

**SUBJECT: AE/CM PROJECT MANAGER'S VIEWS AND STATEMENTS ON THE ENVIRONMENT AND SAFETY**

The Knight/Jacobs Joint Venture (K/J) wants to emphasize, at this very early stage of the procurement cycle, the importance that we place on the ENVIRONMENT and SAFETY. Please review ALL Solicitation documents carefully, and in particular, the Technical Specification (Section G) that relate to the environment and safety, the General Conditions (Section H), and the Environmental Safety and Health Plan (Section H). We have listed some items below that generally reflect our views and requirements. If you do not share these views, your company should reconsider submitting an offer in response to this Solicitation. Following are the points we are referring to:

1. Attitudes on the environment and safety must go far beyond the written word of the contractual documents. Good sense, good judgment, and effective management must prevail at all times. K/J can only “carry the message.” We cannot and will not carry our Subcontractors and their lower-tiers when it comes to the environment and safety. Ownership and responsibility starts with each of us as individuals. However, the Subcontractor has overall responsibility for management of a safe working environment.
2. You will find that oversight and scrutiny of environmental and safety issues is intense on the Center for Nanophase Materials Sciences (CNMS) Project. K/J has close interface responsibilities with our clients, UT-Battelle, LLC and the Department of Energy. You may therefore become involved, either directly or indirectly, with entities other than us. Infractions and incidents relating to environmental and safety issues, regardless of severity, are reported and treated with a high degree of visibility and require swift, sure remedial action. So-called “minor incidents” that may be indicative of potential unsafe trends, could result in a complete shutdown of the work and, if continued, may lead to Subcontract termination. The Project goal is “Zero accidents”—they can be prevented.
3. During the course of the Subcontract, K/J may compromise on certain issues, in that contractual negotiations are a way of life in any subcontracting environment. Environmental and safety issues will NEVER be compromised on. We are dealing with potential injury to individuals, and, at an extreme, the possible loss of human life. Anything less than a firm “no compromise” environment would be a disservice to the CNMS Project and its stakeholders.
4. In addition, during the course of your Subcontract, I may call upon your principal, CEO, or General Manager requesting that the two of us meet to discuss environmental and safety issues. K/J believes that senior-management involvement (and communications) on select subcontracts will contribute to a safer work environment.

5. It is imperative that you understand not only our position concerning good environmental and safety practices and strict adherence to environmental and safety rules, but the consequences of NOT observing strict compliance with these rules. You should be aware that repeated and/or flagrant violation of ENVIRONMENTAL AND SAFETY RULES AT ANY LEVEL, by you or by your lower-tier subcontractors, might result in the removal of project personnel, at any level, or FOR CAUSE TERMINATION of your Subcontract.

Rest assured that we take our stewardship and responsibility for the environment and construction safety seriously, and we sincerely solicit your full cooperation in doing the same. K/J desires to achieve zero lost-time accidents while we complete the CNMS design and construction in our Architect-Engineer/Construction-Management oversight role. Our goal is attainable, but only with your commitment to place the environment and safety of employees first. The bottom line is, "If we cannot do it safely, we will not do it."

Respectfully,

Richard A. Davis

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AE/CM Project Manager