

Cagatay Kurtulus, PMP®

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Role: Construction Project / Bid Director
Education: B.Sc. in Industrial Engineering
Galatasaray University, Istanbul – Turkey, 2002
Languages: English, French, Turkish
Experience: 20 years
Member of the OIQ, Candidate to the Engineering Profession

I am a bilingual Project and Bid Director with more than 20 years of experience in leading large multinational construction projects from proposal through to handover. In particular, in the last 8 years I have managed the bidding, construction, handover, and close out of several projects, including two tramway systems. I was the Project Director for the realization of 15-kilometre tramway project in Sétif, Algeria, that included infrastructure works, systems integration, operation and maintenance buildings (ICI), utility relocation as well as extensive urban development – façade to façade – along the route to integrate the new tramway into the cityscape. Additionally, I oversaw the post-construction periods of this project, and that of another 14-kilometre tramway project. I also led the successful proposals for a metro line extension project and a mainline railway project in Algeria, and several other railway, rapid bus transit, and tunnelling projects. As of September 2020, I have started working at Dragados in Canada and managed the RFQ and RFP processes for several projects.

My project experience spans leading commercial and contract negotiations, local subcontractor selection and management, local compliance, logistics and procurement organization, project controls, project and construction management, stakeholder relations, permitting, commissioning, handover, and close out. I have worked with different contract/delivery models, including EPC. The projects that I have worked on included substantial architectural, engineering, and urban development scopes, and have gained solid skills in integrating and managing multidisciplinary and multinational project teams. Moreover, my experience in each phase of a project lifecycle allows me to be an effective collaborator with clients, engineers, consultants, and subcontractors to ensure projects are delivered on time and on budget.

Professional Experience

Role:	Bid Director		
Employer:	Dragados Canada, Inc.		
Location:	Montréal, Québec		
From:	2020	To:	2022

Since joining Dragados Canada, I have been involved in the following major pursuits:

Acting Bid Director – Québec City Tramway, City of Québec, DBFOM

- Assisting in the development of commercial and technical pre-bid strategies, and in particular in the development of the bid management organization.

Bid Director for the following RFQ submissions

- Power Downtown Tunnel, Toronto, Bid-Build
- Île aux Tourtes Bridge, Québec, Design-Build-Finance

Technical Bid Director - Contrecœur Container Terminal, Montréal, Design-Build-Finance

- Assisted the development of the project management and construction approaches for the successful RFQ submission.

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Roles:	Bid Director and Post-Construction Project Director		
Employer:	Yapi Merkezi		
Location:	Istanbul, Turkey		
From:	2018	To:	2020

Bid Director

- Led business development and proposals for railway projects in French-speaking countries in Africa:
 - Metro line connecting Ain Naadja to Baraki in Algiers, Algeria
 - Railway projects in Algeria on the Annaba-Djebel Onk mining line
 - High-speed train line project in Tunisia
 - Bus rapid transit project in Dakar, Senegal
- Led the bid for the construction of TBM tunnels in a rapid railway transit system project between Delhi and Meerut (Package no.08) in India.
- Led business development efforts for potential new projects in Sweden and Canada.

Post-Construction Project Director

- Oversaw the post-construction management of the Sidi Bel Abbes Tramway project in Algeria during its guarantee period. I led the negotiations with the client on outstanding commercial issues and coordinated the resolution of deficiencies. This EPC project includes 14 km of double track tramway line with a maintenance and operation centre including administration, workshop, and storage buildings, and a depot yard.
- Oversaw the post-construction management of the Sétif Tramway project in Algeria during its guarantee period. I led the negotiations with the client on outstanding commercial issues and coordinated the resolution of deficiencies. This EPC project includes 15 km of double track tramway line with a maintenance and operation centre including administration, workshop, and storage buildings, and a depot yard.



Sidi Bel Abbes Tramway

My achievements include:

- Submitting the winning proposals for the construction of the mining railway line (Annaba-Djebel Onk Package No.02) and the extension project of the metro line in Algiers (from Ain Naadja to Baraki).

Project Name:	Sétif Tramway Project, \$453M, EPC		
Role:	Project Director		
Employer:	Yapi Merkezi & Alstom Consortium		
Location:	Sétif, Algeria		
From:	2014	To:	2018

As **Project Director** on the \$453M tramway project (EPC), I was responsible for:

- Managing and coordinating technical, financial, and contractual negotiations with the client (local transit authority Entreprise Métro Alger) and its engineering consultant (Yuksel), system partner of the consortium (Alstom), engineering companies (Systra for the track and urban development design and TEC4 for the design of maintenance and operation center and engineering structures), external and technical control companies, independent certification organization (Certifer), concessionaires, local authorities as well as the operation and maintenance teams.

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- Realization of the tramway infrastructure works, systems integration, and urban development along the route, which included building renovations and modifications, green and public spaces.
- Selection and management of local subcontractors.
- Incorporating snow and winter conditions considerations for maintenance and construction in the design and technical solution.
- Leading the mobilization period and oversaw the establishment of local and site offices.
- Overseeing the permitting, coordination, and relocation of 30 km of utilities.
- Overseeing construction of 15 km of double track railway platform along with a maintenance and operation centre (including administration, workshop, and storage buildings, and depot yard), one bridge, 24 passenger stations, park and ride sites, 1 high voltage station, 11 electrical substations, and ticket, administrative and commercial offices.
- Defining material and equipment needs and labor requirements, managing and controlling the budget and schedule of the project.
- Identifying and negotiating contract variations and claims.



Sétif Tramway

My achievements include:

- This complex project with more than 1500 workers was completed on time and on budget, which was a big achievement for the local transit authority.

Project Name:	Reutov Park Shopping Centre, \$113M, FIDIC Yellow Book		
Role:	Deputy Project Director - Design and Construction Management for civil and architectural works		
Employer:	Renaissance Construction		
Location:	Moscow, Russia		
From:	2013	To:	2013

As the Deputy Project Director on the Reutov Park Shopping Centre (95,000 m²), I was responsible for:

- Managing the development of the site, creating two parking floors of 1,000 spaces total and four floors of retail shops, fast food restaurants, ten cinema halls, and administrative space.
- Acting as lead on activities relating to civil and architectural works, coordination of fit-out for tenant spaces, and technical office operations.
- Managing the project schedule and workflow, ensuring tasks were completed on time and within budget.
- Managing design, project control, budget planning, financial reporting, logistics coordination, and procurement.



Reutov Park Shopping Centre

My achievements include:

- Successfully completing the project within a tight schedule, less than a year, despite winter conditions.

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Project Name:	American Embassy Construction Projects, multiple locations, Bid-Build		
Role:	Deputy Bid Director		
Employer:	Enka Insaat Ve Sanayi A.S.		
Location:	Istanbul, Turkey		
From:	2012	To:	2013

As Deputy Bid Director, I was responsible for:

- As part of a consortium, directing the bids for several American embassy construction projects, including the American Institute in Taipei, Taiwan; new embassy compounds in Benin, Cotonou; Swaziland; Moscow; and Riyadh.
- Travelled onsite to perform investigations, participated in project meetings, liaised with local construction companies, and conducted research on potential subcontractors to determine best fit for project needs.
- Attending kick-off meetings to acquire data, performing investigations on local country conditions, company registration procedures, tax laws, and labor regulations to facilitate the development of strategy, including determining labor requirements, logistics, materials, and prices of same.
- Produced reports for the company board on construction and resourcing strategies to receive approval to initiate proposals

My achievements include:

- Developed the successful proposal for the Moscow embassy compound.

Project Name:	American Embassy Compound, \$188M, Bid-Build		
Role:	Business Manager of Caddell Construction Co. - Project Controls Management		
Employer:	Enka Insaat Ve Sanayi A.S.		
Location:	Santo Domingo, Dominican Republic		
From:	2010	To:	2012

As the Business Manager of the \$188M project, my duties and responsibilities included:

- Managing project controls - planning, cost control, budgeting – and assisting the project management activities in planning, budgeting, and cost control.
- Serving as lead for mobilization process, overseeing execution of all related activities, first on the ground for the company to arrange logistics, building of camp.
- Collaborating with third-party legal advisors to ensure accounting systems and HR policies and procedures complied with local laws and regulations.
- Presenting project financials to headquarter on monthly basis, creating targeted recommendations for improvements.
- Acting as project controls lead, supporting project management activities and generating the schedule of works, estimates, forecasts, and payment schedules while also preparing, controlling, and monitoring cash flow.



American embassy, Dominican Republic

My achievements include:

- Acting as project controls lead, supporting project management activities and generating the schedule of works, estimates, forecasts, and payment schedules while also preparing, controlling, and monitoring cash flow.

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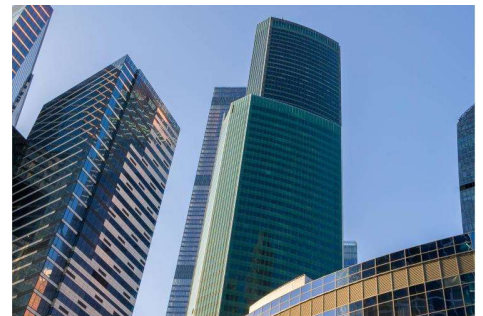
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Project Name:	Eurasia Tower Project, \$280M, FIDIC Red Book		
Role:	Project Controls Manager		
Employer:	Enka Insaat Ve Sanayi A.S.		
Location:	Moscow, Russia		
From:	2007	To:	2010

As Deputy Project Director for the 72-floor business complex construction project (\$280M, FIDIC Red Book, shell and core, at that time the tallest building in the city), I was responsible for:

- Managing the project schedule and workflow planning, ensuring tasks were completed on time and within budget.
- Directing the prequalification process for subcontractors, identifying requirements, developing detailed plans of action, and executing negotiations to set contract and commercial requirements.
- Producing monthly financial reports, presenting findings and recommendations to upper management.



Eurasia Tower

My achievements include:

- Providing assistance to headquarters during the claiming process for the work suspension spanning from 2009 to 2010 in the aftermath of the 2008 financial crisis.

Further relevant experience:

- **Project Control Supervisor**, Consortium "ENKA & Degrémont", Water Treatment Plant, Constant., Algeria, 2005-2007
- **Reporting Engineer**, TAV & Holdings Company JV, Airport Project, Cairo, Egypt, 2004 – 2005
- **Quality Control Engineer**, CIMTASNBO-ENKA Steel Processing Co. Ltd., Ningbo, China, 2003 – 2004