

## Executive Summary of Team Structure and Experience

### Lake Agassiz Partners

#### TEAM MEMBERS

<b>Consortium:</b>	Lake Agassiz Partners
<b>Guarantors:</b>	MINA Corp. and MINA Fund II (guarantor for Meridiam Agassiz Infrastructure, LLC)   AECOM (guarantor for AECOM Capital, Inc. and Rust Constructors, Inc.)   The Walsh Group Limited & Walsh Construction Group, LLC (guarantor for Walsh Investors, LLC and Archer Western Construction, LLC)
<b>Equity Members:</b>	Meridiam Agassiz Infrastructure, LLC   AECOM Capital, Inc.   Walsh Investors, LLC
<b>Lead Contractors:</b>	Lake Agassiz Constructors   Archer Western Construction, LLC   Rust Constructors, Inc. (an AECOM company)
<b>Lead Engineer:</b>	AECOM Technical Services, Inc.   Stanley Consultants
<b>Subcontractors:</b>	Gowan Construction, Inc.   Industrial Builders, Inc.   Knife River Corporation   Northern Improvement Company   Anderson Engineering of Minnesota, Inc.   American Engineering Testing, Inc.   Bartlett & West   TDKA   Odney

[See **Exhibit A**: chart illustrating the legal structure of Lake Agassiz Partners]

#### KEY PERSONNEL

<b><u>Principal in Charge:</u></b>	Elisabeth Hivon
<b>Years of experience:</b>	20+
<b>Relevant experience:</b>	As Executive Director and partner at Meridiam, Ms. Hivon has more than 20 years of experience in infrastructure project development and financing, business management, engineering design, and construction management. This diversified background gives her an exceptional understanding of the technical, commercial, and financial aspects of large and complex civil infrastructure projects, including managing integrated multidisciplinary consortia DBFOM projects through development, commercial structuring, financial solution assessment and arrangement, commercial and financial closing; integrating lifecycle approach from the earliest project development stage to achieve best value for money over the project term; leading financial structuring and negotiations with the banks, underwriters, and bond lenders (widely distributed and private placement); and leading project companies from development through construction to ensure continuity of leadership across the project phases.
<b>Prior projects:</b>	Region of Waterloo, Waterloo Stage 1 Light Rail Transit – Waterloo, Ontario   Alberta Infrastructure, Northeast Anthony Henday Drive (NEAH) – Edmonton, Alberta   Alberta Infrastructure, Southeast Stoney Trail – Calgary, Alberta   City of Edmonton, Edmonton Light Rail Transit Project – Edmonton, Alberta
<b><u>Lead Negotiator:</u></b>	Jonathan Dingle
<b>Years of experience:</b>	11
<b>Relevant experience:</b>	As Bid Director with Meridiam, Mr. Dingle is responsible for leading the development of DBFOM projects. He is involved at every stage of project development, including negotiating project structures with the procuring authority, preparing the commercial proposal, and reaching financial closing of projects. Prior to joining Meridiam, he served on the advisory side of P3 transactions with AECOM. This experience gave him a unique perspective and knowledge to guide advisors, lenders, and rating agencies towards a project structure with the best commercial and financial solutions. He has worked with

contractors (including Walsh) and technical teams to develop technical solutions that will ensure long-term maintenance viability both technically and financially for the authority. His unique combination of skills and experiences includes a leading role in the financial structuring of over \$6 billion of closed DBFOM projects, an ability to integrate lifecycle analysis into early stage design through technical advisory experiences, and a proven ability to partner effectively with Walsh through previous pursuits and AECOM as a former employee.

**Prior projects:**

Maryland Transit Administration/Maryland Department of Transportation, Purple Line Light Rail – Maryland (Washington, D.C. Area) | Illinois Department of Transportation and Indiana Finance Authority, Illiana Expressway – Illinois and Indiana | Texas Department of Transportation, North Tarrant Express Segments 3A and 3B – Fort Worth, Texas | Elizabeth River Crossings, Midtown Tunnel – Norfolk, Virginia

**TECHNICAL EXPERIENCE**

**Exhibit B: Technical Experience – Design and Engineering**

**Exhibit C: Technical Experience – Construction**

\*Note: Pursuant to the Request for Qualifications (“RFQ”), each Team was limited to the number of examples of prior technical experience they could provide: two (2) up to ten (10) for Design and Engineering and two (2) up to ten (10) for Construction. See pages 77 and 78 of the RFQ. While each company likely has many more relevant prior experiences, the drafters of the RFQ felt it was important to limit the amount of prior experiences provided to encourage each Team to focus on the most relevant prior projects.

# EXHIBIT A

- Meridiam Infrastructure North America Fund II, LP
- Meridiam Infrastructure North America Fund II AIV, LP
- Meridiam Infrastructure North America Fund II AIV II, LP

Meridiam’s investors are primarily US and international public pension funds and insurance companies.

The Walsh Group, Ltd. and Walsh Construction Group, LLC, both formed in Illinois, will serve as the financially responsible parties for Archer Western and Walsh Investors. AECOM, a Delaware incorporated company, with headquarters in Los Angeles, CA, is the parent of Equity Member AECOM Capital, AECOM Construction, and AECOM Technical Services (design).

## Construction Subcontractors

Our team subcontractors with parent companies are:

- Knife River is a subsidiary of MDU Resources, Inc., a publicly traded company incorporated in Delaware and headquartered in Bismarck, ND.
- NIC’s parent is McCormick Incorporated, a North Dakota incorporated company with headquarters in Fargo, ND.

## Design Subcontractors

Our team subcontractors with parent companies are:

- American Engineering’s parent company is American Consulting Services with headquarters in St. Paul, MN.
- Stanley Consultants, Inc.’s parent company is SC Companies, Inc., with headquarters in Muscatine, Iowa.

## Legal Organization

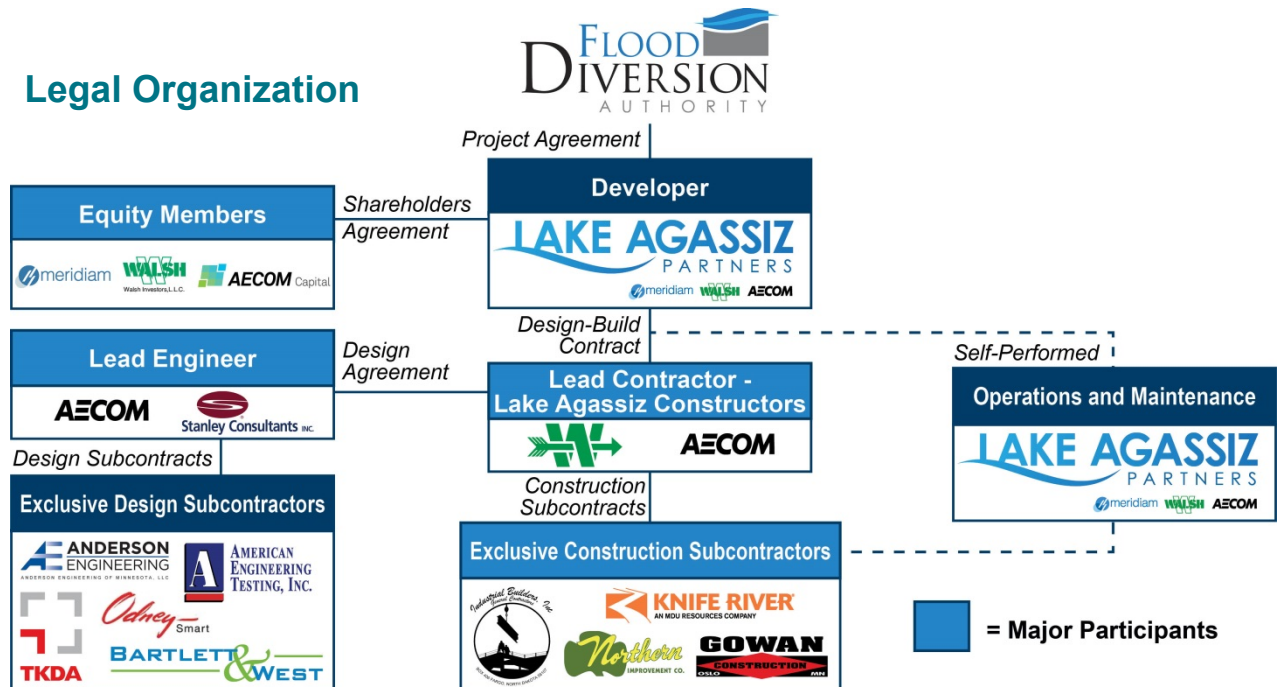


Exhibit 2.1. Lake Agassiz legal structure chart identifying our organization and Major Participants.



**EXHIBIT B**

**6.1 Form F1. Technical Experience - Design and Engineering**

Table F1. Experience of the Major Participants in Design/Engineering on Reference Projects<sup>17</sup>

Major Participant	Client Organization and Contact Name, Email and Phone Number	Project Name and Location <sup>18 19</sup>	Project Description <sup>20</sup>	Initial and Final Project Cost <sup>21</sup>	Construction Start Date	Scheduled and Actual Completion Dates	Project Type (D-B-B, DB, DBF, DBFOM)	Level of Major Participant's Participation <sup>22</sup>	Role of Major Participant on the Project <sup>23</sup>
AECOM (performed as URS)	USACE - New Orleans District Chris Dunn, PE PhD christopher.l.dunn@usace.army.mil 504-862-1799	Hurricane Protection Office Lake Pontchartrain Vicinity Flood Protection Project (LPV109, LPV110, and LPV111) New Orleans, LA	This project was design support under the Hurricane Protection Office contract for the Lake Pontchartrain Vicinity Flood Protection Program. Relevant design details include: deep mixing method, lightweight fill, wick drains, staged construction, and stability berms in challenging and soft soils.	\$700,000 / \$735,000 Construction cost	Mar 2008	2012	Early Contractor Involvement	95% design	Project design management, civil, geotechnical and structural engineering, and engineering during construction
AECOM (performed as URS)	U.S. Section of the International Boundary and Water Commission Valentin Arzola valentin.arzola@ibwc.gov 915 832 4712	American Canal Aqueduct El Paso, TX	AECOM completed the final design for the relining and rehabilitation of the American Canal in El Paso, TX. The project included complex hydraulic design constraints in the form of existing utilities, roads, and BNSF railways: multiple scenarios were modelled in HEC-RAS to optimize the channel. A large aqueduct for cross drainage and in-channel canal siphon structure are also specifically relevant to the Project.	\$45,000 Construction \$2,000 / \$2,300 Design cost (client initiated changes)	2011	2013 / Jul 2016 Construction throttled due to funding constraints.	D-B-B	100% design	Design of: hydraulic capacity modelling; groundwater remediation; design of canal lining; design of cross drainage; hydrology of cross drainage; treatment of groundwater; and design of box culverts.
Stanley Consultants	USACE - St. Paul District Bonnie Greenleaf bonnie.k.greenleaf@usace.army.mil 651-238-5445	Grand Forks Flood Risk Reduction Project Phases I- IV Grand Forks, ND	Planning, design, engineering and construction support of a comprehensive flood risk reduction system for Grand Forks, ND. The project included floodwalls, levees, interior drainage, pump stations, recreational improvements, public outreach, historical preservation, and aesthetic treatment of flood control features. Construction partners Industrial Builders, Inc. and Gowan Construction Inc. completed various construction contracts for this program.	\$93,000 / \$93,000 Construction cost \$5,505 Design cost	2001	2007 / 2008	D-B-B	\$5,504,678 (design contract) 100% of consulting design and engineering effort	Lead consultant developed project from planning through construction. Prepared construction documents for 12 separate construction contracts. Advised USACE during bidding and construction.
AECOM (performed as URS)	Louisiana Coastal Protection and Restoration Authority (CPRA) Brad Miller brad.miller@la.gov 225 342 4122	Maurepas Freshwater Diversion Project Maurepas, LA	AECOM completed the hydraulic modelling (HEC-RAS) and feasibility studies, final design drawings and specifications, preparation of bid documents, and submission of Section 10/404 and 408 permit applications for the Mississippi River reintroduction to the Maurepas Swamp. The design caters to the challenging soils and high water levels of the area.	Est \$150,000 Construction \$4,000 / \$4,000 Design cost	Design complete	Construction projected mid-2017, delayed due to revised USACE 408 Permitting process.	DBB	95% design	Project management, civil, hydraulic, structural, and geotechnical engineering. Prepared all construction documents.
AECOM	Alberta Transportation Tom Loo tom.loo@gov.bc.ca 780 415 4876	Northeast Anthony Henday Drive Edmonton, Alberta Canada	This project is the last leg of the Anthony Henday Drive project. Opened in 2016, this 26-kilometre, six and eight lane highway is part of the larger Edmonton Ring Road project, worth an estimated \$4 billion. Construction includes nine interchanges, two fly over roads, eight rail crossings, and two bridges over the North Saskatchewan River. Project financing included Meridiam and AECOM Capital.	\$1,400,000 / \$1,400,000 Construction cost	Aug 2012	Oct 2016 / Oct 2016	P3	100% design	Lead design firm

<sup>17</sup> Limit the information provided with respect to projects/contracts for design firms that were alternative delivery (e.g., design-build) to only design/engineering services, rather than including construction services.

<sup>18</sup> Provide information for two to 10 projects (total) on which any of the Lead Engineer, Lead Engineer Member (if any) or any other Major Participant (where relevant) has worked at any time. The page limit for this Form F1 is two pages. Provide additional information on five selected projects in the Technical Narrative Attachment to this Form F1. See the requirements for Part 3 of Volume 1 in Appendix C (Submittal Requirements).

<sup>19</sup> Only include projects on which the Major Participant was at least 30% responsible for the design and engineering work.

<sup>20</sup> The description should give an overview of the project.

<sup>21</sup> Provide the total construction cost budgeted and the total completed construction cost or the current estimate at completion (EAC). Respondents should specify amounts in units of 1000 US Dollars or where appropriate Respondents may make references to a different base currency, provided that any such amounts are also specified in US Dollars (e.g., £1,000,000 (\$1,400,000)) at the rate of conversion appropriate for the project being referenced.

<sup>22</sup> Quantify the Major Participant's participation in monetary terms and as percentage of the design and engineering work.

<sup>23</sup> Provide a brief summary of the role that the Major Participant played in the listed project (scope of work).

Major Participant	Client Organization and Contact Name, Email and Phone Number	Project Name and Location <sup>18 19</sup>	Project Description <sup>20</sup>	Initial and Final Project Cost <sup>21</sup>	Construction Start Date	Scheduled and Actual Completion Dates	Project Type (D-B-B, DB, DBF, DBFOM)	Level of Major Participant's Participation <sup>22</sup>	Role of Major Participant on the Project <sup>23</sup>
AECOM	California Department of Water Resources Richard Sanchez rsanchez@water.ca.gov 916-653-3927	California Diversion Sacramento, CA	AECOM was Program Manager and lead designer for the California Department of Water Resources on the San Francisco Bay Delta Isolated Conveyance Facility (ICF). Three alternatives were evaluated for the 40-mile long ICF. Two of the alternatives included channels of nearly 40 miles. The width of the channels was approximately 1400', with embankments that were a minimum of 35' high. The design capacity of the channel is 15,000 cfs and will require 18-20 bridges to be constructed across the canal plus over a 100 different utility crossings. The final design has commenced, funding is pending for finalization of construction designs and specifications and construction.	Est \$8,000,000 Construction cost \$60,000 / \$60,000 Design cost	Pending funding	Pending funding	D-B-B	100% design	Lead design firm
AECOM (performed as URS)	Panama Canal Authority Jorge Fernandez jfernandez@pancanal.com 507-276-1989	Panama Canal Expansion Project - Design of the Borinquen Dams and Pacific Channel Connection Panama	AECOM completed all design requirements including construction packages for the Borinquen Dam 1E, and technical and construction support for dams 2E, 1W, and 2W. Other activities included: characterizations of foundations and construction materials; analyses of seepage, static stability, and construction stresses; and analysis of impact loads under ship grounding using innovative techniques.  Excavation as deep as 60 feet and extensive dewatering will be required to remove spoil fills from the original canal construction and in-place alluvial soils. The Borinquen dams are earth core rock fill dams, with internal filter and drain systems.	\$375,000 Construction cost	Dec 2009	Jan 2014 / Dec 2016	CMAR	90% design	Lead design firm during all design phases and construction
AECOM	Water Security Agency of Saskatchewan Kimberly Kusch kimberly.kusch@wsask.ca 306-867-5558	M1 Canal Project, Outlook, Saskatchewan, Canada	AECOM has provided completed preliminary design, detailed design, tendering and full construction services of eight rehabilitation construction contract on the canal to date (total canal rehabilitated to date is 10.8 kilometers). The M1 Canal extends for 22.5 kilometers from Lake Diefenbaker (East Side Pumping Station) to Broderick Reservoir and was identified as a critical water source within the province of Saskatchewan.	\$90,000 Construction cost	September 2010	Estimated 2020. Project is subject to annual funding	D-B-B	100% design	Project design management, civil, geotechnical, and structural engineering, and engineering during construction
AECOM	Atkinson Contractors, LP and Walsh Construction Company Joint Venture Tim Stroud tim.stroud@atkn.com 703-216-1395	SR91 Corridor Design Build Corona, CA	AECOM is the lead designer for the 15.9 mile extension of tolled express lanes in the median of SR-91, as well as general purpose lanes and connectors. The project includes bridge design (4 new bridges and 2 widenings), roadway design, traffic design, Intelligent Transportation Systems (ITS)/electrical design, Maintenance of Traffic (MOT), extensive railroad and utility coordination, compressed design and construction schedule, canal crossings and a wide range of critical utilities. Walsh group undertook the construction of this project.	\$627,000 Construction Cost \$60,000 / on target Design Cost	July 2014	Jan 2017 / Jan 2017	DB	100% design	Lead design firm
AECOM	NTE Mobility Partners Theresa Poer theresa.poer@txdot.gov 817-370-6615	North Tarrant Express Fort Worth, TX	This 12-mile project is rebuilding the I-35W corridor in Fort Worth from downtown/I-30 to US 2 87 in Northeast Tarrant County. Scope includes 12-miles of freeway and frontage road reconstruction, 38 bridges, >1.1M sq ft retaining walls, and >130 utility conflicts. Early design optimization studies resulted in considerable construction cost and schedule savings while meeting project criteria and standards. Highlights include: 41% saving on bridge deck area; and 31% saving on retaining walls. With Meridiam financing and AECOM lead designer, this project demonstrates ability to work together on a major P3 project. Awards included: Best of the Best, Highway/Bridge Project, Engineering News-Record, 2015; America's Transportation Award, AASHTO, 2015; and Under Budget Award, America's Transportation Awards (Western Region States), 2015.	\$1,450,000 Construction Cost	2013	Jun 2015 / Oct 2014	P3	100% design	Lead design firm

EXHIBIT C

6.2 Form F2. Technical Experience – Construction

Table F2. Experience of the Major Participants in Construction on Reference Projects<sup>24</sup>

Major Participant	Client Organization and Contact Name, Email and Phone Number	Project Name and Location <sup>25 26</sup>	Project Description <sup>27</sup>	Initial and Final Project Cost <sup>28</sup>	Construction Start Date	Scheduled and Actual Completion Dates	Project Type (D-B-B, DB, DBF, DBFO&M)	Major Participant's Participation <sup>29</sup>	Role of Major Participant on the Project <sup>30</sup>
Walsh <i>(Walsh and Archer Western are Affiliates of The Walsh Group)</i>	Indiana Finance Authority Ron Heustis rheustis@indot.in.gov 317-234-2777	Ohio River Bridge East End Crossing P3 Utica, IN and Prospect, KY	The East End Crossing Project is a DBFO&M P3 project extending I-265 from Utica, IN to I-71 in Prospect, KY. The project constructed a new 2510' long, cable-stay bridge over the Ohio River and an 1800' long, twin-bore tunnel for the Gene Snyder Freeway under a historic and protected property. Earthworks of 5M CY was undertaken. Included is 35 years of O&M of the cable-stay bridge and approaches.	\$763,000 / \$788,000	Mar 2013	Jun 2017 / Dec 2016	DBFO&M	60%	Self-performing all excavation/embankment, drainage, foundations, bridges, paving, and tunneling.
Archer Western <i>(Walsh and Archer Western are Affiliates of The Walsh Group)</i>	USACE – New Orleans District Chester J. Ashley chester.j.ashley@usace.army.mil 504-862-1287	LPV111 - Improvements to the New Orleans East Back Levee New Orleans, LA	The AW-led team reconstructed 5.2-mile stretch of the levee adjacent to the Gulf Intracoastal Waterway (GIWW). The construction primarily included 2M CY of clay embankment with earth stabilization concrete works. Working closely with USACE and the designers (AECOM) during the ECI process, the project team saved \$60M of budget, reducing the impact of owner initiated change orders.	\$295,000 / \$347,000 Owner Initiated Change Orders offset by ITCs	Jun 2009	Jun 2011 / Aug 2011 Owner Initiated Change Orders	Early Contractor Involvement (ECI)	60%	Self-performed all QC, excavation, embankment, storm drainage structures, structural concrete, sheet piling, shoring of canal walls
Gowan Construction, Inc.	USACE – St Paul District Jay Bushy jbushy@minnkota.com 701-795-4000	Grand Forks English Coulee Diversion Grand Forks, ND	Construction of a 9-mile diversion channel around the city of Grand Forks, ND including ~1.3M CY earthworks. Three major drop structures were constructed at the outlet where the waters discharge into the Red River of the North. A half-mile grade raise was constructed on both lanes of Interstate 29 and on ND Highway 81. Performing the excavation during the winter months expedited the project timeline.	\$12,000 / \$18,000	May 2002	2006 / 2006	D-B-B	100%	Self-performed construction
AECOM <i>(performed as URS Energy &amp; Construction, Inc.)</i>	Agrium, Inc. Guylain Baril guylain.baril@agrium.com 877-247-4861	Kapuskasing Phosphate Mine Ontario, Canada	Over ten years, more than 80M CY of materials including clay, waste rock, and ore was excavated in the construction of mine facilities and operation of this mine. The experiences gained operating major earthworks fleet in cold weather will be invaluable to this Project.	\$240,000 / \$479,000 Owner initiated contract extension	2003	2008 / Jul 2013 Owner initiated contract extension	D-B-B	100%	Self-perform construction, operation, and fleet maintenance
AECOM <i>(performed as Washington Group Inc.)</i>	E-470 Public Highway Authority Neil Thomson nthomson@e470.com 303-537-3712	E-470 Toll Road Design-Build Project Segments II, III, and IV Denver, Colorado	Design-build, maintenance and support services for a new public highway. Services included transportation planning, engineering and design, preconstruction, procurement, and construction. AECOM also helped arrange the \$650 million financing to complete the project, and provided \$13M equity. Works included over 41 miles of road embankments, 76 bridges, and 27M CY of earthworks.	\$672,000 / \$572,000	1995	2013 / 2013	DBFM	55%	Self-perform design, construction, maintenance support, and financing

<sup>24</sup> Limit the information provided with respect to projects/contracts for construction firms that were alternative delivery (e.g., design-build) to only construction services, rather than including design/engineering services.

<sup>25</sup> Provide information for two to 10 projects (total) on which any of the Lead Contractor, Lead Contractor Member (if any) or any other Major Participant (where relevant) has worked at any time. The page limit for this Form F2 is two pages. Provide additional information on five selected projects in the Technical Narrative Attachment to this Form F2. See the requirements for Part 3 of Volume 1 in Appendix C (Submittal Requirements).

<sup>26</sup> Only include projects on which the Major Participant was at least 30% responsible for the construction work.

<sup>27</sup> The description should give an overview of the project.

<sup>28</sup> Provide the total construction cost budgeted and the total completed construction cost or the current estimate at completion (EAC). Respondents should specify amounts in units of 1000 US Dollars or where appropriate Respondents may make references to a different base currency, provided that any such amounts are also specified in US Dollars (e.g., £1,000,000 (\$1,400,000)) at the rate of conversion appropriate for the project being referenced.

<sup>29</sup> Quantify the Major Participant's participation in monetary terms and as a percentage of the construction work.

<sup>30</sup> Provide a brief summary of the role that the Major Participant played in the listed project (scope of work).

Major Participant	Client Organization and Contact Name, Email and Phone Number	Project Name and Location <sup>25 26</sup>	Project Description <sup>27</sup>	Initial and Final Project Cost <sup>28</sup>	Construction Start Date	Scheduled and Actual Completion Dates	Project Type (D-B-B, DB, DBF, DBFO&M)	Major Participant's Participation <sup>29</sup>	Role of Major Participant on the Project <sup>30</sup>
AECOM <i>(performed as Washington Group Inc.)</i>	San Roque Power Corp. Glenn Gaydar gaydar@sitheglobal.com 212-351-0092	San Roque Multipurpose Project Island of Luzon, Philippines	Remote mountain site 320 miles from the capital of Manila in the Philippines, this project is one of the largest hydroelectric, flood-control, and irrigation projects in Asian history. The feature is a 650' high rock-fill dam, which included 41M m <sup>3</sup> (~53.6M CY) of earthworks.  At its peak, more than 5,000 people were involved in the San Roque Project, entirely managed by AECOM personnel. Approximately 43 miles of access road were constructed and a housing village with room for 150 management personnel and a labor camp for about 800 employees were built to get the project started.	\$720,000 / \$720,000	1998	2004 / Nov 2006 Client directed adjustments to commissioning availability	Engineering, Procurement, and Construction (EPC)	100%	Engineering, procurement, and construction (EPC) contractor/design-builder with total control and responsibility for design, procurement, and construction of all project features, including the earth and rock fill dam, powerhouse access/haul roads, spillway, power and diversion tunnels, galleries, surge shift, and operators' village and all support facilities.
AECOM <i>(performed as Washington Group Inc.)</i>	USACE – Louisville District Mike Braden mike.e.braden@usace.army.mil 618-748-6460	Olmsted Dam Olmsted, IL	This project encompasses construction of a 2,700-foot-long concrete dam across the lower Ohio River using an innovative "in-the-wet" method. When completed, Olmsted Dam will consist of five 110-foot tainter gates and a navigable pass section with boat-operated wicket gates.  AECOM works closely with the USACE at all times to optimize the use of available funding for the Project. Most current award fee determination from the client provided excellent and very good ratings for all metrics including Cost, Schedule, Quality, and Safety.	\$561,000 / \$1,700,000 Client-approved scope additions and funding delays	Jan 2004	Dec 2011 / Mar 2019 Client-approved scope additions and funding delays	D-B-B including pre-construction services	55%	AECOM is lead partner. The joint venture self-performed: 96.4% and subcontracted: 3.6%
Industrial Builders, Inc.	BNSF Kristopher Swanson kristopher.swanson@bnsf.com 817 805 5187	BNSF-8 Bridges and Crash Wall-Williams, Mountrail and Ward Counties from De Lacs to Ray, ND	Self-performed construction of 8 bridges of different designs and a crash wall over the course of 13 months with both hot and cold-weather construction techniques. Bridge deep foundation types included driven H-pile, tube pile, and auger cast pile. Sub structure elements included precast pier caps and abutments as well as cast-in-place abutments that required cofferdams. Deck elements were pre-cast, set and grouted by IBI.	\$4,200 / \$4,700 Owner initiated change orders	Mar 2014	Nov 2014 / Apr 2015 Owner initiated change orders	D-B-B	100%	Self-performed construction
AECOM <i>(performed as URS Energy &amp; Construction, Inc.)</i>	USACE – New Orleans District Chris Gilmore christophor.e.gilmore@usa.ce.army.mil 504-862-1961	LPV146 - Levee Improvements and Floodwall Construction New Orleans, LA	Construction of 8 miles of flood control wall on the existing levee. ECI resulted in a shortened construction schedule and reduced project costs. Scope of work was expanded to include other parts of the St. Bernard levee. Through disciplined constructability reviews, and in spite of a lagging design effort (by others), AECOM provided over \$50M in cost- and over 97 days in time-savings. The impact of significant design changes was held to less than 2% of cost.  The clay used for this project was from a local USACE-approved clay pit. We self-performed all levee earthworks. Team completed earthwork fill for the 7.6-mile access road. This work has involved the placement of over 560,000 tons of sand and rock on specially designed geotechnical fabrics.	\$281,000 / \$271,800	Aug 2009	Jun 2011 / May 2011	Early Contractor Involvement (ECI)	Lead JV partner (50%)	AECOM was lead partner in joint venture with James Construction. AECOM self-performed preconstruction services and construction
AECOM <i>(performed as URS Energy &amp; Construction Inc.)</i>	Freeport-McMoRan Copper & Gold Duane Sexton 928-865-7400 duane_sexton@fmi.com	Morenci Tailings Expansion Morenci, AZ	Expansion of an existing tailings deposition system to accommodate increased milling operations, resulting from upgrades to the existing Morenci Concentrator and construction of the new Metcalf Concentrator. The existing tailings deposition system required upgrades and expansion to accommodate the increased tailing deposits. Improvements to the existing tailings storage expansion included construction the Expansion Pump Stations; Electrical Substation; Tailings Maintenance Facility; Concrete Launder Splitter Box; Seepage, Reclaim, & Storm Water Collection Systems; Tailing Delivery Pipelines; West/East Starter Dam; and Jacking Header Structure. The expansion dam included primarily civil work in the form of mass excavation (12M CY) and embankment construction (11.5M CY compacted fill).	\$240,000 / \$245,000	Feb 2012	Oct 2015	Engineering, Procurement, and Construction (EPC)	65%	Detailed engineering, procurement, and self-performed construction of 80% of the scope

[End of Form F]