

Executive Summary of Team Structure and Experience

Red River Partners

TEAM MEMBERS

Consortium:	Red River Partners
Guarantors:	Graham Business Trust (for Graham Construction Services, Inc. and Graham Capital Partners LP) Parsons Corporation (for Parsons Enterprises, Inc., Parsons Construction Group, Inc., and Parsons Transportation Group, Inc.) Alberici Corporation (for Alberici Constructors, Inc. and AIH FM Diversion, LLC) BBGI SICAV S.A. or any 100% subsidiary thereof (for its 100% indirect subsidiary to be incorporated)
Equity Members:	Graham Capital Partners LP Parsons Enterprises, Inc. BBGI SICAV S.A. or any 100% subsidiary thereof Alberici Corporation, on behalf of a 100% subsidiary, AIH FM Diversion, LLC
Lead Contractors:	Red River Constructors Alberici Constructors, Inc. Parsons Construction Group, Inc. Graham Construction Services, Inc.
Lead Engineer:	Parsons Transportation Group, Inc.
Subcontractors:	R.J. Zavoral & Sons, Inc. Strata Corporation Gladen Construction, Inc. Shannon & Wilson, Inc. Northern Technologies, LLC Ayres Associates

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

KEY PERSONNEL

<u>Principal in Charge:</u>	Duncan Ball
Years of experience:	25+
Relevant experience:	Mr. Ball brings more than 25 years of experience participating in and leading DBFOM procurements. He has worked on more than 25 DBFOM projects, and has achieved financial close on 13 of these. Mr. Ball will act as an executive level contact for the Authority, and will provide guidance to the team as a key member of the steering committees. Mr. Ball will focus on ensuring the project plans are sensible and reflect the requirements of the RFP. He will work within the integrated working groups to ensure the Authority's objectives drive the Project planning and risk allocation.
Prior projects:	Ohio River Bridges, East End Crossing – Kentucky and Southern Indiana North Commuter Parkway and Traffic Bridge – Saskatoon, Saskatchewan Northwest Anthony Henday Drive – Edmonton, Alberta Golden Ears Bridge – Vancouver, British Columbia Northeast Stoney Trail – Calgary, Alberta
<u>Lead Negotiator:</u>	Ruth McMorrow
Years of experience:	37+
Relevant experience:	Ms. McMorrow has more than 37 years of experience leading infrastructure advisory and debt finance teams in the U.S. market. She deftly assembles consortia of firms/individuals representing appropriate skills and disciplines needed to deliver projects and then leads the consortium throughout the procurement, development, and delivery phases. In addition to North American DBFOM projects, she has experience in Australia, and the European PPP market where she established Scotia Capital's European infrastructure finance team. She frequently leads the commercial discussions with public sector clients and their advisors, collectively representing the interests of all consortium members. Ms. McMorrow will provide overall management and direction in respect to legal negotiations during the RFP phase. Her focus is a cost-efficient, balanced approach

to rights and responsibilities under the project agreement, which then provides the framework for the drop-down of key responsibilities, e.g., design, construction, operations, etc., among the consortium members. In this role, she manages the consortium legal counsel and directly liaises with the consortium financing team and lenders counsel to ensure the commercial arrangements are acceptable to the lenders, their counsel, and rating agencies, if appropriate.

Prior projects:

Regina Bypass P3 – Regina, Saskatchewan | Pennsylvania Rapid Bridge Replacement – Pennsylvania | Portsmouth Bypass – Portsmouth, Ohio

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

Full Name	Legal Role Description
Parsons Construction Group Inc.	Red River Constructors will be an integrated company formed by the Lead Contractor Members and the Lead Engineer. Graham will be the managing partner of Red River Constructors. Red River Constructors will be responsible for all design and construction aspects of the Projects, as will be dropped down under the Construction Contract. This contract will also provide for a robust performance security package on a joint and several basis for the benefit of the Developer and lenders. Red River Constructors will enter into design and construction subcontracts with the Subcontractors listed below.
Alberici Constructors, Inc.	
Parsons Transportation Group	
OMR Provider (Red River Partners)	
Developer (Graham, Parsons, BBGI and Alberici's through their management thereof)	Red River Partners will have primary responsibility for the OMR scope that will be delivered through a combination of self-perform and subcontractor management. This approach will be developed collaboratively with our identified Subcontractors to achieve the most cost-efficient solution while ensuring full compliance with the Project Agreement requirements. Any Subcontractor selected will enter into a subcontracts with Red River Partners and, as appropriate, an Interface Agreement with Red River Constructors.
Subcontractors	
Ayers Associates	Entered into an agreement with Red River Constructors for the hydraulic analysis in the RFP phase and will enter into a detailed contract with Red River Constructors for the detailed design.
Shannon & Wilson, Inc.	Entered into an agreement with Red River Constructors for the geotechnical design in the RFP phase and will enter into a detailed contract with Red River Constructors for the detailed design.
Northern Technologies, LLC	Entered an agreement with Red River Constructors for the geotechnical analysis in the RFP phase and will enter into a detailed contract with Red River Constructors for the detailed design.
R.J. Zavoral & Sons, Inc.	Entered into agreements with Red River Constructors for the review and estimate of the earthworks (Zavoral, Strata Corporation and Gladen) and roadworks (Strata Corporation) in the RFP phase and, subject to the terms therein, will enter into a subcontract to deliver a defined scope. Zavoral and Strata Corporation with also participate in the OMR team.
Strata Corporation	
Gladen Construction, Inc.	

Exhibit 2.1-2: Legal Structure Chart

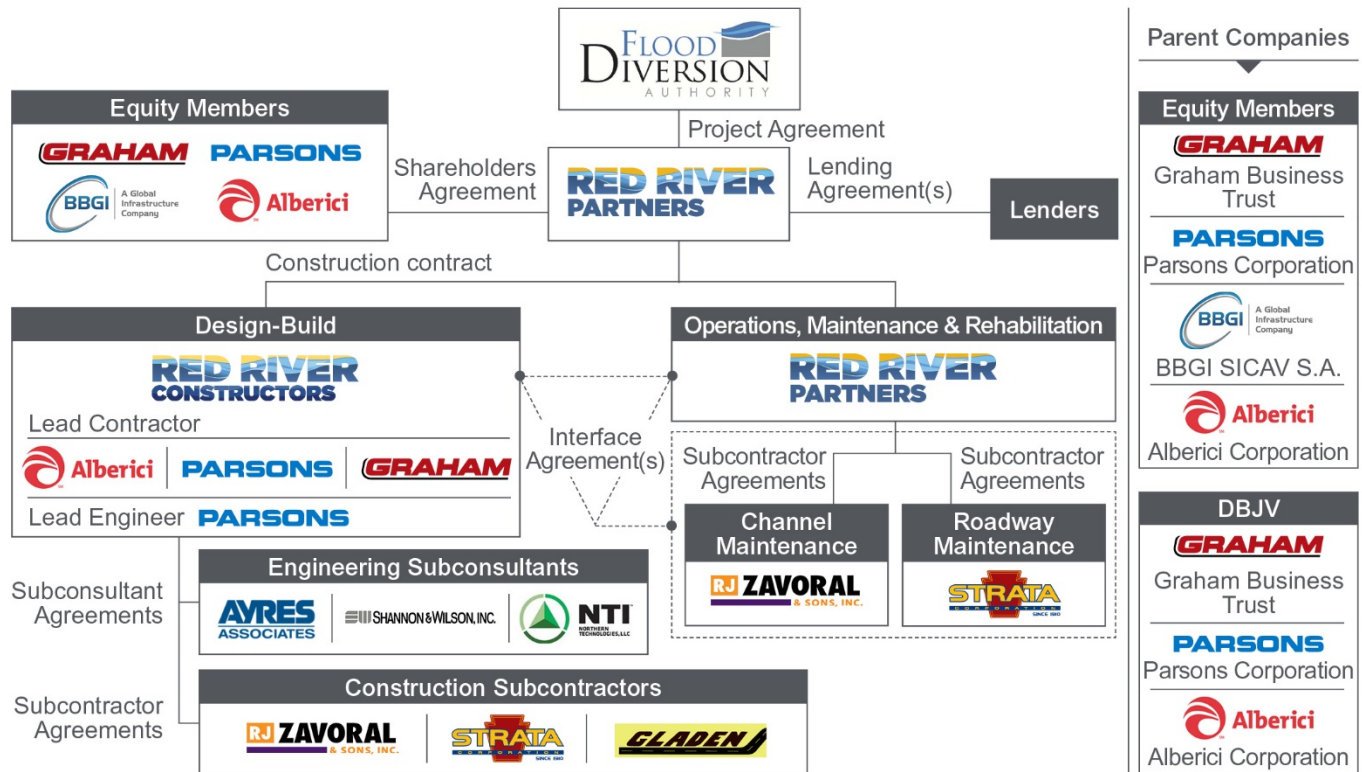


EXHIBIT B

FORM F1. TECHNICAL EXPERIENCE – DESIGN AND ENGINEERING

Table F1. Experience of the Major Participants in Design/Engineering on Reference Projects

Major Participants	Client Organization and Contact Name, Email and Phone Number	Project Name and Location	Project Description	Initial and Final Project Cost	Construction Start Date	Scheduled and Actual Completion Dates	Project Type (D-B-B, DB, DBF, DBFOM)	Level Major Participations	Role of the Major Participants on the Project
Parsons	Missouri Department of Transportation Ronald Morris ronald.morris@modot.mo.gov (314) 453-0580	The New I-64 Design-Build St. Louis, Missouri	The project reconstructed 10 miles of Interstate 64; widened and reconstructed the entire roadway; rebuilt 38 bridges; improved 11 interchanges; and constructed extensive retaining and sound walls, which required design and construction coordination with adjacent communities and property owners. A major project feature was the reconstruction of the I-64/I-170 interchange to a high-speed, fully directional facility. <i>Similar to the Project, this project required an innovative approach to earthworks and maintenance of traffic, and provided recreational facilities such as bike and pedestrian paths.</i>	Initial Project Cost: \$420,000,000 Final Project Cost: \$420,000,000	1/2007	Scheduled Completion: 12/2009 Actual Completion: 12/2009	DB	Percentage of Work: 45% of design \$36,078,005	Lead Engineer responsible for 45% of the design work and oversaw the remaining 55% completed by Subcontractors.
Parsons	Minnesota Department of Transportation Steve Kordosky steve.kordosky@state.mn.us (651) 366-5904	TH 61 Hastings Bridge Design-Build Hastings, Minnesota	Parsons' design featured an innovative 545-foot, freestanding, tied-arch bridge that was erected on barges and lifted 70 feet into place using strand jacks. The approach structures to the bridge include a five-span, full-depth solid, cast-in-place post-tensioned slab structure to the south; and a five-span, precast, concrete beam and deck structure to the north for an overall 11-span, 1,938-foot-long structure. Foundations include spread footings on rock for the south approach and driven-pipe piles for the river span and north approach. <i>Similar to the Project, this project was constructed in cold weather, included floodway hydraulic analysis, and constructed two bridges over active railroads.</i>	Initial Project Cost: \$120,000,000 Final Project Cost: \$130,000,000 <i>Reason for Difference: Owner-directed changes</i>	6/2010	Scheduled Completion: 12/2013 Actual Completion: 12/2013	DB	Percentage of Work: 66% of design \$13,593,732	Lead Engineer responsible for 66% of the design work and oversaw the remaining 34% completed by subcontractors. Design involved a vessel impact study, hydraulics, and wind and corrosion evaluations. Additional scope elements included roadway, drainage, maintenance of traffic, and overall quality systems management.
Parsons	Gila River Indian Community Pima-Maricopa Irrigation Project David H. DeJong DDeJong@gilariver.com (520) 562-6700	Gila River Indian Community – Gila River Irrigation Canal Sacaton, Arizona	Parsons provided alignment studies and conceptual designs for an irrigation canal for an area covering approximately 35,000 acres of existing and potential farmland in south-central Arizona for the Gila River Indian Community. The conceptual designs included 18 miles of concrete channel and pipeline capable of conveying up to 800 cubic feet per second and included structural lining, check structures, turnout structures, radial gates, canal routing, hydraulic and operational studies, siphon calculations, and various other canal and structure requirements. The project also included as needed drainage design to protect the irrigation canals. The project required close coordination with the Gila River Indian Community, the local flood control district and several US Government agencies. <i>Similar to the Project, this project used HEC-RAS hydraulic modelling to design the canal system drop structures and box culverts. The project was located in a rural and remote location and required coordination with numerous agencies.</i>	Initial Project Cost: \$80,000,000 Final Project Cost: \$80,000,000	8/1995	Scheduled Completion: 12/2013 Actual Completion: 12/2013	D-B-B	Percentage of Work: 100% of design \$6,600,000	Lead Engineer responsible for canal design services, large canal and pipeline, economic analysis and cost control, specification development; final design services for 22 miles of irrigation canal in the area; an additional 4 miles was added.
Parsons	South Florida Water Management District and US Army Corps of Engineers, Jacksonville District Janet Starnes jstarnes@sfwmd.gov (239) 338-2929	Picayune Strand Restoration Project - Pump Stations Naples, Florida	The Picayune Strand Restoration Project is the first Comprehensive Everglades Restoration Plan project under construction, and it will restore 55,000 acres of native wetlands and uplands and preserve South Florida's ecosystem. Parsons designed three major stormwater pumping stations with a total pumping capacity of 5,620 cubic feet per second, including redundant capability for safety. The three pumping stations include a total of six large 1,000-horsepower pump drive units plus 17 smaller units ranging from 200 to 500 horsepower. The design included multiple sluice gates and similar appurtenances, including 400-cfs gates for the recirculation bays for all three pump stations . All three pump stations are directly in line with waterways . Overall, the site is 8 to 10 feet above sea level, with a very high water table within 8 feet of the surface in the dry season. <i>Similar to the Project, this project constructed 10 miles of flood control levees, eight miles of drainage conveyance, and 3 miles of water distribution berms. The project also implemented HEC-RAS hydraulic analysis, maintained flood protection during construction.</i>	Initial Project Cost: \$250,000,000 Final Project Cost: \$250,000,000	Faka Union Pump Station: 1/2011 Merritt Pump Station: 1/2010 Miller Pump Station: 1/2010	Scheduled Completion: <i>Faka Union Pump Station: 7/2014; Merritt Pump Station: 5/2013; Miller Pump Station: 1/2010</i> Actual Completion: <i>Faka Union Pump Station: 12/2015; Merritt Pump Station: 7/2014; Miller Pump Station: Being completed by USACE.</i>	D-B-B	Percentage of Work: 100% of design for the pump stations \$25,000,000	Lead Engineer responsible for conceptual, preliminary, and detailed design, 3D hydrologic and hydraulic modeling, engineering services during construction, permitting and regulatory compliance, vulnerability assessments, and procurement documents.
Shannon & Wilson	City of Grand Forks Mike Yavarow myavarow@grandforksgov.com (701) 746-2640 Project Partner: U.S. Army Corps of Engineers, St. Paul, MN 55101	Flood Reduction Studies and Alternatives Evaluation Geotechnical Engineering City of Grand Forks, North Dakota	The USACE retained Shannon & Wilson to evaluate the proposed levee system and determine if there were possible geotechnical solutions to avoid the setback levee system. The results of our studies indicated that both drilled shafts and deep soil mixing were feasible and economically viable methods of stabilizing the soils along the riverbank. Shannon & Wilson designed the selected drilled shaft solution, which allowed the levee system to remain at the top of the riverbank and saved approximately 500 residential and commercial properties, including structures on the historic register. <i>Shannon & Wilson will use this experience and knowledge of the Red River Valley soils, along with their ability to explain complicated geotechnical analyses to local entities, to optimize slope angles along the diversion channel.</i>	Initial Project Cost: \$400,000,000 Landslide mitigation along Reeves Drive: \$1,500,000 Final Project Cost: \$400,000,000	2003	Scheduled Completion: 2004 Actual Completion: 2004	D-B-B	Percentage of Work: 50% for the Landslide mitigation along Reeves Drive. \$350,000	Subcontractor responsible for geotechnical evaluation and preliminary design and later final design of the drilled shaft system using 2D and 3D numerical modeling.

Major Participants	Client Organization and Contact Name, Email and Phone Number	Project Name and Location	Project Description	Initial and Final Project Cost	Construction Start Date	Scheduled and Actual Completion Dates	Project Type (D-B-B, DB, DBF, DBFOM)	Level Major Participations	Role of the Major Participants on the Project
Shannon & Wilson	City of Grand Forks Mike Yavarow myavarow@grandforksgov.com (701) 746-2640	Raw Water Intake and Transmission Lines Project City of Grand Forks, North Dakota	Shannon & Wilson assisted in the design of a critical raw water intake project to obtain raw water from both the nearby Red and the Red Lake Rivers to provide redundancy and for blending purposes. The new pump station was constructed behind the USACE levee system. To provide the required gravity flow, the pump station was located about 70 feet below the ground surface and four 30-inch-diameter pipelines were installed from the base of this pump station to the river sources. The depth of the pump station and the size of the lines precluded conventional trenching, and instead required horizontal boring for the pipes. The pump station was installed using a sinking caisson procedure in the weak Red River Valley soils. <i>Shannon & Wilson's Greg Fischer (Geotechnical Design Lead) was the geotechnical engineer of record on this project and his work is unique to the area and gives him greater insight into the behavior of these soils to evaluate settlement and bearing capacity of foundations and subgrades for pavements and utilities. This information will provide the Authority with more reliable designs without the added conservatism that results from the lack of quality data.</i>	Initial Project Cost: \$20,000,000 Final Project Cost: \$20,000,000	2004	Scheduled Completion: 2005 Actual Completion: 2005	D-B-B	Percentage of Work: 100% of the geotechnical studies. \$161,000	Subcontractor provided geotechnical recommendations for the design and construction of the caisson and over 2,000 feet of horizontal directionally drilled (HDD) transmission lines. Also provided special inspection during construction.
Northern Technologies, LLC	Ulteig Engineers Kris Carlson, P.E. kris.carlson@ulteig.com (218) 846-7728	Oakport Township Flood Control Clay County, Minnesota	NTI provided exploration services, geotechnical consulting, and construction material testing for the multi-phase flood control levee protecting Oakport Township, Cass County, Minnesota. NTI consulting services included assessing stability of current embankments with and without proposed levee construction. Such findings provided basis for determination of compliance of levee construction to USCOE design protocol. Results from preliminary review supported opinion that the purchase of select residential properties and movement of levees further from the Red River of the North was more preferable and cost effective. Subsequent to the geotechnical study, NTI provided oversight and material testing services of site corrective earthwork and construction of earthen levees. <i>Similar to the Project, geotechnical exploration, the determination of stability, and siting of site features are relevant to earthen embankments and bridge abutments of the Project. NTI will complete similar construction testing services for quality control related evaluation of earthen fill placement on the Project.</i>	Initial Project Cost: \$1,400,000 (est.)* Final Project Cost: \$2,150,000* <i>*Consultant Fee</i>	2009	Scheduled Completion: 2009 and Ongoing Actual Completion: 2009 and ongoing (anticipated 2016 completion)	D-B-B	Percentage of Work: 32% Fee: \$685,000	Geotechnical Engineer of Record responsible for design and engineering review of the levee/embankment stability of winter shutdown; design and engineering corrective measures plan for the spring startup of levee construction; compaction tests; rip rap grading; impervious fill acceptance testing; gradations; plastic testing of concrete; compressive strength testing of concrete; masonry testing; and bituminous mixtures.
Northern Technologies, LLC	City of Fargo, Houston Engineering – Owner's Representative Jerry D. Bents, P.E. jrbents@houstonengineeringinc.com (701) 237-5065	Fargo South Side Flood Control Study, Wild Rice River Fargo, North Dakota	As feasibility study, the City of Fargo requested hydrologic and geotechnical stability evaluation of conceptual flood levee construction along natural embankments of the Red River of the North. The proposed project would develop alternatives for flood mitigation for the local neighborhood and adjacent south areas of Fargo. Such alternatives include construction of permanent levee along University Drive South to prevent overland flooding of environ north of protective barrier. This will require construction within existing lots, channel cuts along the Red River, excavation of diversion channel for the Wild Rice River, construction of closure structures / levee, construction of tieback levees, and necessitating either permanent easements or outright purchase of property. <i>Similar to the Project, the geotechnical exploration, assessment of soil properties, and analysis of embankment stability are the same services NTI will provide to assess embankments, bridge abutments, and related features of the Project.</i>	Feasibility Study – Project did not move forward into construction	Construction did not occur as this was a study	Scheduled Completion: 2008 Actual Completion: 2008	Feasibility study	Percentage of Work: 46% Fee: \$193,000	Subcontractor responsible for geotechnical exploration of subsurface conditions, evaluation of soil physical and strength parameters, and assessment of stability of the proposed levee alignment.
Ayres Associates	U.S. Army Corps of Engineers, Sacramento District Markus Boedtker Markus.S.Boedtker@usace.army.mil (916) 557-6637	Sacramento District USACE Flood Control Sacramento, California	Ayres performed numerous task orders for the USACE Sacramento District, under an IDIQ master contract. The task orders focused on flood control capacity of the Sacramento and American Rivers, with Ayres providing both hydraulic analysis and design of various proposed projects throughout the Sacramento Valley flood control system. The design flows on the Sacramento river projects ranged from 52,000 cfs to 152,000 cfs, depending on the purpose of the project (e.g. bank stability vs. flood control). <i>Similar to the Project, this project involved the design and construction large-scale flood control and levee work. This experience has prepared our team to take on the flood control aspects of the Project.</i>	Provided design only Task orders totaled \$500,000 to \$2,00,0000 per year	Provided design only	Provided design only	D-B-B	Percentage of Work: 80% Task orders totaled \$500,000 to \$2,00,0000 per year	Subcontractor responsible for project management, hydraulics, quality control, site surveys, alternatives and final design, construction support.
Ayres Associates	Federal Highway Administration/National Highway Institute Scott Hogan Scott.hogan@dot.gov (720) 963-3742	FHWA/NHI Hydraulics Manuals and Training Courses Nationwide	Ayres personnel have taught national training courses and writing or updating national hydraulics guidance documents for the FHWA since 1990. The current versions of six major FHWA guidance manuals were written or co-authored by Ayres staff from the Fort Collins, Colorado office. Ayres experts are currently instructors for eight National Highway Institute hydraulics courses. <i>The relevance of this work to the Project is the depth and breadth of subject matter expertise it requires, and enhances, in the areas of hydraulic analysis, stream stability, scour, sediment transport, and scour countermeasure design.</i>	Task orders under the current IDIQ currently total about \$500,000 to \$750,000	No construction associated with project	No construction associated with project	Unit price and lump sum engineering task orders.	Percentage of Work: 95%	Contractor responsible for training course development and delivery and draft through final production of manuals.

EXHIBIT C

FORM F2. TECHNICAL EXPERIENCE – CONSTRUCTION

Table F2. Experience of the Major Participants in construction on Reference Projects

Major Participants	Client Organization and Contact Name, Email and Phone Number	Project Name and Location	Project Description	Initial and Final Project Cost	Construction Start Date	Scheduled and Actual Completion Dates	Project Type (D-B-B, DB, DBF, DBFO&M)	Major Participations	Role of Major Participants on the Project
Alberici	U.S. Army Corps of Engineers Pierre Hingle Pierre.M.Hingle@usace.army.mil (504) 862-2738	Seabrook Flood Gate Complex New Orleans, Louisiana	Construction of new levee wall system and vertical lift gates and sector gates within the Inner Harbor Navigational Canal as part of a USACE New Orleans District, Hurricane Protection Office contract to provide 100-year level perimeter protection for the City of New Orleans. <i>Similar to the Project, Seabrook featured design and construction of an open-channel conveyance system to mitigate future flood events, received FEMA accreditation, and includes rail structure construction.</i>	Initial Project Cost: \$181,450,000 Final Project Cost: \$164,511,456 <i>Completed under budget</i>	02/2010	Scheduled Completion: 04/2012 Actual Completion: 06/2012 <i>Reason for Difference: Extension from Owner</i>	CM/GC (ECI)	100% \$164,511,456	Lead Contractor (Construction Manager/General Contractor) during design and construction phases. Alberici provided extensive value engineering services and self-performed 70% of construction.
Alberici	U.S. Army Corps of Engineers Alan Hunter Alan.F.Hunter@usace.army.mil (504) 862-2910	East Back Levee Reconstruction LPV-111 New Orleans, Louisiana	Reinforcement and raising of a 5.2-mile stretch of the New Orleans East Back Levee, Reach LPV-111, to a height capable of handling severe floods expected to occur once every 100 years using deep soil mixing process. <i>Similar to the Project, LPV-111 featured extensive heavy civil earthwork, requiring movement of 4 million cubic yards of soil (1.7 of which was clay embankment) under an aggressive 24-month schedule to mitigate future flood events. The project also received FEMA accreditation.</i>	Initial Project Cost: \$411,600,000 Final Project Cost: \$342,275,251 <i>Completed under budget</i>	07/2009	Scheduled Completion: 06/2011 Actual Completion: 08/2011 <i>Reason for Difference: Extension from Owner</i>	CM/GC (ECI)	45% \$154,023,862	Lead Contractor (Construction Manager/General Contractor) during design and construction phases. Alberici self-performed 45% of construction.
Alberici/Parsons	City of Atlanta Jeff Acton jeffrey.acton@jacobs.com (404) 427-6272	Custer Avenue Combine Sewer Overflow Tunnel Atlanta, Georgia	Construction of a new 10 million-gallon, underground linear storage facility and 34 million-gallon Intrenchment Creek CSO storage tunnel. The project featured excavation of more than 900 tons of solid rock during excavation of shafts and tunnels, which increased total overflow storage capacity to 44 million gallons-per-day. <i>Similar to the Project, Custer Ave. CSO Tunnel featured extensive earthwork and construction of an open channel outfall canal and construction of aqueducts.</i>	Initial Project Cost: \$36,036,817 Final Project Cost: \$38,589,608 <i>Reason for Difference: Owner initiated changes</i>	03/2005	Scheduled Completion: 10/2007 Actual Completion: 05/2007 <i>Completed early</i>	D-B-B w/ post-award design-assist services	100% \$38,589,608	Lead Contractor responsible for all aspects of construction. Parsons provided post-award preconstruction services.
Alberici	City of Fargo Troy Hall water@cityoffargo.com (701) 476-6741	Membrane Water Treatment Plant Expansion Fargo, North Dakota	15 MGD expansion and state-of-the-art upgrades to operational WTP, featuring installation of advanced membrane and reverse osmosis (RO) technologies, as well as modifications to the plant's chemical feed and storage systems. Alberici is also managing owner-procured mechanical and electrical subcontracts. <i>Similar to the Project, Fargo WTP expansion features extensive geotechnical engineering and construction in the Red River Valley.</i>	Initial Project Cost: \$104,000,000	05/2015	Scheduled Completion: 10/2018 <i>On schedule</i>	D-B-B	100% \$104,000,000	Lead Contractor responsible for all aspects of construction, including construction management for owner-procured mechanical and electrical contracts.
Graham/Parsons	Government of Saskatchewan Ministry of Highways and Infrastructure David Stearns David.Stearns@gov.sk.ca (306) 787-2295	Regina Bypass P3 Regina, Saskatchewan	The majority of the project consists of 24.85 miles of new 4-lane highway; 10 new interchanges; 3 new intersections; 3 new overpasses; and, new service roads as required to facilitate local access. The project also includes highway upgrades and improvements, such as twinning the existing 4-lane section and the new phase of the bypass. <i>Similar to the Project, this project requires extensive heavy earth moving operations, as well as structures construction, in cold weather.</i>	Initial Project Cost: CAD 1,200,000,000 USD 914,933,000	06/2015	Scheduled Completion: 12/2019 <i>On schedule</i>	DBFO&M	62.5% \$571,833,125	Lead Contractor Members responsible for 62.5% of construction. Parsons is also Lead Designer. <i>Wholly integrated joint venture, similar to that being proposed on this Project.</i>
Graham/Parsons	Alberta Transportation Bill Van der Meer bill.vandermeer@gov.ab.ca (403) 422-3918	Northwest Anthony Henday Drive Edmonton, Alberta	New greenfield freeway segment of the Edmonton ring road. It involved construction of 13 miles of new divided highway with interchanges, flyovers, rail crossings and bridge structures. <i>Similar to the Project, this major earthworks project was constructed in cold weather, included multiple transportation bridge and two rail bridges, as well as mitigation of geotechnical issues, utility relocations, storm water management, and environmental mitigation measures.</i>	Initial Project Cost: \$422,800,000 Final Project Cost: \$422,800,000	07/2008	Scheduled Completion: 10/2011 Actual Completion: 10/2011 <i>Completed on-schedule</i>	DBFO&M	Graham and Parsons percentage of ownership in the JV was 35% \$147,980,000	Lead Contractor Members Graham and Parsons were responsible for 35% of construction.

Major Participants	Client Organization and Contact Name, Email and Phone Number	Project Name and Location	Project Description	Initial and Final Project Cost	Construction Start Date	Scheduled and Actual Completion Dates	Project Type (D-B-B, DB, DBF, DBFO&M)	Major Participations	Role of Major Participants on the Project
Graham/Parsons	Alberta Transportation Garry Lamb garry.lamb@gov.ab.ca (403) 297-5500	Northeast Stoney Trail Calgary, Alberta	New greenfield freeway segment with interchanges, bridges, and railway crossings on Calgary's ring road, accommodating 30,000 to 40,000 vehicles per day. <i>Similar to the Project, this major earthworks project was constructed in an, extreme winter climate, included multiple transportation bridges and four rail crossings, mitigation of geotechnical issues, utility relocations, and storm water management.</i>	Initial Project Cost: \$410,000,000 Final Project Cost: \$410,000,000	02/2007	Scheduled Completion: 10/2009 Actual Completion: 10/2009 <i>Completed on-schedule</i>	DBFO&M	Graham and Parsons percentage of ownership in the JV was 35% \$143,500,000	Lead Contractor and Managing JV Member Graham and Lead Contractor Member Parsons were responsible for performing the majority of the construction, including major earthworks, asphalt freeway lanes, bridge structures, demolition, rehabilitation and replacement of existing roads and bridges, MSE walls, utility relocations, and environmental mitigation measures.
Graham	City of Calgary Zane Hartman zane.hartman@calgary.ca (403) 268-5941	Calgary West LRT Calgary, Alberta	Five mile extension of the Calgary's LRT line involving underground, ground-level, trenched, and elevated structures, six train stations, three pedestrian bridges, a major highway interchange, four roadway bridge structures, multiple active intersection realignments, utility work, roadway, associated rail and trackwork systems, a cut and cover tunnel system, and park-and-ride facilities. <i>Similar to the Project, this successful major earthworks project included lengthy winter work, multiple transportation and rail bridges, and mitigation of geotechnical issues.</i>	Initial Project Cost: \$339,000,000 Final Project Cost: \$352,000,000 <i>Reason for Difference: Owner directed changes</i>	02/2010	Scheduled Completion: 10/2012 Actual Completion: 11/2012 <i>Reason for Difference: two-month extension from owner for scope increase and changes.</i>	DB	50% \$176,000,000	Lead Contractor Member responsible for construction of both underground, ground-level, and elevated stations, pedestrian bridges, five roadway bridges, a major highway interchange, active intersection realignments, major utility upgrades and relocations, roadway, trackwork, nine traction-power substations, utility buildings, signals and communication systems, and the testing and commissioning of the LRT system.
Graham	Syncrude Canada Ltd. Gary Campbell Campbell.gary@syncrude.com (780) 792-3119	Syncrude Construction Management Contract Fort McMurray, Alberta	Graham's scope of work included mining and tailings reduction, engineered earthworks, foundations, piling, civil, structural, mechanical, electrical and instrumentation as well as field supervision at multiple Syncrude site locations. <i>Similar to the Project, this work was completed in severe winter conditions and included major earthworks, water conveyance, geotechnical mitigation, bank stabilization measures, river inlet and drainage outfall construction, and hydraulic issues.</i>	Initial Project Cost: \$1,200,000,000 Final Project Cost: \$1,200,000,000	06/2010	Scheduled Completion: 06/2015 Actual Completion: 06/2015 <i>Completed on-schedule</i>	CM	100% \$1,200,000,000	Lead Contractor responsible for all aspects of construction. Graham self-performed 100% of the project.
Parsons	Washington State Department of Transportation Robyn Boyd boydr1@wsdot.wa.gov (425) 576-7100	SR 532 Design-Build Corridor Improvements Stanwood and Camano Island, Washington	The project enhanced the connection between countryside, community, and coast in Washington state. The project's main goal was to improve travel safety with a new 56-foot-wide, 4 span, 400-foot-long reinforced concrete bridge over Stillaguamish River to a high quality standard while minimizing impacts to the public and environment. Improvements along the project route included landscaping, new storm drains, curbs and gutters, sidewalks, and driveways. <i>Similar to the Project, this project required extensive utility coordination and was constructed in a cold climate in wet compressible soils requiring special treatment.</i>	Initial Project Cost: \$50,415,851 Final Project Cost: \$53,896,517 <i>Reason for Difference: Owner initiated changes</i>	02/2009	Scheduled Completion: 12/2010 Actual Completion: 12/2010 <i>Completed on-schedule</i>	DB	60% \$32,337,910	Lead Contactor Member and Managing JV Member responsible for construction, self-performing a majority of the construction, including earthwork, MSE walls, drainage, water and storm, dry utilities, bridge structure, and bridge demolition. Parsons was also the Lead Engineer. <i>Wholly integrated joint venture, similar to that being proposed on this Project.</i>