



Grow Forward

2014 ANNUAL REVIEW



Grow

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At Kleinfelder, we don't just grow—we grow forward. With deep roots spanning more than 50 years, Kleinfelder continues to branch out with new talent, expanded expertise, and an increasing global presence. Not simply for growth's sake, but to better serve our clients' complex, evolving, and critical requirements. Our success this past fiscal year, amidst continuous market and economic challenges, reflects our employees' commitment to nurture long-lasting client relationships and deliver the right solutions every time.

Forward

We are proud of the many accomplishments highlighted on the following pages, and even more excited about our future as Kleinfelder continues to GROW FORWARD with our clients, our communities, and each other.



PRESIDENT'S MESSAGE



Kleinfelder's recent move to a new corporate headquarters in downtown San Diego enables us to support client growth, attract talent, and address the increasing demand for our services.

Grow Forward

Since our founding more than 50 years ago, Kleinfelder has been committed to continuously growing and developing our company and our people. Sometimes, our growth is demonstrated by a statistical measurement, such as our profitability or revenue. Other times, it is defined by the addition of geography, services, and capabilities that help us better serve our clients. Additional signs of growth include the maturation of our business processes, our increasing financial capacity, and even the relative position and recognition of Kleinfelder in the global marketplace. Most critically, our growth is seen in the quality of our people and the work we deliver.

In this annual review, our theme is "Grow Forward." This past fiscal year (FY14), Kleinfelder continued to grow and increase our size and scope, as well as the capabilities we offer to our clients. We have improved our systems and processes and further matured as a business. Our people maintained their focus on our continued growth and development, which will power our company forward in the years to come.

FY14 was a critical one for Kleinfelder. We were coming off a challenging year and had plans not only to bounce back with our financial performance, but also to implement a new Enterprise Resource Planning (ERP) system, integrate a series of recent acquisitions, and position our company for expansion in key markets. All this was planned in a year where the global economy and infrastructure spending, while showing some signs of improvement, continued to challenge our industry.

Even with this tall order in front of us, I am pleased that the people of Kleinfelder responded well, and we had a very good FY14. As individuals, we take pride in our company, and I personally take pride in our people and how much they were able to accomplish this past year. This document highlights the many successes of our past year, our broad capabilities, our key areas of growth and development, and how we are positioning Kleinfelder to grow forward for the benefit of our clients, our communities, and our people.

GLOBAL AND LOCAL EXPANSION. This past year, Kleinfelder sustained our global growth with the ongoing expansion of our offices in Australia and the development of our Canadian operations. With revenue still predominantly generated from the U.S., we executed projects in seven countries for clients based in the U.S. and worldwide.

While Kleinfelder's global growth is impressive, we can't overlook the ongoing expansion of our capabilities stateside. We had significant growth in key sectors of the energy market, including natural gas collection and transmission, as well as electrical transmission and distribution. We also continue to increase our specialty expertise, such as climate change impact assessment and resiliency services, pipeline integrity management, and asset management.

Furthermore, our long-term plan to perform more work directly for project owners continues to evolve. Whether in civil and architectural design, construction management, asset management, or any of the traditional services that have made Kleinfelder what we are today, we believe we can best serve our clients, our communities, and each other when we maintain close relationships with project owners. While we continue to work with traditional teaming partners, our prime contract work volume is an ever-increasing portion of our business.

FINANCIAL POSITIONING. I'm also happy to report a "bounce-back" year, in which we generally achieved our financial plans. Furthermore, we deepened our relationships with key banking and other financial partners, while increasing our bonding and insurance capacity. Contract mechanisms, funding arrangements, and an ongoing pursuit of efficiency from our clients requires that we also adapt. Kleinfelder continues to position our resources and capabilities so that our people deliver exceptional service, regardless of project location or the unique requirements of our worldwide clients.

PEOPLE FOCUS. We are committed to ensuring that every employee's involvement with Kleinfelder is rewarding, and we are listening intently to our staff so that we can improve the overall employee experience. We solidified new programs, such as RightStart, and further developed Kleinfelder's Global Technical Network. We made a concentrated effort this past year to hear our employee-owners' requests, recognized the company's

Our senior leadership team continues to set ambitious goals that will strengthen Kleinfelder's market position worldwide.



competitive position, and then made the strategic decision to move our annual profit sharing from the Employee Stock Ownership Plan (ESOP) to a 401(k) matching program, starting in FY15. While committed to maintaining employee-ownership, this change will provide a better mechanism to share company profits with our employees going forward.

BUSINESS MATURATION. Kleinfelder is no longer a small, locally based business, but rather an expanding global enterprise. As such, we continue to develop our business processes, our information technology infrastructure, and our financial capacity and expertise. One of the biggest changes this past year was the implementation of the Deltek ERP system. Extensive analysis of our business processes, detailed advance planning, and the dedication of a large group of team members enabled us to switch ERP systems with minimum downtime and disruption to financial services. With this new system in place, we are able to adapt to our clients' specific needs and support our continued growth forward, both locally and on a global scale.

CORPORATE SOCIAL RESPONSIBILITY. As we move beyond simple community involvement into a committed and active Corporate Social Responsibility program, we strive to make a difference in the communities to which we belong. Whether through our annual support of Ronald McDonald House Charities, our work with Engineers Without Borders, or other efforts to improve our industry overall, it is clear Kleinfelder is a leader.

LOOKING FORWARD. The start of FY15 shows Kleinfelder continuing to win more than our share of significant work. However, recognizing the uncertainty in the global economy and the need to fully implement a number of changes made in FY14, we established reasonable goals for growth in revenue and profitability for the year ahead. These goals are ambitious, but we are confident in our ability to deliver.

In addition, after taking a year off to integrate a number of recently acquired firms, we anticipate reentering the market and executing at least one acquisition to broaden our skills, capabilities, and geography. We also have targeted investments in key areas of the company so that we can further develop specific service offerings, and we also will expand our efforts to understand our clients and their markets. Our plan is to further improve our ability to deliver for our clients, while better positioning Kleinfelder for even higher levels of success.

Finally, during FY15, we will update our Strategic Direction. For 2015, we set forward ambitious goals for our company. Although we fell short in a few areas, overall we accomplished a lot, and today Kleinfelder is a much stronger company than it was just a few years ago. For our 2020 Strategic Direction, our task is to again look to the future and set in motion actions to position Kleinfelder so that we can continue our legacy of service to our clients, our communities, and our people. It takes time, and a willingness to change, to establish and achieve our Strategic Direction, but at Kleinfelder, that's what we do to grow forward.

Bill

William C. (Bill) Siegel, PE
President and CEO



[CLIENTS FIRST]

Through the years, we've learned we can better serve our clients by listening with the intent to truly understand their position, goals, and challenges. With a focus on collaboration, we can leverage our global resources and expertise to transform this insight into successful outcomes. Our clients' success inspires our actions and influences everything we do. Putting our clients first and helping them achieve their goals will remain our most critical tactic as we grow our company forward. As they grow, we grow.

CLIENT-CENTERED COLLABORATION DRIVES GREATER RESULTS. There's no better way to succeed than to do so together. That's the premise behind Kleinfelder's "One Company" approach, whereby our market, delivery, and technical resources collaborate to develop the right solutions for each client's unique challenges and goals. Our cross-functional teams gather and share detailed client



and project information, and then identify the appropriate resources to deliver in the most efficient, quality, and cost-effective manner—often developing multiple creative alternatives for consideration. Since formalizing this process across our business, we've achieved industry-leading levels of productivity, greater value for our clients, and stable growth for our company.

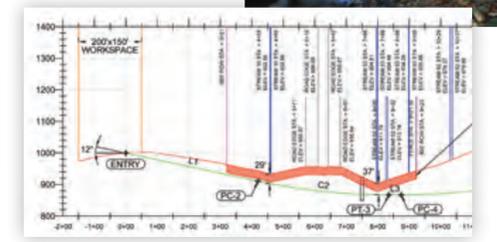
ANTERO RESOURCES

Agile Resourcing Meets Geographic Challenges

EXPANDED DELIVERY — When Antero Resources, a major independent U.S. oil and gas exploration and production company, called on Kleinfelder for high-caliber environmental and engineering services, we successfully mobilized a team of national experts to provide comprehensive and localized solutions.

Kleinfelder's team addressed Antero's complex needs in conjunction with changing procedures and tight deadlines. Kleinfelder is now leading our client's upstream well pad design process with a comprehensive geotechnical approach, setting a standard among project stakeholders for consistency and quality. This type of commitment is the core of Kleinfelder's relationship with Antero. After exemplifying similar integrity on more than 100 projects, Kleinfelder has become one of Antero's top providers for permitting, geotechnical support, civil engineering, construction management, environmental compliance, and pipeline integrity on both upstream and midstream segments.

We have demonstrated our ability to meet Antero's high expectations by solving problems as quickly and thoroughly as possible. As a result, Kleinfelder is expanding with Antero into new geographies and areas of service.



"One of the best ways we can grow is just to remain available, to show that we've got the right resources to meet our client's requirements and needs." —Tom Woodrow, Project Manager

SAN DIEGO ASSOCIATION OF GOVERNMENTS

Expanded Capabilities Reduce Cost and Risk

MID-COAST CORRIDOR TRANSIT BRIDGE DESIGN — When it comes to delivering on a client's needs, more is better, as it was for San Diego Association of Governments (SANDAG) and its Mid-Coast Corridor Transit project. By combining talent from recently acquired Simon Wong Engineering (SWE) with our heritage capabilities, Kleinfelder applied multi-disciplinary expertise to address a multitude of project complexities. Linking top geotechnical, environmental, and structural engineers from 12 offices nationwide, we delivered not only innovative design for the project's eight bridges and station structures, but also geotechnical and hazardous materials investigations for the entire 11-mile rail alignment. This significantly reduced risk and cost associated with the coastal area's fault rupture hazard.



"Kleinfelder's national presence and experience with alternative delivery methods is a huge asset to the design team and SANDAG. This \$1.7-billion project requires immediate and reliable response time to minimize project delays, and Kleinfelder's extensive resources will continue to address our client's demands." —Jim Frost, Principal Bridge Engineer

VULCAN MATERIALS

Multi-Faceted Services Delivered Coast to Coast

NATIONWIDE MASTER SERVICES AGREEMENT (MSA) — Wherever clients need us, we'll be there. Vulcan Materials, the largest producer of construction aggregates in the U.S., hired Kleinfelder to provide multi-faceted services at its facilities nationwide. Building on our existing successful client relationship, Kleinfelder secured a MSA for ongoing work in California, Texas, North Carolina, South Carolina, Georgia, and Florida. Vulcan relies on our geographically diverse experts for its various facility requirements, including environmental, civil, geotechnical, and structural engineering, environmental compliance, mine planning and permitting, and natural resources planning.

"We're not going to stop here. We will continue delivering on Vulcan's needs in additional regions, growing our business across the entire country." —Steve Adams, Client Account Manager

BUREAU OF INDIAN AFFAIRS



Innovative Design Saves \$4 Million and Nine Months

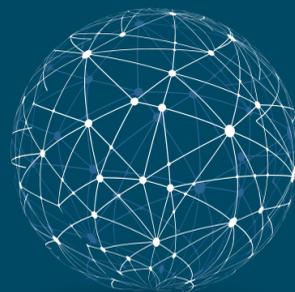
TSAILE DAM REHABILITATION — Leveraging teams from Colorado and New Mexico, our innovative design and stream diversion during construction of this rehabilitated embankment dam saved \$4 million in cost, reduced the project schedule by nine months, and preserved prehistoric Indian burial grounds.

"Our strong geotechnical and civil engineering teams, led by Charles Larson, received high praise from our client for their willingness to collaborate with stakeholders and develop a suitable plan to fix the dam. This type of responsiveness, care, and coordination has yielded ongoing work for Kleinfelder with other government agencies and private clients." —Steven Jeffords, Regional Delivery Manager, Colorado

With offices all around the world—and a global technical network constantly sharing best strategies and practices—Kleinfelder’s expanded reach helps better serve both U.S. and international clients. Our commitment to mobilize experts from any location means we can deliver the best services on any project, and our deep-rooted local relationships enable us to offer area-specific expertise. Working together, our global resources enable Kleinfelder to efficiently deliver great quality on complex projects anywhere.

[GLOBAL SCALE]

WE’RE THERE—WHEN AND WHERE OUR CLIENTS NEED US. We trust our clients to lead the future of infrastructure in the right direction, and we stay right in step, making sure they have everything they need to accomplish what they set out to do. Beyond mobilizing expert teams to quickly meet crucial project needs nationwide, Kleinfelder’s worldwide expertise enables us to



set up operations in new locations to better serve our clients at key moments in their project life cycles. With streamlined access to innovative solutions through our global technical network, Kleinfelder calls upon its companywide resources—often at a moment’s notice—to deliver anywhere on the planet.



“This is just one of several projects that demonstrates our commitment to growth in Australia. We continue to expand our multi-faceted services and solutions to deliver for clients throughout the country.”

—Adam Blundell,
Client Account Manager

QUEENSLAND CURTIS LNG

New Service Line Delivers International Expertise



FAUNA SPOTTER CATCHER PROGRAM — To meet State of Queensland law and increase safety on oil and gas projects in Australia’s unique natural habitats, Queensland Gas Company engaged Kleinfelder to perform fauna spotter catcher services throughout a major liquefied natural gas pipeline construction effort. What began with two fauna spotter catchers on a single site has evolved into a multi-million dollar, 14-person contract—demonstrating Kleinfelder’s ability to grow quickly alongside a major international client, to meet construction milestones and manage animal welfare. One year ago, Kleinfelder did not provide any significant ecological services to its oil and gas clients. Today, we offer a large team of accredited, highly competent, and experienced personnel to a wide range of clients and projects across the entire continent.

IMPERIAL OIL

Success Reaps Growth Opportunities in Canada

ASSESSMENT AND REMEDIATION — Kleinfelder secured a major contract performing upstream decommissioning, assessment, and remediation work for Imperial Oil Limited—one of Canada’s largest corporations and a leading member of the country’s petroleum industry.



Located in the heart of Central Alberta, Kleinfelder’s team travels from its Calgary office to assess existing oil wellheads, often including a surface decommissioning by cutting and capping surface production casings below grade.

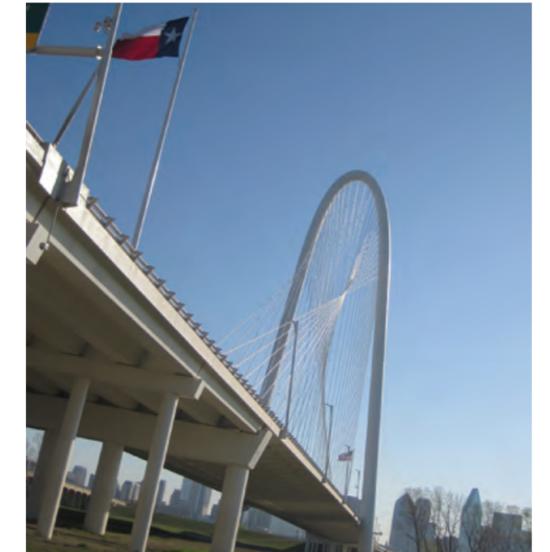
Combining local technical talent with global regulatory expertise from our work with ExxonMobil in the U.S. and Australia, Kleinfelder provides Imperial Oil with a level of quality distinct from that of our competitors. Furthermore, our ability to share, compare, and communicate best safety practices through our global technical network gives us the ability to accomplish great feats without loss of time, property, or life.

“As the first cost-to-closure contract for Imperial Oil, this is another example of how Kleinfelder can be an agent of change for our clients, using our experience and expertise to ensure success.” —Robert Templeton, Global Account Manager

TEXAS DEPARTMENT OF TRANSPORTATION

Companywide Collaboration Yields Time and Cost Savings

HORSESHOE PROJECT DESIGN-BUILD — Offering multiple services through a single source, Kleinfelder helped keep the high-profile Horseshoe project ahead of schedule and under budget, while increasing consistency and quality. Our proactive team and effective design-build process made refurbishment and expansion of four major highways—connecting Dallas, Waco, Houston, Austin, and western Louisiana—a successful endeavor demonstrating exceptional field exploration, wall design, and bridge design work. By helping TxDOT identify issues ahead of time, we provided time-saving recommendations during the critical review process.



“Assembling global resources and working collaboratively with our client enabled us to develop and deliver the most efficient solutions. As a result, we helped reduce the design schedule by several months and save our client hundreds of thousands of dollars, further establishing Kleinfelder as a trusted partner moving forward.” —Clint Clements, Project Manager

THE KROGER COMPANY

Solutions Help Grow National Portfolio with Commercial Client

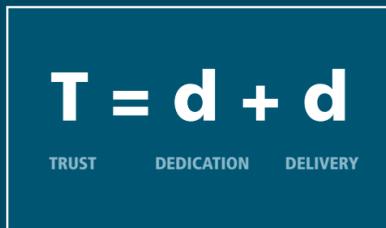
SMITH’S STORE #467 — Expanding on a six-year partnership, Kleinfelder provides creative solutions for Kroger’s most challenging projects across the grocery retailer’s various brands of stores and divisions, including Smith’s Food & Drug. Leveraging our nationwide multi-disciplinary experts and communicating with trusted client contacts, Kleinfelder offers valuable and practical engineering solutions for each unique site. For example, after our lead geotechnical engineer reviewed the project plans and specifications for Smith’s Store #467 (Los Alamos, New Mexico) and discussed options with our retaining wall professionals, we delivered a more cost-effective solution, prepared the design plans for it, and performed the site inspections during construction.

Kleinfelder provides dependable execution to a growing list of long-term clients by responding to every challenge with creativity, innovation, and integrity. Through open communication and collaboration, our clients expect—and consistently receive—projects delivered on time, on budget, and with high quality. The strength of our solutions is built upon the foundation of our relationships. Our clients believe, based on our experiences together, that we will work side-by-side today and prepare them for tomorrow.

[TRUSTED DELIVERY]

DELIVERING WITH A LOCAL TOUCH.

To become stable and strong, you need deep roots. Kleinfelder's long-standing client relationships—in some cases, more than 50 years with a client—underscore our history of trusted delivery. As we've grown to offer global solutions for projects of any scope and size, we've



maintained our commitment to personal, local service, whether that's serving a client through a nearby office or mobilizing the required expertise from comp-anywide locations. No matter where the project is, we deliver the bright people and right solutions to achieve successful results for our clients.



SAN DIEGO INTERNATIONAL AIRPORT

Combined Excellence Enables Continuous Expansion

MULTIPLE PROJECTS — When two winning teams join forces, a client can expect incredible results. Building on our history of more than 100 projects with the San Diego International Airport (SDIA)—including the recent Terminal 2 Expansion and Rental Car Center—Kleinfelder combined its expertise with talent from recently acquired SWE to offer unmatched airport experience, deep local structural engineering expertise, and a comprehensive understanding of San Diego County Regional Airport Authority's (SDCRAA) needs and requirements.

Our strong staff relationships enable ease of communication and collaboration, even on the most challenging projects, including long beam spans and tall stories, near fault extreme seismic forces and liquefiable soil, and structures with only beams and columns (no walls).

Our knowledge of soil conditions, experience with pile foundations, and region-specific seismic expertise help us meet SDCRAA-specific design demands without missing a beat. Our understanding of city permitting and familiarity with the site's multiple facilities create a streamlined path to innovative airport solutions.

Kleinfelder's relationship and proven track record with SDIA give our client confidence in receiving sustainable solutions to specific challenges. With accurate scope, budget, and schedule projections, Kleinfelder's trusted delivery ensures SDIA can move forward with its own growth plans—project after project, year after year.

“Our team's state-of-the-art seismic structural engineering makes the airport's Rental Car Center a world-class facility, consolidating rental car operations and eliminating much of the traffic congestion for passengers.”

—Andy Bersofsky, Project Manager

THE MOSAIC COMPANY

Twenty-Year History Leads To Expanding Ecological Solutions

REGIONAL GROWTH — With its Florida land holdings approaching a half-million acres, Mosaic—the largest producer of potash and phosphate fertilizer in the U.S.—needed assistance navigating the tricky permitting issues surrounding the area's wetlands and protected wildlife habitats. Through our ecological and structural engineering experts, Kleinfelder provided due diligence, permitting, operations, and reclamation services to this key industrial client. Today, with a 20-year history of ecological support to Mosaic, Kleinfelder's expanding service lines deliver solutions that balance economic viability with ecological value. Most recently, we designed a Mechanical Integrity Risk-Based Inspection program to help the company manage its global assets.

“Kleinfelder has earned Mosaic's trust throughout the years by building an experienced team that understands Mosaic's operations and constraints, while also providing effective solutions. Kleinfelder has impressed Mosaic with our commitment to ensuring a safe work environment within the remote terrain and rugged climate of central Florida.”

—Ed Murawski, Client Account Manager

EXXONMOBIL, NEW JERSEY

Planning and Performance Facilitates Massive Remediation Efforts

UNDERGROUND STORAGE TANK PROGRAM — Successful execution on a major, multi-location project means managing excellence time after time, site after site. Drawing on our wide range of nationwide multi-disciplinary expertise, Kleinfelder safely removed 476 gasoline, diesel, heating, and waste oil underground storage tanks at 115 ExxonMobil sites across New Jersey. Our diligent pre-execution coordination and planning, with a focus on safe performance, saved our client \$2 million in program costs and reinforced a trusted industry partnership.

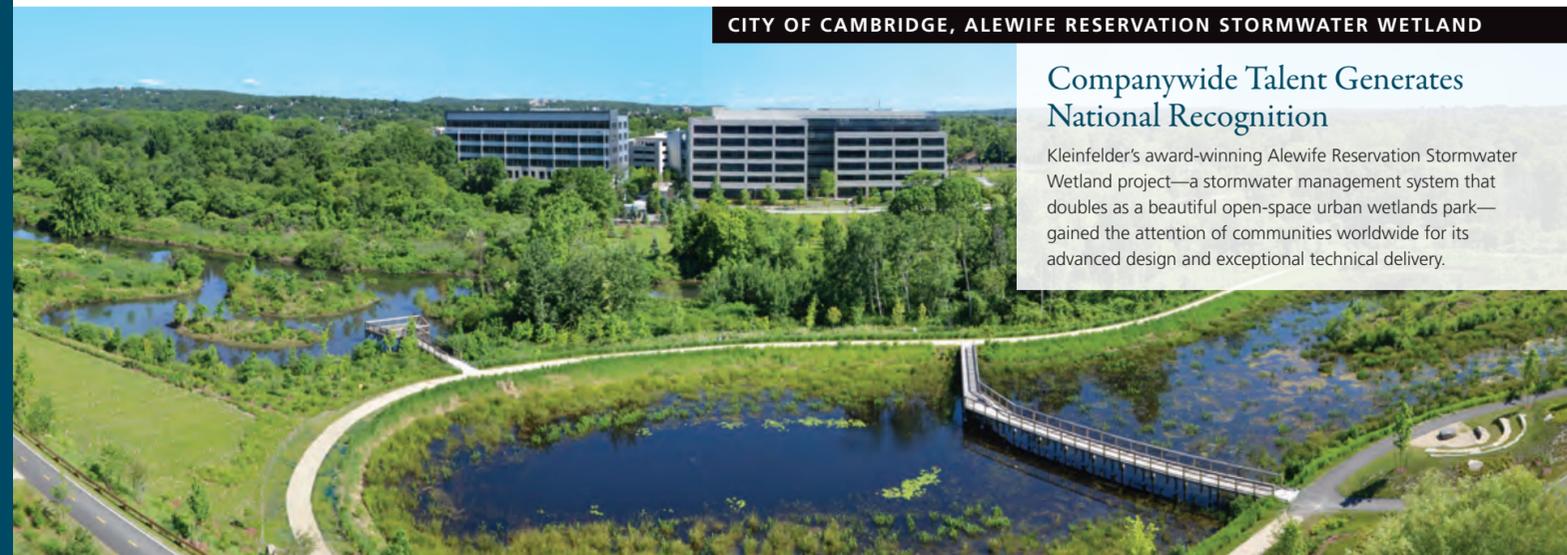
“The personal and professional growth that I saw in our team members continues to astound me. During the planning period, we saw individuals meld into a group. During the field execution, we saw that group become a flexible, solutions-oriented team. This is a great example of the core strengths that Kleinfelder brings to any project.”

—Blake Thompson, Program Manager

CITY OF CAMBRIDGE, ALEWIFE RESERVATION STORMWATER WETLAND

Companywide Talent Generates National Recognition

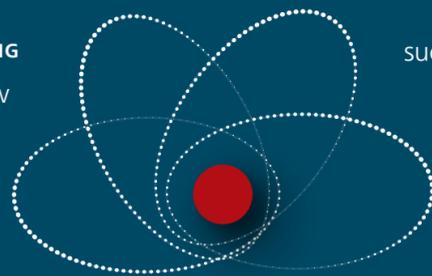
Kleinfelder's award-winning Alewife Reservation Stormwater Wetland project—a stormwater management system that doubles as a beautiful open-space urban wetlands park—gained the attention of communities worldwide for its advanced design and exceptional technical delivery.



We're always striving to deliver the right solutions—and finding new ways to do it. Whether adding service lines, sourcing key talent, or implementing innovative technology and approaches, Kleinfelder's continually expanding expertise enables us to present clients with a cutting-edge array of options to address their diverse project needs and challenges. As the needs of our clients and their industries evolve, we have more opportunities to serve them with creative, forward-thinking solutions that will make a difference for their company and for our world.

EXPANDED EXPERTISE

NEW SERVICES MEET CLIENTS' GROWING NEEDS. Whether stepping into new territory, or going more boldly into places already explored, Kleinfelder is prepared for the challenge. As markets and industries evolve, our clients constantly seek solutions to help them acclimate to a globalizing world. By adding new service lines and expertise—



such as pavement engineering management, climate change impact assessment and resiliency services, risk and asset management, pipeline integrity programs, and transmission line design—Kleinfelder ensures cutting-edge solutions to help our clients move confidently and successfully into the future.



National Companies Benefit from New Solutions

COMMERCIAL CLIENTS

PAVEMENT ASSESSMENT AND DESIGN ENGINEERING — While many nationwide commercial clients have experienced rapid growth, they've lacked comprehensive operations and maintenance (O&M) programs to manage their growing inventory of assets. For example, the costs associated with reactive management of pavement issues can quickly become burdensome.

Kleinfelder is helping clients prioritize site pavement projects to maintain a safe, inviting customer experience and comply with Americans with Disabilities Act standards.

These new solutions—delivered to companies such as Simon Property Group, Target, and The Home Depot—include reviewing existing assessments; developing geotechnical and pavement recommendations; modifying technical specifications and scoping documents; developing design and construction drawings and phasing plans; providing contractor bid support services; and conducting construction management services, including post-construction claims management.

The work enables us to grow geographically with our clients, managing their pavement project needs in the most timely, cost-effective, and prioritized manner, while delivering significant savings in repair and rehabilitation.

“Expanding our pavement engineering solutions is important to commercial clients, reflecting continued growth in our capabilities and what we can offer our clients.” —Scott Sounart, Technical Practice Leader, Pavement Engineering

MASSACHUSETTS PORT AUTHORITY

Insight and Planning Sought for Better Decision Making



DISASTER AND INFRASTRUCTURE RESILIENCY STUDY — The first of its kind and scale in the U.S., Kleinfelder's disaster and infrastructure resiliency study for the Massachusetts Port Authority (Massport) sets a new climate change standard for the entire industry. Through our alignment with academic partners and our work on leading climate change projects, Kleinfelder delivers an expert and comprehensive approach to the ever-increasing climate change challenges of the 21st century. Our team's thorough hazards analysis, vulnerability assessment, and resiliency action plan were completed with cost comparisons. This provides Massport all the information it needs to make informed decisions in protecting Boston Harbor's Logan International Airport, as well as port facilities in South Boston, from sea level rise and storm surge impact.

“This project is a result of Kleinfelder's recognized expertise in climate change and our ability to translate climate risk into practical solutions.” —Lisa Dickson, Vice President, Sustainability

LOS ANGELES DEPT. OF WATER & POWER

Proactive Conversation Leads to New Work

ASSET MANAGEMENT SEISMIC RISK PILOT STUDY — Combining our seismic engineering and water management expertise, Kleinfelder developed a first-of-its-kind methodology that incorporates seismic risk into Los Angeles Department of Water and Power's (LADWP) existing asset management program, in order to help address potential catastrophic failures.



“This project involved developing a new technology that allows LADWP to judge seismic risk to their assets against other forms of risks. It will provide new insights to help our client make informed decisions to reduce risk exposure.”

—Jim Gingery, Principal Professional

ORANGE & ROCKLAND UTILITIES

Strong Client Relationship Leads to Unique Work

TRANSMISSION AND DISTRIBUTION SYSTEM INFRASTRUCTURE STUDY — We successfully completed our first transmission and distribution (T&D) system infrastructure study for Orange & Rockland Utilities, a gas and electric utility that serves seven counties in New York, New Jersey, and Pennsylvania. Our report included nine alternative designs for the above- and below-ground transmission line that crosses over diverse terrain. This has positioned Kleinfelder for additional T&D work with Orange & Rockland, as well as other utility clients.

“We combined our proven environmental expertise with new T&D design and analysis capabilities to provide a unique offering for our client, leveraging resources from both coasts to successfully deliver on this new project.”

—Kristin Crowell, Project Manager

Western Farmers Electric Cooperative, LiDAR Transmission Line Analysis

Innovation and Partnership Drives Seamless Compliance Upgrades

In response to the 2010 North American Electric Reliability Corporation (NERC) issuance of a Recommendation to Industry for review of transmission line ratings, Western Farmers Electric Cooperative (WFEC), an electric cooperative in Anadarko, Oklahoma, retained Kleinfelder to perform an evaluation of its 138 kV transmission system. Leveraging industry partnerships, Kleinfelder used aerial Laser Imaging, Detection, and Ranging (LiDAR) technology and transmission line computer modeling software to create detailed evaluations of more than 1,200 transmission crossings and to develop a comprehensive compliance plan for more than 150 line ratings.

Through our network of technical consultants and our leading reputation in the utility industry, Kleinfelder delivered a unique and tailored solution to our client. Our study-based process, complete with aerial-platform LiDAR imaging, utilized laser technology to determine spatial relationships of each transmission line crossing. We then used computer-based modeling techniques to incorporate weather conditions and theoretical line capacities to rate each line and compare it to industry code standards. Once each line had been checked for compliance to current code, our team of analysts provided WFEC with several options and recommendations

for data delivery in both tabular and graphic form, giving them flexibility to use the findings to address agency requirements.

To minimize potential legal and financial obligations for the transmission line owner—remediation of verified violations must occur within one year after identifying the violation—Kleinfelder developed project schedules for both WFEC and NERC. Working closely with WFEC to identify reliability constraints, Kleinfelder provided WFEC with a seamless transition from the evaluation to the NERC compliance submittals, enabling sufficient data to develop accurate remediation solutions, as well as a solid foundation for future relationships with regulatory agencies. By paying acute attention to both the stringent regulations and needs of our client's particular system, Kleinfelder assisted WFEC in developing a successful solution for continued compliance of its transmission system.

Displaying our wide array of capabilities, Kleinfelder has performed numerous services for WFEC on projects such as the Medford Substation, Newkirk Substation, and the LiDAR Transmission Line Analysis.

"We work hard to understand our client's background, methods, and constraints, and then adapt our delivery methods to ensure they are compatible. The result is creative solutions that fit the customer's style, needs, and requirements."

—Carl Svard, Vice President, Major Accounts



Tallgrass Energy, Environmental Impact Statement

High-Quality Service Enables Traveling Trust

Working with a key member of an oil and gas firm for more than two and a half years, Kleinfelder provided timely, accurate, and high-quality deliverables on a multi-faceted, sole-source project. When our client contact took a new position with Tallgrass Energy, a midstream company that provides natural gas transportation and storage services for customers in the Rocky Mountain and Midwest regions, she brought Kleinfelder along. Knowing that we would continue to deliver high-caliber results, Tallgrass awarded Kleinfelder a significant environmental permitting and planning project, involving wetland and stream delineations, nationwide permitting, as well as threatened and endangered species habitat assessments for approximately 116 miles of proposed natural gas pipeline. Today, Kleinfelder's relationship with Tallgrass Energy is emblematic of our company's commitment to building lifelong, personal relationships with highly valued clients.



"During the kickoff of this project, our client acknowledged that she once again turned to Kleinfelder because she knows we 'have her back,' and she trusts us to get the job done right." —Dawn Martin, Client Account Manager

Southern California Edison, TRTP Segment 8

Streamlined Solutions for Environmental Compliance Designed to Save Costs

Southern California Edison (SCE) engaged Kleinfelder to help improve efficiency in its environmental compliance process on the Tehachapi Renewable Transmission Project (TRTP) in Los Angeles and Kern Counties, California. Leveraging our extensive environmental experience, we provided SCE with not only a direct route to streamlined transmission project operations, but also a new strategy for maintaining its systems' environments for years to come. By introducing an upfront, proactive, behavior-based risk management approach, Kleinfelder helped SCE identify the root cause of issues, providing this key energy client with project continuity as it expands into new segments nationwide.

"We are confident that implementing our recommendations will result in SCE reducing millions of dollars in environmental compliance costs on future projects."

—Michael Johnson, Vice President, National Power Segment



"By learning our clients' objectives and practices through decades of collaboration, today Kleinfelder delivers energy projects globally, combining our institutional knowledge with insightful, innovative solutions. To our emerging clients, we bring this same commitment of understanding their unique needs, and we tailor industry-specific solutions to build partnerships for life."

—M. Ashraf Jahangir, Energy Market Manager

PG&E, Pipeline Safety Enhancement Program

Quality Control Ensures Pipeline Integrity

Gas and electric utilities must be vigilant in ensuring safe and compliant pipelines—and increasingly so in light of recent catastrophes caused by aging infrastructure and other issues. Kleinfelder is helping Pacific Gas and Electric (PG&E), a long-time client, stay safely ahead with a comprehensive quality control program for the utility's pipelines across Northern California. Our specialized testing and inspection services, delivered through an on-call contract, help ensure the integrity of PG&E's pipelines and determine corrective measures—such as valve replacement—when needed. Our thorough reviews and documentation have helped PG&E reinforce its culture of safety and quality across its pipeline operations, further positioning Kleinfelder as a valuable partner that can address a diverse range of client challenges.

"I've enjoyed contributing to the success of this work and seeing our client relationship continue to grow. There are always new opportunities and challenges to demonstrate our expertise and commitment to quality."

—Elizabeth Swift, Project Administrator

LOW-RISK, EFFICIENT, AND SUSTAINABLE SOLUTIONS FOR OIL AND GAS, POWER GENERATION, TRANSMISSION, AND DISTRIBUTION PROJECTS.

STATE OF THE MARKET

Evolving expertise

Safe performance

Sustainable solutions

Our energy team remains focused on growing with our major clients by expanding our design and permitting services. Increase in pipeline safety regulations for gas distribution, in response to serious industry incidents, will continue, as will the assessment and replacement of large portions of aging energy infrastructure. Our new pipeline engineering and integrity management, as well as power T&D engineering service lines, have contributed to significant year-over-year growth and developed a new million-dollar client. The oil and gas segment continues to experience a deficit in takeaway capacity, and we continue to expand Kleinfelder's footprint in the U.S. basins, as well as Canada and Australia, to support clients.



Harvard University, Multiple Campus Projects

High-Quality Solutions Support Higher Education

Our relationship with Harvard began in 2006, when Kleinfelder was selected as on-call architect and engineer for the \$10-billion Allston Campus expansion. Under this contract, Kleinfelder renovated an existing television station into functional office space in less than a year and also prepared a three-dimensional building information model of all underground systems, to minimize unforeseen conditions.

In addition, Kleinfelder's materials management planning alleviated service traffic, increased sustainability, and improved aesthetics across the entire Allston Campus, as we worked closely with the City of Boston to align recommendations with the approved master development plan.

The Harvard Business School (HBS) chose Kleinfelder to provide comprehensive architecture and engineering services, including full design and construction administration for the renovation and expansion of the Executive Education Center.

Our detail-oriented design and project management enabled concurrent construction on several large buildings, while our design was still in

progress, helping HBS accelerate completion and minimize interruption to ongoing campus activity.

We also provided pedestrian tunnel design, geotechnical services, utility relocations, and stormwater management for the new Center for Government and International Studies. At Harvard Law School, we designed the move of a large historic house to preserve the neighborhood's cultural integrity.

Kleinfelder's familiarity with the community, along with sensitivity for Harvard's mission, enabled our team to design creative solutions that are consistent with the university's 400-year-old traditions, while simultaneously paving a path for future innovation.

"By expanding our personal and professional relationships, we continue to connect with Harvard's many colleges and research institutions, offering our entire range of services to serve the university's diverse needs. Furthermore, we are involving our younger professionals on these projects, to ensure delivery of exceptional infrastructure solutions with Harvard for years to come."

—Bob Brandon, Vice President, Major Accounts



A trusted partnership with this leading educational institution enables Kleinfelder to perform an extensive range of services—from underground tunnels and hidden infrastructure to surface-level logistics and skylines.

"Facilities is one of Kleinfelder's most diverse markets, offering boundless opportunities to serve commercial, education, healthcare, and industrial clients. We continue to expand services with key clients and grow our business with new ones—focusing on building long-term relationships and value."

—John Moossazadeh, Facilities Market Manager

Target, Asset Management Database

Integrating Capabilities Creates New Solution

One of our key growth strategies is to expand services with existing clients, evolving and growing with them to meet changing goals, requirements, and priorities. For more than 20 years, Kleinfelder has been instrumental in supporting the construction of Target's nationwide stores and distribution centers. As retailers and other asset owners shift attention from new development to managing the increasing capital expenditures of their existing facilities, they require different services and solutions. Recognizing this need, Kleinfelder combined current capabilities with additional skills and technology to develop an innovative system—featuring an intuitive interface, geographical information system mapping, and data integration—to help Target more effectively manage the repair and maintenance of its critical, capital-intensive pavement assets. Specifically, the database houses key information for all 1,800 stores in Target's network, enabling users to query information and develop customized reports to forecast and prioritize capital expenditures based on each store's needs. Also, the database is tailored to reflect Target-centric vocabulary and other unique metrics so that report language is familiar to all users.

"By streamlining access to data across its portfolio of stores, we have enabled Target to better analyze its pavement assets, forecast scenarios, and prioritize improvements based on schedule, budget, and other factors."

—Rod Lovely, Technical Practice Leader, Asset Management



UCSD, Jacobs Medical Center

Flawless Delivery Earns Client Trust

Kleinfelder shined bright through our work on University of California at San Diego's Jacobs Medical Center. Hired three months into the project, we swiftly mobilized a cross-discipline team to deliver high-quality materials testing and special inspection solutions, keeping this new state-of-the-art, \$800-million medical center on track, while earning valuable trust with our client.

"Our goal throughout the entire project was to deliver the highest-quality work possible in the most cost-effective and timely manner, regardless of the challenges we were up against, to make this the model that UCSD and the building official will point to as the standard of excellence for future projects."

—Ron Thomson, Project Manager

Corpus Christi Independent School District

Consistent Quality Secures Long-Standing Local Work

A little consistency goes a long way, especially in the world of education, with its annual rotation of staff, students, and systems. For more than 50 years, Kleinfelder has provided geotechnical support and construction materials testing to the Corpus Christi Independent School District (CCISD), delivering a solid foundation for the district's 59 campuses. This long-standing local relationship, combined with our responsive delivery team, enables Kleinfelder to serve as a trusted advisor for field explorations, borings, lab tests, foundation recommendations, and related construction—supporting CCISD's vision of being a world-class school system that develops the hearts and minds of all students.

"Despite client personnel changes over the years, our timely and quality delivery, combined with our knowledge of local conditions, has kept us ahead of the competition. We just stay with our clients and provide them with the right solutions."

—Jerry Lipstreu, Project Manager



VALUE THROUGH THE ENTIRE PROJECT LIFE CYCLE FOR COMMERCIAL, EDUCATION, HEALTHCARE, AND INDUSTRIAL FACILITIES.



Boundless opportunities
Expanded services
Enduring relationships

STATE OF THE MARKET

As Kleinfelder expands its service offerings, we are always focused on how we can bring more value to our long-term clients, as well as new relationships. This process naturally starts with providing more design services and continues as we offer a wider spectrum of capabilities—from upfront planning and feasibility studies to life-cycle engineering and asset management. We see tremendous opportunity ahead for both our clients and for our company. In addition, Kleinfelder is actively exploring emerging technical areas of service to meet our growing client needs. For example, our work in climate change assessment and resiliency will help our clients across the country cope with new realities in protecting their assets against future natural disasters.

Greater Lawrence Sanitary District, Force Main Replacement
Nimble Design Enables Continued Service

To infrastructure clients, every second of service counts. When the Greater Lawrence Sanitary District (GLSD) decided to upgrade its 35-year-old force main pipeline, Kleinfelder helped design a way to do so, while maintaining full operations throughout evaluation, design, and construction. This approach enabled continued service to the region's seven communities in northeastern Massachusetts and New Hampshire.

One of the district's most critical assets—a 72-inch pre-stressed concrete cylinder pipe force main that conveys up to 135 million gallons per day across more than 2,700 feet to the regional treatment facility—had experienced reinforced wire failures within its pipe walls, and was rendered structurally deficient. In addition, the pipeline traversed wetlands, a highly active railway, and an endangered species habitat, adding several new dimensions to the upgrade challenge.

Because of the force main's crucial nature as a lifeline to the community's health and well-being, all construction needed to occur with minimal impact to ongoing systems and processes.

To ensure that this key wastewater system maintained full operational capabilities throughout the upgrade, Kleinfelder's team of experts sequenced plans and developments with careful attention to protect the existing force main during construction of the new pipeline.

By prioritizing the upgrade's impacts on existing utility activity, effects on local wetlands, and potential disturbances to surrounding residents, our team of wastewater experts provided GLSD with several alternatives that ensured the system's increased performance in the future, without disturbance in the present.

After considering several different pipeline routes, diameters, and materials, Kleinfelder's recommendations proved not only the most durable, most constructible, and most environmentally sound, but also the most cost-effective alternative. To further assist with the project's financing, our team also worked closely with GLSD to acquire grants and low-interest loans through the Massachusetts State Revolving Fund program.

The state-of-the-art pipeline is expected to last the district 50 to 100 years, enabling continued service and safety to several northeastern counties for years to come.

"Our team's creative problem solving and economically feasible options enabled GLSD to move forward with improvements confidently. By demonstrating successful results, as we did on this project, Kleinfelder will continue to grow in partnership with water infrastructure clients nationwide." —Mark Thompson, Project Manager

By replacing this 35-year-old force main pipeline, Kleinfelder helped the Greater Lawrence Sanitary District upgrade a critical community lifeline, while sustaining service to the surrounding area.



California American Water, San Clemente Dam Removal
Expert Solutions Leave Long-Term Legacy

This milestone project was the first large dam removal to retain sediments onsite and the first design-build project to occur under Division of Safety of Dams (DSOD) jurisdictions. The \$84-million dam removal included a diversion dike to block Carmel River, a sediment stockpile, a stabilized sediment slope and buttress, a reroute channel cutting through a massive granitic ridgeline, and the complete stream and habitat restoration of the new Carmel River, to benefit the threatened Central Coast Steelhead Trout and California Red-legged Frog. Kleinfelder's geotechnical experts provided design solutions that would not only enable the dam's full decommissioning by 2015, but also last a minimum of 100 years, eliminating risk failure and ensuring long-term safety to the surrounding environment and community.

"This is a stellar project for us that brings together our various specialties, including dam design, hydraulics and hydrogeology, civil engineering, geotechnical engineering, environmental engineering, and structural engineering. We are also providing our services as the prime engineer (and engineer of record), underscoring Kleinfelder's ability as a full-service engineering, architecture, and science company for our clients." —Craig Hall, Client Account Manager

City of San Diego, Miramar Clearwells Improvement Project
Integrated Talent Helps Multiply Success

When Kleinfelder, through the acquisition of Simon Wong Engineering (SWE), took on the 10-year, \$70-million Miramar Clearwells Improvement project for the City of San Diego, neither company nor client realized just how well-suited the situation was for success. Our ability to cross-share team members, in tandem with each company's unique depth of knowledge, provided a winning combination across the project's multiple arenas—disinfection, permitting, environmental issues, hydraulics, and more. With a successful track record, the project scope has grown beyond initial clearwell design to include a new 215-million-gallon-per-day lift station and consideration of a solar power generating solution.

"The Miramar Clearwells project provided Kleinfelder a unique opportunity to demonstrate the value of our expanded engineering capabilities, while making recommendations for improved performance and cost savings." —Larry VandeVenter, Vice President, Major Accounts

"Kleinfelder has a rich history serving government clients, with strong commitment and the expertise to meet our diverse clients' needs. We will continue to focus on flawless delivery of insightful solutions that set Kleinfelder apart, as we seek growth with our key state, local, and water clients."

—Andrea Baker, Business Development Manager

California Department of Water Resources, Urban and Non-Urban Levee Investigations

Ongoing Contract Yields Consistent Results

To help the California Department of Water Resources and other agencies assess the condition of both urban and non-urban levees throughout the San Joaquin River Flood Control System, Kleinfelder has been delivering on-call engineering support since 2007. Our work providing expert technical advice and consultation on subsurface explorations, geotechnical levee evaluations, preliminary design and costs, and geotechnical data management enables our client to make more informed decisions on levee repair assessments. With an emphasis on coordination, quality control, and sound project management, Kleinfelder is able to address the needs and concerns of multiple stakeholders in a thorough, efficient manner, while providing team members an ongoing opportunity to expand their engineering skills and expertise.

"Through the years, we've been able to demonstrate a high level of technical expertise in levee systems, and we expect to build on our long-term relationship with additional levee work moving forward." —Justin Kempton, Project Manager

DELIVERING INSIGHTFUL, SCALABLE SOLUTIONS TO GOVERNMENT AGENCIES FOR DAMS, LEVEES, WATER INFRASTRUCTURE, AND MILITARY FACILITIES.

Long-term trust

Insightful solutions

Efficient delivery

**STATE OF THE
MARKET**

Kleinfelder has significant opportunities to meet our clients' increasingly complex regulatory and funding challenges, simultaneously addressing the demands of aging infrastructure and more frequent severe-weather events.

Our project teams focus on the issues that matter to municipal, state, and regional governments, as well as federal agencies, to understand their requirements and serve as trusted advisors. We continue to exceed our clients' needs by using risk-based asset management solutions to develop long-term capital improvement plans and applying alternative delivery methods to reduce the cost and time required to implement solutions. More than ever, our multi-faceted service offerings are essential and valuable to our clients, from project inception to completion.



Kleinfelder staff remained onsite at all hours, enabling constant communication and acute assessment of construction services on this massive transportation project.

Washington State Department of Transportation, I-405 Express Toll Lanes Design-Build Around-the-Clock Work Supports Unique Project

The first of its kind in Washington State, the I-405 Express Toll Lanes Design-Build project runs 34 linear miles, including a braided ramp, multiple walls, and new tolling infrastructure, to create two 17-mile express lanes.

The unique toll project involved an intricate system of electrical work and a massive amount of repaving of the busiest freeway in Washington—all while keeping the route open. Kleinfelder brought together a multi-disciplinary team of key resources, electrical experts, and civil engineers to oversee quality management, including inspection, testing, and acceptance on this high-profile interstate route.

Serving as the project's construction quality manager, our dedicated team worked around the clock with design and construction to respond quickly to changes, coordinating between different staff and different project segments, to ensure peak performance against a tight budget and schedule.

Kleinfelder's ability to consistently perform against these high-pressure conditions has resulted in positive feedback from our client and a smooth operating environment for all stakeholders.

The project's success, relative to its enormous scope and size, is a direct result of our staff's willingness to work as a team. Constantly communicating between the owner, contractors, and other stakeholders, Kleinfelder's leadership reinforced key areas of focus throughout construction and clarified critical issues during materials review.

Additionally, open communication channels enabled greater responsiveness throughout this dynamic, influx highway upgrade, even when examining more than 40 different project elements a day.

Our trusted expertise and partnership on this major transportation effort has paid off. We have gone from providing quality assurance and testing work to supporting our teaming partners as a geotechnical engineer and structural designer for future bridge projects.

Furthermore, our leadership and integrity enables us to increase our reputation with the contractor and Washington State Department of Transportation (WSDOT), provide additional services, and help WSDOT set a standard for transportation work in the Northwest region.

"Communication between contractor, Kleinfelder, and WSDOT has ensured all project requirements are met. Our inspection and testing staff have become part of the client/project family, boosting morale and timely production of this critical project." —Steve Chase, Quality Testing/Field Supervisor

"The Transportation Market continues to grow across our various segments, and Kleinfelder is in a strong position to take advantage of new opportunities. Our deep expertise, wide-ranging capabilities, and exceptional project delivery make us the ideal engineering partner for clients seeking timely, cost-effective, and long-term solutions to their ongoing challenges."

—Dick Wells, Transportation Market Manager

City of Escondido, SR-78/Nordahl Road Overcrossing

Project Leadership Reduces Schedule, Community Impact

Located along the popular SR-78 corridor, the Nordahl Road Overcrossing project was designed to increase vertical clearance to eliminate collision occurrences, widen the bridge for additional left-turn storage capacity, and provide a means for future improvements to SR-78, as identified in the Regional Transportation Improvement Plan. The project involved working with multiple stakeholders, including the cities of Escondido and San Marcos, and oversight from Caltrans District 11 and the Division of Structures. Kleinfelder's leadership throughout this complex project enabled seamless incorporation of the team's innovative engineering design, which saved six months of construction time and reduced impacts to the surrounding community.

"We successfully delivered a talented team of engineers who were readily available and able to navigate complex agency processes and ensure all of our client's needs were met. Our collaborative efforts and innovative ideas helped accelerate project construction." —Andrew Sanford, Project Manager



Norwalk Transit District, Pulse Point

Innovative Design Turns Into Community Centerpiece

As prime consultant for the Norwalk Transit District's (NTD) Pulse Point enhancement project, Kleinfelder made key design choices to improve circulation, safety, and amenities at this 15-bus bay transfer stop in Connecticut. A stainless steel frame and tensioned-fabric structure—comprised of seven nested canopies—protects passengers from the elements in aesthetic fashion. Lit from below, the canopies' high-efficiency LED light fixtures reduce operational costs, while providing a pleasing environment and increased safety to this central commuter station, helping NTD offer better services to its bustling urban community.

"The community has embraced this project, and the NTD has received many positive comments, demonstrating Kleinfelder's ongoing value as a high-quality, sustainable solutions provider." —Al Bisacky, Technical Discipline Leader, Civil Engineering

Arizona Department of Transportation, US-89 Landslide Evaluation and Mitigation

Rapid Response Helps Mitigate Remote Transportation Emergency

When a large landslide occurred in February 2013, the Arizona Department of Transportation (ADOT) relied on Kleinfelder's geological and geotechnical expertise to lead and support its internal staff in evaluating and mitigating the damage. Through an existing subsurface investigations on-call contract, Kleinfelder assembled a team of top geological engineers from our offices nationwide to perform an immediate assessment—including helicopter reconnaissance, geologic mapping, field explorations, geophysical surveys, and stability analysis—at this remote desert location. The team's extensive collaboration resulted in an innovative construction solution to mitigate and restore the highway, providing the best technical fix for our client.



"In the last three years, our relationship with ADOT has grown significantly. We remain focused on being the best solutions provider, and we enjoy the work we do." —Keith Dahlen, Project Manager, Geotechnical Lead

LEVERAGING WORLD-CLASS TECHNICAL EXPERTISE FOR DESIGN, CONSTRUCTION, EXPANSION, AND MODERNIZATION OF OUR NATION'S INFRASTRUCTURE.

Reliable partnership

Client-driven innovation

Proven scalability

STATE OF THE MARKET

Kleinfelder is successfully leveraging the world-class experience and technical expertise of our team to expand nationally into planning, design, and construction management services. These capabilities apply to all transportation modes, including roads and bridges, rail transit, ports, and airports. Our current initiatives include bridge design, transit-oriented development, tunneling, and climate change solutions. Kleinfelder's extensive experience in the design-build and public-private partnerships (P3) alternate delivery methods positions us well, as funding for significant transportation projects will be dependent on these solutions.

CORPORATE TEAMS 2014



People have always been Kleinfelder's strongest asset. Today, our more than 1,800 employees remain the foundation of our company. Whether working behind the scenes or directly with clients and projects, our talented and passionate employees ensure we have a dynamic company that continues to grow forward.



New corporate headquarters in downtown San Diego.

Our corporate teams are the backbone of Kleinfelder, providing the infrastructure, support, and programs required to execute our business strategies and remain operationally sound. Working collaboratively across the organization, they ensure all our employees have the tools and programs to effectively, efficiently, and safely serve the interests of our clients, our company, and each other.

- Corporate Accounting and Finance
- Corporate Marketing and Communications
- Health and Safety
- Human Resources
- Information Technology Services
- Legal Department

Company Implements New Enterprise Resource Planning (ERP) System

Kleinfelder's new ERP system—Deltek Vision—was built through the same processes and principles it stands to support: cross-company collaboration and proactive project management.

More than just an infrastructure update, the transition to Deltek was a successful exercise in companywide cooperation and communication, bringing together Kleinfelder's Information Technology (IT), Accounting, Finance, Operations, Delivery, Sales, and Marketing teams to work on the largest corporate effort in our 53-year history.

The new system integrates many of our critical business applications—timesheets, expense reports, business development, client relationship management, project management, finance and accounting, resource planning, and project reporting—all in one streamlined platform and database. A two-year, \$3-million investment, Kleinfelder selected Deltek to replace our previous aging system.

With a rapidly growing suite of service lines and projects, Kleinfelder's internal infrastructure needed to support more business than ever before. Kleinfelder's IT leadership determined an entirely new platform would align more closely with the company's strategic vision, thus helping position Kleinfelder for a new level of best practices and continued forward growth.

"With Deltek, Kleinfelder's 1,800-person workforce now shares not only greater access to improved decision making and project management tools, but also the ability to truly grow forward with our projects and clients, with a stronger foundation than ever before." —Linda Lannen, Chief Information Officer

Beyond clearly demonstrating the new system's value to all stakeholders, the Deltek implementation team also used the transition as an opportunity to give Kleinfelder professionals a greater sense of collaboration and ownership. Maintaining a dedicated pool of experts to focus on managing risk and minimizing interruption, the team unified and developed the entire company through a rich, collaborative project culture.

Through strategic planning, extensive testing and training, and strong communication, team members across four time zones, three countries, and all business units were able to quickly, smoothly, and smartly transition and adapt to an entirely new ERP system.

The Deltek Vision implementation received a 2014 Project Management Institute (PMI) Award for Project Excellence.



Marketing Delivers More Client-Facing Information

Kleinfelder launched an updated website this past year, releasing a comprehensive view of our diverse, multi-faceted company into the online world. Kleinfelder.com now offers more access points for clients to engage with our market and service offerings. Whether browsing through market segments, searching for a specific service, or simply exploring our expertise, targeted information is easily accessible.

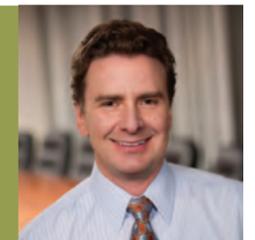
Kleinfelder's Corporate Marketing and Communications department collaborated closely with our market, delivery, and technical teams to produce detailed, accurate content, and then transform it all into an informative and visually appealing web environment.

The resulting website aligns with our clients' needs and perspectives. The new "Services" category, for example, enables visitors to see an expansive list of all Kleinfelder's multi-disciplinary service offerings, complete with representative project examples that demonstrate our industry leadership and expertise.

Through seamless integration with social media and a comprehensive resource library, our new website is a real-time representation of Kleinfelder to our clients, partners, and future employees around the world.

New CMO: Bart Schubert

Kleinfelder bolstered its management team with this newly created position, hiring Bart Schubert as the company's Chief Marketing Officer (CMO). In this role, Bart will help grow Kleinfelder's key market segments by driving business development and overall brand visibility.



Continued Investment Helps Employees Work Safely

Kleinfelder continues to invest in Health and Safety programs, including our Loss Prevention System (LPS), that empowers all of our employees, clients, and partners to make smart and safe decisions. Although we fell short of our ultimate goal of "zero injuries" this past fiscal year, several categories show a positive trend since LPS was introduced in 2007.

- 3,161 Loss Prevention Observations in 2013
- 702 Near Loss Investigations in 2013
- 0.64 OSHA Total Recordable Injury Rate, a 75% reduction since 2006, and the lowest in company history
- 0.06 OSHA Restricted Duty Injury Rate, up from 0.00 in 2013, representing a 95% reduction since 2006
- 0.17 OSHA Lost Time/Days Away Rate, up from 0.11 in 2013, representing a 72% reduction since 2006

Kleinfelder recognizes that safety is critical to our growth and success, both personally and professionally. Taking care of each other has been a key tenet since the company was founded in 1961, and we continue to make significant strides toward achieving our goals of zero injuries and zero vehicle accidents.

We devote significant resources in this area, and our progress—as shown through our injury rates and Workers' Compensation Experience Modification Rate (EMR)—is clearly evident. Over the past three years, we have invested in increased training, communications, and usage of our LPS tools and data.

"Our new online training program enables more comprehensive, flexible, and cost-effective delivery of safety training to our employees worldwide. This helps ensure ongoing safe work performance and compliance as we continue to grow with clients, perform new services, and enter new geographies."

—Robert Benamati, Vice President, Health and Safety

Recognizing that vehicle accidents are one of our most significant risks, we also deployed a Defensive Driving Program—our largest training initiative since the implementation of LPS. This effort reached more than 1,300 employees in just four months, providing the awareness, knowledge, tools, and training required to improve our vehicle driving safety performance as we grow forward.

INDUSTRY ACCOMPLISHMENTS 2014

Kleinfelder continuously shares our knowledge and experience to advance the industry. As innovators and thought leaders, our employees are frequently sought by associations, committees, conferences, and publications to help shape issues that matter to the industry, our clients, and the world.

2013 Technical Seminar Session

Growing and Investing in Our People

Delivering the right solutions begins with developing bright people. Whether through a fast-track career boost, such as our RightStart program, an ongoing mentoring program, such as our FastForward offering, or an internal professional society, such as InExchange, Kleinfelder offers its employees every opportunity to grow, develop, and take control of their career paths in a fulfilling way. At our biannual technical seminar, the sharp minds of employees from Kleinfelder offices around the world join for an intensive time of sharing and showcasing our latest solutions and successes. Kleinfelder's ceaseless commitment to keeping its professionals informed, engaged, and energized at every step of their career journey makes for a thriving work environment and, in turn, innovative project solutions our clients can depend on.

Corporate Rankings

Kleinfelder ranked as follows on these respective industry lists:

39—Top 500 Design Firms (2014), *Engineering News-Record**—Up from 42 in 2013

61—Top 200 Environmental Firms (2013), *Engineering News-Record*—Up from 64 in 2012

63—Top 100 Construction Management-for-Fee/PM Firms (2014), *Engineering News-Record*—Down from 53 in 2013

98—Top 150 Global Design Firms (2014), *Engineering News-Record*—Down from 91 in 2013

175—Top 225 International Design Firms (2014), *Engineering News Record*—Up from 200 in 2013

244—Top 500 Architecture Firms (2013), *Architectural Record*—Up from 248 in 2012

* Among privately held firms, Kleinfelder ranked 19 in ENR's Top 500.

Award Highlights

Kleinfelder is known for its award-winning projects and people, including those highlighted below:

- **Colusa 20 Embankment Stabilization Project**—Caltrans, Excellence in Transportation, Innovations
- **Deltek Vision Implementation**—2014 PMI Award for Project Excellence
- **East Framingham Sewer Improvements**—ACEC-Massachusetts, Engineering Excellence Silver Award
- **Kleinfelder**—ExxonMobil Environmental Services, Safety Award



- **Kleinfelder Australia**—BP, Certificate of High Achievement, Health, Safety, Security, and Environmental Management Systems

- **Major General Maurice Rose Armed Forces Reserve Center**—Design-Build Institute of America, New England Design-Build Award

- **Merrimack River Crossing**—ACEC-New Hampshire, Engineering Excellence Special Projects Award

- **John Moossazadeh**—SAME, Regional Vice President Medal



• **Lise Muco**—ASCE, 2013 Outstanding Younger Civil Engineer

- **Bart Patton**—ACEC, 2013 Chairmen Emeritus Award

- **Elizabeth Schroth-Nichols**—ASCE, 2014 Outstanding Younger Member

- **Snoqualmie Falls Hydropower Plant Redevelopment**—ACEC-Washington, Gold Award for Social, Economic, and Sustainable Development

- **Spanish Creek Bridge**—ENR California, Best Project (Highways/Bridges); ASCE-Sacramento, Geotechnical Project of the Year; Caltrans, 2013 Excellence in Transportation

- **Terminal C Checkpoint Consolidation and HVAC Improvements**—CMAA, Building Project of the Year

- **Ted Tyler**—U.S. Patent and Trademark Office, Notice of Allowance for Remediation Process Patent

- **Larry VandeVenter**—AWWA, Silver Water Drop Award (30-Year Membership)

Notable Contributions

Our employees' commitment to the industry and passion for sharing knowledge is evident in their many resourceful contributions, including those below:

- **Al Bisacky and Daniel Tenney**—Published article in *The Military Engineer*, titled "From a Green Roof to a Golden Outcome"

- **Adam Blundell and Bill Golightly**—Published article in *Australia Mining*, titled "Asset and Risk Management Integration: Reducing Costs in Six Steps"

- **Bob Brandon and Bill Naughton**—Published article in *The Military Engineer*, titled "New Joint Force Headquarters Emphasizes Commitment to Sustainability"

- **Cecilia Carrion-Carmona**—Published article in *World Water*, titled "Low-Cost, Scalable Treatment for Haitian Hospital"

- **Steve Carty**—Published article in *Chemical Processing Magazine*, titled "Consider Natural Gas"

- **Michael Crowley**—Published article in *Renewable Energy World*, titled "Rethinking Solar Array Field Conventions"

- **Lisa Dickson and Gilbert Long**—Published article in *Storage Terminals Magazine*, titled "When Storm Clouds Gather"

- **Edward DiSalvio**—Published article in *New England Construction Magazine*, titled "MBTA Readies for Renovation of Critical Public Transit Stations"

- **Rodney Eisenbraun and Laura LaRiviere**—Published article in *WaterWorld*, titled "A Flood of Knowledge: Dam Safety Lessons Learned from Colorado's Recent Floods"



• **Bob Fassett**—Published in *Bloomberg*, titled "Decades of Ruptures from Defect Show Perils of Old Pipe"

- **Betsy Frederick and Ray Ferrara**—Published article in *American City & County*, titled "The Combined Sewer Conundrum"

- **Jim Frost**—Featured on NBC 7 San Diego News, Coronado Bay Bridge Project

- **Mark Hudson**—Published article in *Oil & Gas Monitor*, titled "Increased Scrutiny of Radon in Methane Gas Streams Puts Operators on the Hot Seat"

- **Jason Lavoie, Berkley Myers, and Thomas Ritchie**—Published article in *Water Utility Infrastructure Management*, titled "Pushing the GIS Advantage"

- **Jeremy Newstead**—Published article in *Storage Terminals Magazine*, titled "Site Specific"

- **David Peeling**—Published article in *WaterWorld*, titled "Profitable Improvements"



• **Laura Robinson**—Published article in *BSCESNews*, titled "Springfield Water and Sewer Commission Protects their Largest Assets for the Long Haul"

- **Charles Sacre**—Co-authored article in *BSCESNews*, titled "Our Experience in Dealing with Disasters: Are We Prepared?"



• **Raj Singh**—Co-authored book titled, *Preparation of Construction Specifications for Civil Projects*, ASCE

- **Pete Stroud**—Published article in *CENews*, titled "Coastal Watershed Restoration"

Event Participation

This past year, Kleinfelder participated in several industry conferences and meetings. Below is a sampling of the diverse papers and presentations that were delivered by our employees:

Steve Ackerslund "Case Studies in Risk Management"—Environmental Summit 2013

Steve Adams "Emerging Issues in Environmental Resource Permitting"—Environmental Permitting Summer School FL Chamber 2013

Thomas Amidon "Nutrient Regulation One Size Never Fits All"—New England Water Environment Association 2014



Liz Bissonnette "Successfully Incorporating Climate Action Plans into Campus Master Plans"—Greater Portland Sustainability Council

Mike Cable "Client Case Study: Modeling the Who, What, and Where of Kleinfelder's Business"—Deltek Insight 2013

Stephen Caruana "Condit Dam Decommissioning: What Happens When You Blow a Big Hole in a Dam?"—River Restoration Northwest 2014

Jason Chan "Multiple Lines of Evidence Approaches to Vertical Communication Evaluation"—International Petroleum Environmental Conference 2013

Jim Cosgrove "NJPDES Permit Update: A Look to Your Future"—New Jersey Water Environment Association 2013

Sharon Crabb, Barbara Johnston, and Andrew Sly "Hazardous Waste Treatment: Conducting Third-Party Audits to Reduce Risk"—ILTA International Operating Conference 2013

Tim Crandall "The Four Acre Slab: Story of Commercial Development on a Landfill"—SWANA Landfill Symposium 2014

Andrea d'Amato "Bringing 'Lean' into Transportation Projects"—Transportation Research Board 2014

Jeff Davis "The Role of Non-Formal Learning Space in Student Engagement"—SCUP Pacific Regional Conference 2014

Scott Dwyer, Blair Loftis, and Randy Reid "Constraint Analysis for Siting Solar Energy Projects"—Society for Risk Analysis 2013

Nigel Fisher "Utilising Soil Microecology to Improve Rehabilitation Success"—Mine Rehabilitation and Closure Planning 2013

Brian Friedlich "Stormwater Treatment through Bioretention Features: Lessons Learned"—Mid-Atlantic Conference Water Resources

Indrani Ghosh and Christina Perez-Pedini "Re-designing for Climate Change"—GeoDesign Summit 2014

Julie Griffin New Leaders' Committee—ASFE/GBA Fall Conference 2013

Kash Hadipour "Social Media Strategy and Collaboration"—ACC/AAAE Airport Planning, Design & Construction Symposium

Jeff Hale "Regional Water Sourcing Assessment for Marcellus Shale Hydraulic Fracturing in West Virginia"—Oil Sands and Heavy Oil Technology

Dan Harpstead Speaker—5th Annual Promigas Operations Conference, Colombia

M. Ashraf Jahangir "Achieving Investment Success in Australia"—Australian American Chamber Energy Conference

Paul Morel "Genesee Avenue Pedestrian Overcrossing: A Concrete Bridge with High Degree of Curvature"—Western Bridge Engineers' Seminar

Ed Murawski "Exotic Vegetation 2013: What Is Their Real Impact?"—Phosphate Conference 2013

Chris Noland "Use of Distilled Water for Leak Detection in Sub-Slab Vapor Sampling"—International Conference on Soil, Water, Energy, and Air—East 2013

Nicole Peace "Integrating People and Tools: Enterprise GIS Success Stories"—GIS in the Rockies

Michael Sanders "It's a Jungle Out There and Software Can Help"—EWB Northeast Regional Conference 2014

Bill Siegel Speaker—2013 Capital Strategies and M&A Forum

Mariusz Sieradzki "Deep Dynamic Compaction: Practical and Cost-Effective Ground Improvement at the Port of Long Beach"—Ports 2013

Jeff Waller "Use of Saline Water in Compaction of Engineered Fills"—Geo-Congress 2014



Dick Wells Chairman, ACEC; ACEC U.S. Representative—FIDIC 100th Anniversary Gala



BUILDING COMMUNITY 2014

Through Kleinfelder's Corporate Social Responsibility program, our employees continue to proactively support the communities in which they work and live. Our corporate efforts, combined with individual office activities, contribute resources where they're needed most, focusing on the following areas:

Volunteerism

Ronald McDonald House Charities

Beginning in 2011, Kleinfelder established a three-year partnership with Ronald McDonald House Charities, to promote companywide community service and help families in need. Upon concluding our third year of commitment in March 2014, we are proud to announce the following accomplishments:

- \$155,000 in funds contributed
- More than 20,000 hours volunteered
- 25,000 pounds of food and goods donated
- More than 175 meals prepared and served at various Ronald McDonald homes

Looking ahead, Kleinfelder and our employees will continue to support RMHC and many other worthwhile causes globally and locally, donating time, energy, and financial resources to help make the world a better place. Kleinfelder also partners with Engineers Without Borders, supporting our employees' participation in projects around the world.

"We are a company that supports our communities through our people. Our employees showed pride and commitment through their time and effort spent giving back to such a great charity. Their collective volunteerism and personal contributions not only served many communities and others in need, but also helped make our company stronger."

—Marjorie Nishizaki, RMHC Program Manager

Sustainability

At Kleinfelder, sustainability is not an optional add-on to business strategy, but rather a core operating principle—and has been for years. As a company that promotes innovation, we continue seeking ways to drive sustainability, both internally and externally. Whether reducing the impact of our own business operations or supporting clients and communities with sustainable solutions, we remain accountable to environmental, conservation, and efficiency goals.

"Sustainability is not a service or solution, but a philosophy that shapes our approach to innovative problem solving. It's woven into everything we do."—Lisa Dickson, Vice President, Sustainability

Diversity

We recognize that all people can enrich our surroundings through their unique qualities, skills, ideas, and experiences, and such diversity strengthens not only our company and each other, but also our clients and communities. However, diversity is not just about gender, age, ethnicity, or religious beliefs. It comprises how we differ in our education levels, learning styles, job functions, socio-economic backgrounds, and even work-life balance. Developing programs and working with organizations that support people of myriad backgrounds, Kleinfelder continues to grow more diverse in many ways, making our company even more vibrant moving forward.

Kleinfelder Women's Network

Launching in FY15, the Kleinfelder Women's Network will provide opportunities for women to establish connections with each other, discuss topics of common interest, advise senior management, and grow with Kleinfelder.

- CONNECT—Connecting women across Kleinfelder and their communities.
- DEVELOP—Developing women through discussion on relevant topics.
- ADVISE—Advising senior leadership on gender-related issues that can help advance our retention, development, and recruiting efforts.
- GROW—Growing and improving Kleinfelder through an increased ability to attract, develop, and retain the best people.

Disaster Relief

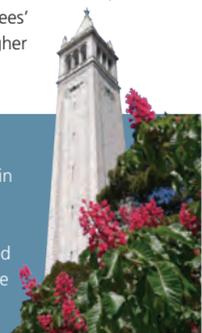
Since 2005, Kleinfelder and its employees have provided more than \$90,000 in assistance to fellow employees and nearly \$65,000 to other worldwide disaster relief efforts.

Kleinfelder Academic Scholarship Program

Since the program's inception, 178 scholarships have been awarded to many well-deserved young men and women. In 2013, Kleinfelder awarded \$49,000 to assist 22 interns and employees' children in pursuing their higher education goals.

James H. Kleinfelder Fellowship at UC Berkeley

In honor of our founder, Kleinfelder established the James H. Kleinfelder Fellowship in Geotechnical Engineering at the University of California, Berkeley, Jim's alma mater. The \$15,000 annual donation is awarded to graduate students in the geotechnical engineering field and serves to aid in easing the burden of increasing costs associated with higher education. The recipients of the 2013-2014 fellowship are Bradley Bonde and Amir Hedayat.



Thanks to the many Kleinfelder employees featured throughout this annual review.

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