

Executive Summary of Team Structure and Experience

Red River Valley Partners

TEAM MEMBERS

Consortium:	Red River Valley Partners
Guarantors:	Plenary Group (Canada) Ltd. (for Plenary Group USA Ltd.) Fluor Corporation (for Fluor Enterprises, Inc.) Barnard Companies, Inc. (for Barnard Construction Company, Inc. and Barnard Investments, LLC)
Equity Members:	Plenary Group USA Ltd. Barnard Investments, LLC Fluor Enterprises, Inc. Ames Construction, Inc.
Lead Contractors:	RRV Constructors Fluor Enterprises, Inc. Barnard Construction Company, Inc. Ames Construction, Inc.
Lead Engineer:	Parsons Brinckerhoff, Inc.
Subcontractors:	Barr Engineering Co. Kadrmas, Lee & Jackson, Inc.

[See Exhibit A: chart illustrating the legal structure of Red River Valley Partners]

KEY PERSONNEL

<u>Principal in Charge:</u>	Brian Clark
Years of experience:	15+
Relevant experience:	As Red River Valley Partners' Principal in Charge, Mr. Clark will serve as the executive level contact for the Authority throughout the full term of the Project. In addition to his executive level involvement, he will also lead Red River Valley Partners' bid development and, if successful, the commercial and financial structuring and documentation for financial close. Mr. Clark's specific experience and expertise includes the negotiations of risk transfer issues between the public and private sector with a view to maximizing the benefits delivered under the P3 model and ensuring the success of the Project; the management of infrastructure developments through the bid phase and design and construction phases, including issue resolution and stakeholder integration; and development and agreement of final project documentation to reflect the agreements between the public sector client and the private sector provider, as well as amongst the various contractor, operator, lender and developer/equity constituents of the private sector team.
Prior projects:	Winnipeg Southwest Bus Rapid Transit – Winnipeg, Manitoba US 36 Managed Lanes – Denver, Colorado Disraeli Bridges Project – Winnipeg, Manitoba Thunder Bay Consolidated Courthouse – Thunder Bay, Ontario Ministry of Government Services New Data Centre – Guelph, Ontario
<u>Lead Negotiator:</u>	Dan Stoppenhagen
Years of experience:	29+
Relevant experience:	As Red River Valley Partners' Lead Negotiator, Mr. Stoppenhagen will lead the negotiation of the Project Agreement in concert with the Principal in Charge, through the Proposal Phase of the Project, including the commercial and financial close. He will help lead the Red River Valley Partners' bid development and, if successful, the commercial and financial structuring and documentation for financial close. His extensive knowledge on commercial terms necessary to secure federal support will be instrumental in the development of the Project. Mr. Stoppenhagen's specific experience and expertise includes more than 29 years of involvement in major civil engineering projects, and 15

years of successful negotiation of risk allocation and commercial terms for successful infrastructure P3's throughout North America, many involving use of federal tools like TIFIA and PAB's for innovative financing support; guiding development teams on several hallmark P3 projects in North America, including the Right Honourable Herb Gray Parkway, both 95 and 495 Express Lanes, and Purple Line; leading bid teams in the successful negotiation and best-value bids on extremely challenging civil infrastructure projects, including the Dallas Horseshoe, SH 161, SH 281 in San Antonio, and Bergstrom Expressway in Dallas.

Prior projects:

Purple Line – Baltimore, Maryland | 95 Express Lanes – Northern Virginia | Right Honourable Herb Gray Parkway, formerly Windsor Essex Parkway – Windsor, Ontario

TECHNICAL EXPERIENCE

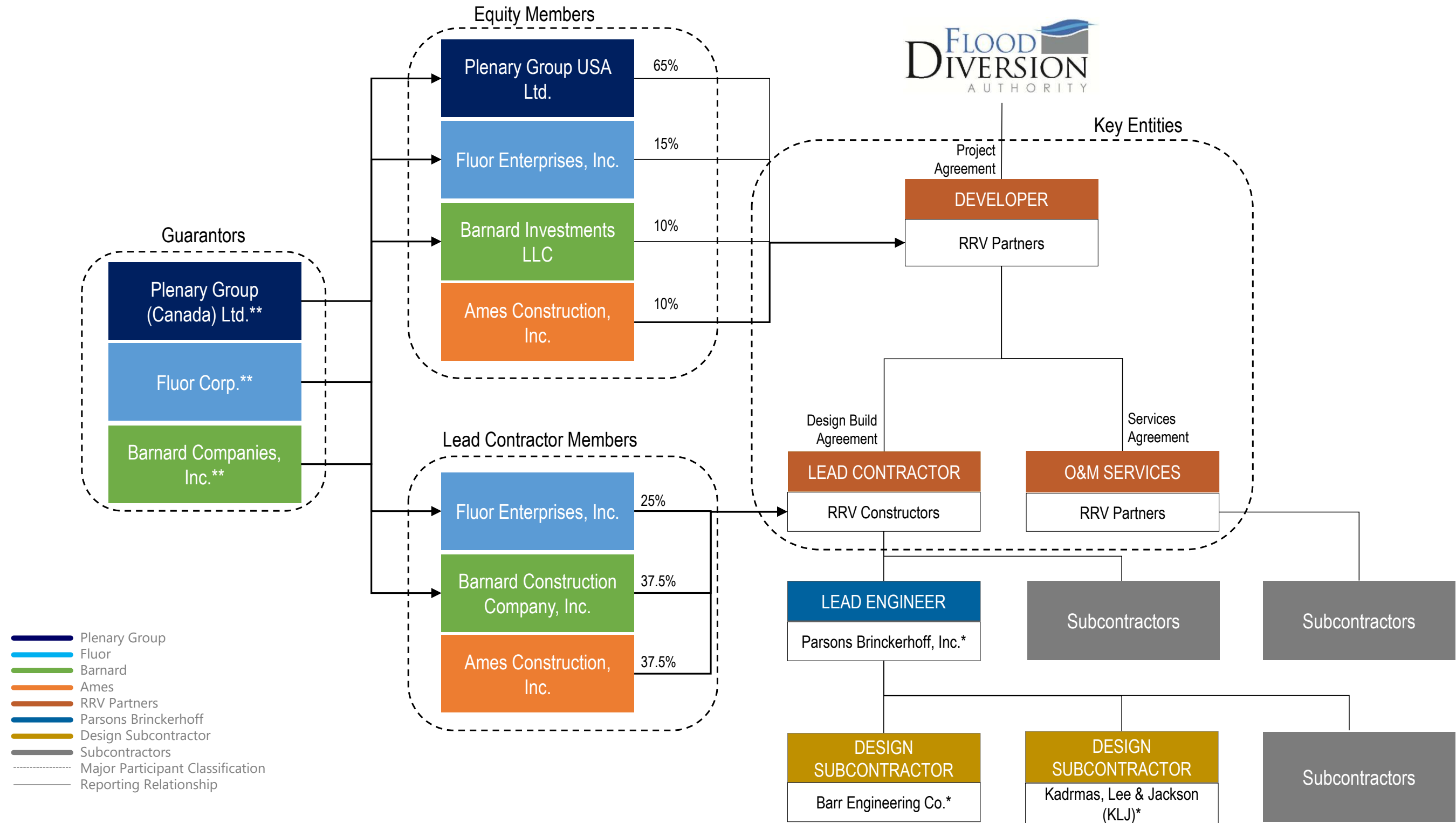
Exhibit B: Technical Experience – Design and Engineering

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

Figure 2.1-1: Red River Valley Partners Legal Structure



* Note, the Lead Engineer and design Subcontractors listed will not include parent company guarantees as they are the direct contracting entities. The performance of these aspects of work will be secured by the parent company guarantees at the RRV Constructors level.

** Parent Companies.

6.1 Form F1. Technical Experience - Design and Engineering

Table F1. Experience of the Major Participants in Design/Engineering on Reference Projects ¹⁷									
Major Participant	Client Organization and Contact Name, Email and Phone Number	Project Name and Location ¹⁸ 19	Project Description ²⁰	Initial and Final Project Cost ²¹ (000's)	Construction Start Date	Scheduled and Actual Completion Dates	Project Type (D-B-B, DB, DBF, DBFOM)	Level of Major Participant's Participation ²² (000's)	Role of Major Participant on the Project ²³
Parsons Brinckerhoff	US Army Corps of Engineers Coachella Valley Water District Dan Charlton, PE 760.398.2661 DCharlton@cvwd.org	Thousand Palms Flood Control Project Thousand Palms, CA A.K.A. White-water River Basin Flood Control	The flood control project will divert concentrated flows and surface water runoff from the Indio Hills away from developed areas, while protecting habitat for sensitive species habitat areas on the Coachella Valley Preserve. The project consists of four soil-cement-lined levees, totalling 7 miles in length , two trapezoidal soil-cement-lined channels totalling 1.6 miles, relocation of major utilities and two major road crossings . Scope includes preparation of final plans, specifications, schedule, and cost estimates for the flood control structures , roadway realignments, and other infrastructure.	Initial Cost: \$ 75,000 Final Cost (EAC): \$ 75,000	2018 (Est.) Design to be completed 12/2016 On-Track	Scheduled: 2022 Actual: On Schedule	D-B-B	Total Design Fees: \$1,250 PB Portion: \$1,100 (89%)	PB's design tasks included study and design of: <ul style="list-style-type: none"> ○ Levees and flood channels ○ Road crossings ○ Roadway and utility relocation <ul style="list-style-type: none"> ● Engineering analysis ● USACE and FEMA coordination/CLOMR ● Environmental compliance/MND and BA ● Utility relocations
Barr	Souris River Water Board David Ashley, Chairman 701.626.1566 dwashley56@gmail.com ND State Water Commission Tim Fay 701.400.1206 tfay@nd.gov	Mouse River Enhanced Flood Protection Project Minot, ND	The communities of Burlington, Minot, Velva, and Sawyer, North Dakota, have initiated a flood risk reduction project within the Mouse River Valley. Development of an enhanced flood risk-management plan includes flood control alignment study, rural flood risk reduction alternatives evaluation, and preliminary engineering for the entire reach of the Mouse River. Detailed hydraulic modeling using HEC-RAS . Design of Phases 2 and 3 within the City of Minot includes levee , road closure structure, pump station, and municipal infrastructure elements.	Initial Cost: \$ 820,000 Final Cost (EAC): \$ 820,000	Spring 2017 (Phases 2 & 3)	Scheduled: 2019 Actual: On Schedule (Numerous projects throughout Mouse River Basin)	D-B-B Multiple Projects	Total Design Fees: \$ 18,300 Barr Portion: \$ 12,300 (67%)	Lead Design firm for the City and performed relevant project design items including: <ul style="list-style-type: none"> ● Permitting – Section 408 (USACE), EIS ● Hydrologic and hydraulic system performance/HEC-RAS modeling, calibration and validation ● Interior drainage modeling ● Levee and floodwall design ● Pump station and gateway design ● Scour and bank stability analysis and design ● Geotechnical investigations and analysis/design
Parsons Brinckerhoff with Fluor Enterprises, Inc.	Texas Department of Transportation (TxDOT) Ceason Clemens, Project Director 972.421.2214 Ceason.clemens@txdot.gov	Horseshoe Design-Build Dallas, TX	Full reconstruction of the IH 30/IH 35E interchange in Dallas as well as construction of a signature bridge having two separate spans designed by architect Santiago Calatrava (the Margaret McDermott Bridge) are key features of this project. Approximately 80% of the 73 lane miles are being constructed on elevated roadway sections and require extensive traffic management systems to maintain safe travel speeds and worker safety zones. Despite experiencing three major flood events (>100-year flows), the project maintained all schedule commitments through priority shifts in design and construction. During these events, the existing levee and improvements were unaffected and 404 permit obligations were fully met.	Initial Cost: \$ 715,273 Final Cost (EAC): \$ 715,273	08/2013	Scheduled: 07 / 2017 Actual: On Schedule	DB	Total Design Fees: \$ 42,872 PB Portion: \$ 24,866 (58%)	As the Lead Designer relevant activities included: <ul style="list-style-type: none"> ● Design of 73 lane miles of roadway ● 42 new structures (bridges) with spans >250 feet ● 60 retaining walls ● Coordination with the 404 permit and USACE for all work in the Trinity River (floodway) including required impacts to the existing levee systems ● Hydraulic/hydrology modeling efforts ● Complex maintenance of traffic design ● Geotechnical investigations and engineering ● Environmental compliance/major flooding impacts ● Utilities/subsurface utility engineering
KLJ and Barr	Owner (Client): City of Grafton Nick Ziegelmann 701.352.1561 Nziegelmann@graftongov.com	Grafton Flood Risk Reduction Grafton, ND	KLJ, Barr, and Moore were retained by the City of Grafton to design a flood risk reduction project consisting of a 2.9 mile diversion channel and 8.5 miles of earthen tieback levees, three railroad bridges, one highway bridge, and two rock ramps were needed to facilitate the diversion channel and a hydraulic control structure in the river to direct flows into the diversion.	Initial Cost: \$ 53,000 Final Cost (EAC): \$53,000	Spring 2017 (Planned)	Scheduled: 2019 Actual: 2019 On Schedule	D-B-B	Total Design Fees: \$4,900 KLJ: \$2,100 (43%) Barr: \$1,450 (30%)	The Barr/KLJ team provided major design support for: <ul style="list-style-type: none"> ● Railroad, Roadway and Drainage Structures ● Geotechnical Investigation and Design ● H&H ● Hydraulic Structure and Rock Ramp Design ● Environmental Permitting/Wetland Mitigation Design

¹⁷ 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.

¹⁸ 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).

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

²⁰ The description should give an overview of the project.

²¹ 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.

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

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

<p>Parsons Brinckerhoff with Fluor Enterprises, Inc. and Ames Construction</p>	<p>Arizona Department of Transportation (DOT) Rob Samour, Project Director 602.768.4392 rsamour@azdot.gov</p>	<p>SR202L (South Mountain Freeway) P3 Phoenix, AZ</p>	<p>The SR202L is a \$1.75 billion (programmed) P3 for a new 22-mile freeway corridor comprising \$600 million in right-of-way acquisitions, \$63 million in utility relocations, \$50 million in approved ATCs, and a 30-year maintenance period. Construction aspects of the largest P3 project in Arizona’s history include 42 bridge structures, 13 service interchanges, 2 traffic system interchanges, 8 miles of new frontage/access roads, 9 million cubic yards of earthwork, 2.4 million square yards of new PCCP, 1 million tons of asphaltic concrete, 650,000 square feet of retaining wall, 1.2 million square feet of noise walls, and 150,000 linear feet of storm drain/culvert pipe.</p>	<p>Initial Cost: \$916,000 Final Cost (EAC): \$916,000</p>	<p>10/2016</p>	<p>Scheduled: 11/2019 Actual: On Schedule</p>	<p>DBM (P3)</p>	<p>Total Design Fees: \$ 61,241 PB Portion: \$ 31,845 (52%)</p>	<p>As the Lead Design firm for the entire project corridor relevant design elements include:</p> <ul style="list-style-type: none"> • More than 9.5 million cubic yards of mass excavation • Railroad coordination • 8-lane freeway bridge over USACE-controlled Salt River • USACE and 404 permit coordination including protection and improvement to existing levee system • Major utility coordination and relocations • Long-term maintenance contract
<p>Parsons Brinckerhoff</p>	<p>North Texas Tollway Authority Bob Patton 972.484.3801 Daniel J. Chapman – PM 972.628.3041 dchapman@HNTB.com</p>	<p>Geotechnical Levee Engineering for Trinity Parkway Dallas, TX</p>	<p>The Trinity Parkway will be the first toll facility within a US Army Corps of Engineer levee system. Extending approximately 7 miles through downtown Dallas, this \$1.2 billion project involves a number of interrelated projects including flood protection, environmental management, recreation facilities, transportation, and community development. Periodic reassessment of the levees’ ability to provide flood protection for the Standard Project Flood (SPF) is required.</p>	<p>Initial Budget: \$ 1.2 Billion Final Cost (EAC): \$ 1.2 Billion</p>	<p>N/A Project on hold pending funding</p>	<p>Scheduled: 2025 Actual: On Schedule</p>	<p>D-B-B</p>	<p>Total Design Fees: \$ 3,760 PB Portion: \$ 1,250 (32%)</p>	<p>Major subconsultant to the project’s lead design team. Relevant design work completed by PB includes:</p> <ul style="list-style-type: none"> • Finite element seepage and stability analysis for the levee within the floodplain • USACE coordination and Section 408 process submittals
<p>KLJ and, Barr</p>	<p>Prime Engineer (Client): Moore Engineering Lee T. Beauvais, PE 701.499.5809 lbeauvais@mooreengineeringinc.com Diversion Authority (Owner): Keith Berndt, PE 701.241.5720 berndtk@casscountynd.gov</p>	<p>Fargo-Moorhead Flood Risk Management Project Fargo, ND and Moorhead, MN</p>	<p>The project is programmed to be a large flood risk reduction project for the Fargo-Moorhead metropolitan area within the Red River Basin. The preliminary project includes a dam and large staging area south of town, levees in town, and a 30-mile diversion channel to carry large flood flows around the town. The final design will include multiple large control structures including aqueducts, drop structures and control/closure structures. In addition, a meandering low-flow channel will accommodate local drainage. All major features are designed in a setting that includes weak clays prevalent in the region.</p>	<p>Initial Budget: \$ 2.1 Billion Final Cost (EAC): \$ 2.1 Billion</p>	<p>TBD To be delivered as multiple, discrete projects</p>	<p>Scheduled: 2017 Actual: On Schedule</p>	<p>Split Delivery: D-B-B and DBFOM</p>	<p>Total Design Fees: Unknown KLJ Portion: \$ 3,200 (n/a %) Barr Portion: \$ 5,000 (n/a %)</p>	<p>Efforts by Barr and KLJ provided significant impact to the:</p> <ul style="list-style-type: none"> • Planning and preliminary design of all primary hydraulic structures, which included flow modeling with HEC-RAS (1D) and AdH (2D) software from USACE (Barr) • Detailed QC review of version 7.1 of the HMP and USACE HEC-RAS model • Geotechnical engineering including analysis of weak-clays prevalent in the region • Evaluation/design of low-flow channel cross section Erodibility testing/RVR Meander software
<p>Parsons Brinckerhoff with Fluor Enterprises, Inc.</p>	<p>CTRMA Justin Word, PE 512.996.9778 jword@mobilityauthority.com</p>	<p>US183 South (Bergstrom) DB Austin, TX</p>	<p>The US183 South Expressway Project extends 8.5 miles from US 290 to SH 71 in East Austin. The new expressway will serve as a gateway to Austin-Bergstrom International Airport and as a bypass to Interstate 35 reducing travel times and improving mobility for commuters, visitors, and local drivers. The project also includes \$25 million in multimodal facilities, landscaping, recreational and aesthetic improvements.</p>	<p>Initial Cost: \$ 581,000 Final Cost (EAC): \$ 581,000</p>	<p>06/2016</p>	<p>Scheduled: 10/2020 Actual: On Schedule</p>	<p>DB</p>	<p>Total Design Fees: \$ 28,343 PB Portion: \$ 16,156 (57%)</p>	<p>Served as Lead Design firm for the completed DB efforts with relevant project activities including:</p> <ul style="list-style-type: none"> • Contact sensitive design/project aesthetics/recreational facilities • Full hydraulic and hydrology analysis and design of the Colorado River crossing, four other channel crossings, and project-wide detention • 43 bridges/100 retaining walls/5 grade separated TIs • Multimodal – pedestrian friendly facilities, shared-use sidewalks, and bike paths.
<p>Parsons Brinckerhoff</p>	<p>Texas DOT Joel Mallard Project Manager 817.370.6500 Joel.mallard@txdot.gov</p>	<p>DFW Connector Grapevine, TX</p>	<p>Through the use of a CDA, the team developed 8.4 miles of roadway, including 4 highways, 3 interchanges, 5 overpasses, 37 bridges, new direct connect ramps and continuous frontage roads. At its widest, the SH114 highway will be 24 lanes wide with an estimated AADT of 359,000. The convergence and capacity improvement of State Highways 114 and 121 were designed and constructed to interstate standards, and included connectivity and expansion of the local managed lanes. This project includes a 30-year maintenance agreement.</p>	<p>Initial Cost: \$ 991,000 Final Cost: \$ 1.02 Billion Includes \$103 Million in Owner Added Scope</p>	<p>10/2009</p>	<p>Scheduled: 04/2014 Actual: 04/2014</p>	<p>DBM</p>	<p>Total Design Fees: \$ 41,710 PB Portion: \$21,272 (51%)</p>	<p>As Lead Design firm for the entire project corridor relevant project activities included:</p> <ul style="list-style-type: none"> • Design and construction of 37 bridges and 230 lane miles • Design and right-of-way services for 120 parcels • Stakeholder coordination with railroads and local, state, and federal entities • Major utility coordination and relocations • Long-term maintenance contract
<p>Parsons Brinckerhoff</p>	<p>Sacramento Area FCA Tim Washburn 916.874.7606 washburnt@saccounty.net Pete Ghelfi, Dir.of Eng. 916.874-8733 ghelfip@saccounty.net</p>	<p>Lower Sacramento River Regional Project Sacramento, CA</p>	<p>The project is a series of flood control improvements on four streams in an urban part of southern Sacramento County. The objective of the project is to increase conveyance capacity and provide a minimum of 100-year protection from high flows in the streams and high water in the Sacramento-San Joaquin Delta. Features include channel widening, channel lining, levees, reinforced concrete and sheet pile floodwalls, gated flood control structures, erosion protection, and borrow restoration.</p>	<p>Initial Cost: \$ 87,000 Final Cost (Act): \$ 87,000</p>	<p>01/2005</p>	<p>Scheduled: 2023 Actual: 2023</p>	<p>D-B-B</p>	<p>Total Design Fees: \$1,120 PB Portion \$1,060 (95%)</p>	<p>Design and engineering services through construction for three contracts including:</p> <ul style="list-style-type: none"> • Flood channels/levees/floodwalls • Bridge modifications/control structures • Utility relocations • Hydraulic analysis

6.2 Form F2. Technical Experience - Construction

Table F2. Experience of the Major Participants in Construction on Reference Projects ²⁴									
Major Participant	Client Organization and Contact Name, Email and Phone Number	Project Name and Location ^{25 26}	Project Description ²⁷	Initial and Final Project Cost ²⁸ (000's)	Construction Start Date	Scheduled and Actual Completion Dates	Project Type (D-B-B, DB, DBF, DBFO&M)	Major Participant's Participation ²⁹ (000's)	Role of Major Participant on the Project ³⁰
Fluor Enterprises, Inc. and Ames Construction, Inc.	Utah Department of Transportation (UDOT) Robert Stewart rstewart@utah.gov 801.440.5746	I-15 Corridor Expansion (CORE) Design-Build Lehi to Spanish Fork, Utah	Project reconstructed and widened 24 miles of I-15 with 40-year design life concrete pavement (2.8 million square yards). This project rebuilt 11 major interchanges, including 63 bridges and 12 temporary bridges for maintenance of traffic purposes. Fluor-led joint venture, along with Ames, met an aggressive 35-month schedule by using innovative means such as Accelerated Bridge Construction. Project was fastest paced billion-dollar design-build (DB) highway project in the U.S. Received 2013 DBIA National Award in Transportation.	Initial Cost: \$1,098,000 Final Cost: \$1,080,000	01/2010	Scheduled: 12/2012 Actual: 12/2012	DB	Fluor: \$457,920 42.4% Ames: \$351,000 32.5%	Fluor served as the managing partner of the Lead Contractor for the DB team, responsible for design and construction. Ames was an integral member of the Lead Contractor team.
Fluor Enterprises, Inc. and Parsons Brinckerhoff, Inc.	Texas Department of Transportation (TxDOT) Ceason Clemens, Project Director Ceason.clemons@txdot.gov 972.421.2214	Dallas Horseshoe Project Dallas, Texas	Project upgrades the aging IH 30 and IH 35E bridges that cross the Trinity River, as well as a portion of the Dallas Mixmaster. The project also includes construction of two Santiago Calatrava signature bridges. The Fluor-led DB team is responsible for design and construction of 73 lane miles of roadway that includes 42 bridges, 60 retaining walls , as well as utility relocations, drainage, earthwork, and pavement, which are all integrated with a complex MOT design. Spliced concrete girders with 250-foot spans to lessen impacts to floodways at Trinity River.	Initial Cost: \$715,273 Final Cost: \$715,273	08/2013	Scheduled: 07/2017 Actual: On target for 07/2017	DB	\$715,273 100%	Fluor served as the managing partner of the Lead Contractor for the DB team, responsible for design and construction. Parsons Brinckerhoff served as Lead Engineer.
Ames Construction	U.S. Department of the Interior, Bureau of Indian Affairs, Spirit Lake Tribal Nation Spirit Lake Tribe 701.766.4432 Paul Lee, Owner's Project Manager Kadrmass, Lee & Jackson Paul.Lee@kljeng.com 701.662.1960	Devils Lake – Flood Mitigation, St. Michael, North Dakota	Construction of 9.5 miles of earthen dam structures/roads for reservoir control. Project to mitigate flooding on Spirit Lake Reservation and Sheyenne River, and further downstream to the Red River , which contributed to frequent floods in Fargo, Grand Forks, and into Canada. Six earthen dams abutting Devils Lake were designed/constructed to align with stringent US Bureau of Reclamation standards. Installed sheet pile to control lake seepage, excavated below-dam unsuitable soils and replaced them with locally sourced clay fills. 24-hour construction throughout winter as emergency action to prevent local flooding and protect already installed elements from rising lake levels.	Initial Cost: \$42,600 Final Cost: \$68,700 Scope expanded by emergency redesigns during construction to mitigate rising lake level.	8/31/2009	Scheduled: 10/ 2011 Actual: 06/2013 Extended by emergency work to mitigate rising lake level.	D-B-B	\$68,700 100%	Prime heavy civil contractor. Demonstrated experience working with Red River Valley soil conditions and expertise with special measures used in completing earthwork in extremely cold (-20°F) temperatures. Demonstrated ability to maintain round the clock earthwork operations in sub-zero temperatures anticipated on the F-M Project.
Barnard Construction Company, Inc.	L.A. Dept. of Water and Power Nelson Mejia, Contracting Officer Nelson.mejia@ladwp.com 213.367.0800	Owens Lake Dust Mitigation	Completed multiple contracts over 16 years to treat and stabilize over 30 square miles of the dry Owens lakebed. Complex earth-moving and large-diameter pipe project included 11 million CY of earthwork , 40 pump stations, 140 miles of roadway/berms, and 600 miles of pipe. Achieved accelerated schedules to meet seasonal weather challenges , including extreme heat, high winds, and blowing dust.	Initial cost: \$658,900 Final cost: \$710,200	09/2000	Scheduled: 03/2016 Actual: 03/2016	Contract 1: D-B All other Contracts: D-B-B	\$710,200 100%	Barnard provided Design-Build services on the first contract, and was responsible for execution of the remaining contracts as the General Contractor.

²⁴ 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.

²⁵ 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).

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

²⁷ The description should give an overview of the project.

²⁸ 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.

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

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

<p>Ames Construction</p>	<p>Imperial Irrigation District, Paul Peschel pgpeschel@iid.com 760.339.9254</p>	<p>All American Canal Project, El Centro, California</p>	<p>Project consisted of excavating, dewatering and constructing a concrete liner for approximately 10 miles of irrigation canal. Included were five concrete structures, grading, trimming and lining five miles of existing canal. Scope included more than 5.5 million CY of earthwork embankment, 5.4 million square feet of PVC geomembrane liner, 4,400 CY of structural concrete and 850,000 square yards of 4-inch thick concrete lining. Specialty concrete work included four reinforced concrete transition structures, one reinforced concrete flow measurement and BLM road crossing structure, one reinforced concrete inlet structure, and a reinforced concrete storage outlet structure and pipeline. Cofferdams were installed at three locations and dewatering new canal excavations.</p>	<p>Initial Cost: \$67,585 Final Cost: \$75,085 Contract suspension pending 3rd party legal challenge; client initiated COs for bird mitigation, vegetation clearing, and confluence structure</p>	<p>Planned: 07/14/2006 Actual: 05/01/2007 Start delayed due to a third party legal action.</p>	<p>Scheduled: 10/31/2007 Actual: Accepted August 31, 2008</p>	<p>D-B-B</p>	<p>\$59,580 60%</p>	<p>Managing partner of construction joint venture. Performed all heavy civil elements, including earthwork, cofferdams, bridge, and concrete flow control and confluence structures, providing team expertise with all elements anticipated on the F-M Project.</p>
<p>Fluor Enterprises, Inc.</p>	<p>Infrastructure Ontario/ Ministry of Transportation, Ontario Garfield Dales Garfield.Dales@Ontario.ca 519.873.4791</p>	<p>Right Honourable Herb Gray Parkway (HGP) Windsor, Ontario, Canada</p>	<p>6.8-mile, six-lane, below-grade freeway featuring 11 wide oversized cut-and-cover tunnels, totaling 1.25 miles in length; 12 connecting bridges; a 4-mile service road; and extensive earth-retaining structures. Includes construction of surrounding interchanges, landscaped parklands, 12.4 miles of recreational walking/cycling trails and 300 acres of green space mostly built on top of tunnels.</p>	<p>Initial Cost: \$950,500 Final Cost: In progress</p>	<p>08/2011</p>	<p>Scheduled: 10/2016 Actual: On target for 10/2016</p>	<p>P3 (DBFO&M)</p>	<p>\$313,665 33%</p>	<p>Fluor is Lead Equity Member of the consortium responsible for financing, designing, constructing, operating and maintenance. Fluor is also a Lead Contractor Member of DB team.</p>
<p>Fluor Enterprises, Inc. and Ames Construction, Inc.</p>	<p>Minnesota Department of Transportation Jon Chiglo, Former MnDOT Project Manager Currently: Vice President WSB & Associates, Inc. jchiglo@wsbeng.com 763.512.5249</p>	<p>Trunk Highway 212 (TH 212) Design-Build Project Chaska, Minnesota</p>	<p>Fluor and Ames team design and constructed 11.75 miles of new highway realigned through two counties and four cities in the southwest metropolitan area of Minneapolis, MN. Construction included six new interchanges and 28 bridges. Project was MnDOT's largest design-build contract and received several awards. Worked with the U.S. Army Corps of Engineers and the owner to place a pier in the middle of a ravine, allowing shorter span lengths than originally planned and a more cost-effective bridge design.</p>	<p>Initial Cost: \$244,000 Final Cost: \$244,000</p>	<p>09/2005</p>	<p>Scheduled: 11/2008 Actual: 11/2008</p>	<p>DB</p>	<p>Fluor: \$80,520 33% Ames: \$80,520 33%</p>	<p>Fluor served as the Lead Contractor Member of the DB team, responsible for design and construction. Ames was an integral member of the Lead Contractor team.</p>
<p>Fluor Enterprises, Inc. and Ames Construction, Inc.</p>	<p>Denver Regional Transportation District David Genova, General Manager and CEO David.Genova@rtd-denver.com 303.299.2300</p>	<p>Denver Eagle P3 Project Denver, Colorado</p>	<p>Project involves design, construction, operation, maintenance, and partial financing of a new commuter rail system totaling more than 35 miles of primarily double-track electric commuter rail lines, 34 bridges, 14 stations with park-and-ride lots, 66 rail cars, and a 230,000-square-foot LEED certified maintenance facility. Project workforce exceeded 1,500 at its peak and achieved STAR status in OSHA's Voluntary Protection Program (VPP). Required extensive utility relocations, coordination with multiple stakeholders, and complex phasing to match ROW availability. Fluor and Ames are partners in project's DB team with Fluor also responsible for project O&M for 29 years.</p>	<p>Initial Cost: \$1,634,000 Final Cost: \$1,692,000 Difference primarily RTD proposed changes; remainder Tax MoR relief change orders.</p>	<p>05/2011</p>	<p>Scheduled: 10/2016 Actual: On target for 10/2016</p>	<p>DBFO&M</p>	<p>Fluor: \$676,800 40% Ames: \$423,000 25%</p>	<p>Fluor was the Developer, Equity Member, Lead Contractor, and a Member of the O&M joint venture. Ames was an integral member of the Lead Contractor team, and completed nearly 90 percent of the heavy civil construction for the project.</p>
<p>Ames Construction</p>	<p>Global Rail Group, LLC, Wayne Boich, Jr. CEO Boich Companies wayne@boich.com 614.221.0101</p>	<p>Bull Mountain Rail Spur, MT</p>	<p>Design-build construction of 36-mile long railroad spur with 5 bridges. Working under aggressive schedule, Ames moved 9.6 million cubic yards of earthwork in 9 months between September 2008 and April 2009, during an unusually cold winter. Project worked 24/7 to keep the fills "live" so they were not exposed to freezing temperatures for extended periods. Construction of five 3-span bridges structures with two of them providing crossings for county roads over the rail spur and the other three carrying the rail spur over highways.</p>	<p>Initial Cost: \$97,900 Final Cost: \$103,600 Six owner-directed change orders.</p>	<p>July 2008</p>	<p>Scheduled: 08/2009 Actual: 08/2009</p>	<p>DB</p>	<p>\$59,590 58%</p>	<p>Prime contractor and lead heavy civil constructor (rail and ties installed by a subcontractor). Demonstrated expertise in cold weather operations and ability to perform vast amount of earthwork in very short time, while maintain round the clock earthwork operations in sub-zero temperatures.</p>
<p>Barnard Construction Company, Inc.</p>	<p>U.S. Army Corps of Engineers John "Tony" Jettinghoff, Administrating Contract Officer John.A.Jettinghoff@usace.army.mil 561. 472.3511</p>	<p>C-44 Reservoir/Stormwater Treatment Area (STA) Project Martin County, Florida</p>	<p>Construction of a 9.2-mile-long, 30-foot-high earthen embankment to create a 3,500-acre reservoir. Construction requires 2 million CY of excavation and 8 million CY in embankment construction. Embankment's interior slope will be lined with 300,000 CY of soil cement. Project also includes construction of a reservoir discharge tower with bridge and gates; 1,110 LF of 78-inch pump station discharge piping; and approximately 60,000 LF of canal excavation and construction tying into stormwater treatment area cells.</p>	<p>Initial cost: \$197,700 Final cost: 197,700</p>	<p>11/2015</p>	<p>Scheduled: 05/2020 Actual: Estimated 05/2020</p>	<p>D-B-B</p>	<p>\$197,700 100%</p>	<p>Performing contract as General Contractor. Barnard is responsible for execution of the project as the General Contractor.</p>