construction Manager for wharf facilities for an alumina plant in Greece and for cement plants in Hong Kong and Michigan.

Most large commercial/Industrial projects included extensive site, utilities and access development components that are significant projects by themselves.

Commercial/Industrial:

Executive Sponsor for the following projects:

- Headquarters Pacific Air Forces Building 1102 at Joint Base Pearl Harbor-Hickam, Phase 2. The \$30 million design-build project included demolition, abatement and replacement of aging mechanical, electrical, plumbing and communications infrastructure in an operating, secure facility and construction of new offices, hallways and restrooms with new interior finishes, fixtures and equipment, as well as new fire alarm and fire suppression systems.

- The design and construction of the South Kent Wind Project in Ontario, Canada. This was a 270-megawatt (MW) facility utilizing 124 Siemens 2.3 MW wind turbines (contract value is undisclosed).

Partnered with Korea Micro Energy Grid (KMEG), a consortium of international private companies with support of the Korean government, to market their approach to power use and to investigate potential test sites in the U.S.

Provided executive and administrative support for construction oversight performed by Samsung C&T, ECA for Samsung Electronics facilities constructed in the U.S., including the semiconductor Fab in Austin, Texas and the Research and Development Center in San Jose, California.

Project Manager on the following design-build projects:

- An \$800,000 upgrade of the wastewater treatment system for a private beverage producer in Ontario, California in 1997 including production area collection facilities while the plant was in operation.
- A modified design-build effort to construct on-site two nitrification facilities to treat reclaimed water for use in refineries for the West Basin Municipal Water District located in El Segundo, California. Each facility had an approximate value of \$10 million.

Consultant providing project controls and advisory services for the construction of aircraft maintenance and fabrication facilities to be used for the manufacture of the Boeing 777 aircraft in Everett, Washington in 1992.

Contracts Manager for the design and construction of an alumina refinery in Greece from 1989 through 1991. The project was an approximately US \$1 billion green field effort that included site preparation, civil infrastructure, port facilities, extensive material conveyance and storage facilities, administration buildings, and the refinery itself.

Project Manager on a contract to provide construction and engineering management services for municipal projects to the City of Orlando, Florida on an as-requested basis from 1987 through 1989. Projects included the Citrus Bowl Renovation, public buildings and parking structures, and wastewater and transportation projects.

Controls Manager for the design and construction of a 1.4-million-tonne-per-year cement plant in Hong Kong. This US \$1 billion project was one of the largest industrial facilities built in the colony and included extensive site preparation and deep foundation works, conveying systems, slip formed structures, ship docking and loading facilities, an administration building, and production facilities.

Cost control engineer and claims coordinator for the construction management of a cement plant expansion in Michigan.

Water/Wastewater & Environmental:

Project Executive on the following professional services projects:

- Project management for the San Diego County Water Authority Capital Improvement Program. The \$3.3 billion CIP program provided emergency storage capacity to the region and expanded and improved the existing water distribution system and treatment facilities.
- Construction management for the Nacimiento Water Project in Paso Robles, California. This \$126 million project included approximately 45 miles of pipe, three storage tank sites, three pump stations, a 180-foot-deep by 24-foot diameter intake facility with a 48-inch diameter microtunnel at Lake Nacimiento, and support facilities.
- Construction management for the Bakersfield WWTP No. 3 Expansion project for the City of Bakersfield, California. The \$211 million waste treatment plant expansion doubled treatment capacity from 16 to 32 MGD.
- Construction management for the Lake Hodges Projects for the San Diego County Water Authority. The \$60 million project includes the construction of the large diameter tunnel connecting two lakes with associated pump stations and power generation facilities for use as a part of the emergency storage program for the City of San Diego.

- Program management for the San Francisco PUC Capital Improvement Program. The program included planning, preliminary design, management, and construction oversight for \$4.5 billion in potable water infrastructure improvements throughout the Bay area and was completed in 2006.
- Construction management for the San Diego MWWD Cleanwater program. The \$2.5 billion program, expanded and upgraded the city's wastewater system to comply with state and federal regulation and to accommodate growth in the area.

Project initiation for large wastewater and water programs throughout the United States including:

- Detroit Wastewater Plant Expansion and Renovation PC-744
- Tampa Bay Water Master Plan Program
- Gwinnett County Georgia Capital Improvement Program
- Comprehensive Everglades Restoration Program (CERP) Support

Project Manager on the following design-build projects:

- A \$10.2 million contract to design, procure equipment, and construct a 1 MGD water treatment plant, a 0.5 MGD wastewater treatment plant, and associated support facilities for a private developer in Phoenix, Arizona.
- A \$10 million contract to design, procure equipment, and construct various upgrades to the Michelson Water Reclamation Plant in Irvine, California.

Project Manager for the development of the inspection procedures manual for the Long Beach Water Department in Long Beach, California.

Controls Manager for the ARCO Hynes Storage Facility feasibility study/remedial design project. The project was a study and clean-up of a major oil refinery storage facility.

Responsible for program management services for the Comprehensive Long-Term Environmental Action-Navy (CLEAN), Southwest Area. The purpose of the contract with the Navy was to provide management and technical environmental support to their Environmental Engineering Program at various facilities throughout Southern California and Arizona. The control effort for this \$260 million contract required coordination between multiple contractors, local regulators, and the Navy.

Controls Manager providing resident engineering and related services for the construction of a \$43 million wastewater treatment facility in Orlando, Florida.

Other Services:

Provided opinions of viability of investments in construction companies and public private partnership development projects in conjunction with financial research firms for individual clients.

Provided value engineering or constructability reviews for port, building, industrial, water treatment, and wastewater treatment projects.

Consultant for the preparation of specialized construction and design-build contract documents for building, reservoir, industrial, water treatment, pipelines, and wastewater treatment projects.

Provided assistance to the California State Water Resources Board to rewrite their state revolving fund policy to accommodate the design-build delivery process in 1994 and 1995.

Prior to 1979, field engineer for various general construction projects in California and Washington.

Responsibilities included scheduling and cost control for heavy civil and nuclear power projects. In addition, field engineering duties included design, estimating, and planning for temporary facilities and construction related studies.