

APPENDIX 3

Iraq Relief and Reconstruction Fund (IRRF) -- Major Project Contractors		
Sector	Contractor	Amount * (\$ millions)
Army Project Management Contracts (see page 3-3 for more details)		
Project Management	ATC Services	22
Public Works/Water	CH2M Hill and PWI JV	29
Electric	Iraq Power Alliance JV	43
Communications/Transportation	Berger/URS JV	9
Buildings and Health	Berger/URS JV	11
Security and Justice	Berger/URS JV	9
Oil	Foster Wheeler	8
Army/PMO Design/Build Construction Contracts (see page 3-4 for more details)		
Public Works/Water - Water Resources	Washington Int'l, Black & Veatch	600
Public Works/Water North	FluorAMEC JV	600
Public Works/Water South	FluorAMEC JV	500
Electric Power Generation	FluorAMEC JV	500
Electric Power Transmission & Distribution North	Washington Int'l	500
Electric Power Transmission & Distribution South	Perini	500
Security, Justice and Safety	Parsons Delaware Inc.	900
Transportation	Contract/AICI/OCI/Archirondon JV	325
Communications	Lucent Technologies World Services Inc.	75
Buildings, Housing & Health	Parsons Delaware Inc.	500
US AID Capacity Contract		
Electrical, Water, Roads, Schools	Bechtel/Parsons	1,800
US Army Oil Capacity Contracts		
Oil North	Parsons Iraq JV	415
Oil South	KBR Inc.	412
US Army Transportation/Construction Management Contracts		
Transportation	Contract International Inc.	325
Construction Management	Stanley Baker Hill	300
Air Force Center for Environmental Excellence - Iraq Military bases Contracts		
Iraq Armed Forces Facilities	Weston Solutions	16
Iraq Armed Forces Facilities	Parsons Infrastructure Tech Group	32
Iraq Armed Forces Facilities	Shaw Environmental	76
Iraq Armed Forces Facilities	Earth Tech	100
Iraq Armed Forces Facilities	Laguna	20
US AID/State Contracts		
Justice, Public Safety, Civil Society - Demining (State)	Ronco, Vietnam Vets Association	25
Democracy Building (US AID)	Research Triangle Institute (RTI)	123
Democracy Building (US AID)	Development Alternatives, Inc. (DAI)	32
Democracy Building (US AID)	Office of Transition Initiatives (OTI)	92
Democracy Building (US AID)	Cooperative Housing Foundation (CHF)	9
Democracy Building (US AID)	Save the Children	9
Democracy Building (US AID)	Agricultural Cooperative Development Intl/Volunteers in Overseas Cooperative Assistance (ACDI/VOCA)	9

Iraq Relief and Reconstruction Fund (IRRF) -- Major Project Contractors		
Sector	Contractor	Amount * (\$ millions)
Democracy Building (US AID)	IRD	9
Democracy Building (US AID)	Mercy Corps	9
Education	Creative Associates	10
Education	UNICEF	23
US Army Corps of Engineers CENTCOM Capacity Contracts**		
	American International Contractors Inc./Syska Hennessy/Archirodon LLC	500
	CH2M Hill/Dragados/Soluzionia JV	500
	Contract International Inc.	500
	Fluor Intercontinental Inc.	500
	KBR Inc.	500
	Odebrecht-Austin (joint venture)	500
	Parsons Delaware Inc.	500
	Perini	500
	Shaw CENTCOM Services LLD	500
	Washington Int'l/Black & Veatch JV	500

* Amounts in some cases represent contract capacity ceilings.

** Listing of Indefinite Quantity and Indefinite Delivery (ID/IQ) contracts awarded by CENTCOM that are available to support IRRF, not necessarily designated to a sector

PMO CONTRACT INFORMATION

I. PROGRAM MANAGEMENT AND SECTOR PROGRAM MANAGEMENT

Program Management Office Support

On March 10, 2004, **ATC Services**, a Los Angeles, CA-based company, was awarded a \$21.6 million contract to provide support to (1) manage the activities of the six sector program management offices, (2) ensure coordination among the sectors and standardization across the sectors, and (3) report to the CPA Program Management Office. ATC Services has over 17,000 employees and 25 regional offices in 60 major countries. Their experience is in program management for many different infrastructure sectors, including transit, rail, water, aviation, and government facilities.

Public Works and Water Sector Program Management Office Support

On March 10, 2004, **CH2M Hill/Parsons**, a joint venture between CH2M Hill (Englewood, CO) and Parsons Water Infrastructure, Inc. (Pasadena, CA) was awarded a \$28.5 million contract to provide dedicated support to the Public Works and Water Sector Program Management Office under the CPA Program Management Office. CH2M Hill is a recognized international leader in water resources development with annual revenues of \$1.9 billion and a worldwide workforce of 10,500 people.

Electrical Services Sector Program Management Office Support

On March 10, 2004, **Iraq Power Alliance Joint Venture**, a joint venture between Parsons Energy and Chemicals Group (Reading, PA.) and Parsons-Brinckerhoff, Ltd. (UK) was awarded a \$43.4 million contract to provide dedicated support to the Electrical Services Sector Program Management Office under the CPA Program Management Office. Parsons E & C provides design, engineering, procurement, construction, and project management services in the oil and gas, refining, chemical and petrochemical, and power industries. Parsons-Brinckerhoff UK, a subsidiary of Parsons Brinckerhoff Inc of New York City, provides program management, engineering, and construction management services for all types of infrastructure and operates from 200 offices worldwide.

Transportation/Communications Sector Program Management Office Support

On March 10, 2004, **Berger/URS**, a joint venture between the Louis Berger Group, Inc. (Washington, DC) and URS Group, Inc. (San Francisco, CA) was awarded a \$8.5 million contract to provide dedicated support to the Transportation/Communication Sector Program Management Office under the CPA Program Management Office. Founded in 1953, Berger is one of the largest engineering, architectural, environmental, security, and management consulting firms in the world. The Engineering News-Record (ENR) ranks Berger as the 20th largest engineering firm in the United States. Berger's staff of over 3,400 multi-disciplined professionals is currently working for local, state, federal and DoD agencies – as well as for numerous public and private corporations – at more than

90 locations worldwide. URS is also a large company with offices worldwide providing technical engineering services.

Buildings/Education/Health Sector Program Management Office Support

On March 10, 2004, **Berger/URS**, a joint venture between the Louis Berger Group, Inc. (Washington, DC) and URS Group, Inc. (San Francisco, CA) was awarded a \$10.8 million contract to provide dedicated support to the Buildings/Health Sector Program Management Office under the CPA Program Management Office. (Please see description above).

Security/Justice Sector Program Management Office Support

On March 10, 2004, **Berger/URS**, a joint venture between the Louis Berger Group, Inc. (Washington, DC) and URS Group, Inc. (San Francisco, CA) was awarded an \$8.5 million contract to provide dedicated support to the Security/Justice Sector Program Management Office under the CPA Program Management Office. (Please see description above).

Oil Sector Program Management Office Support

On March 10, 2005, **Foster Wheeler**, a U.K.-based company was awarded an \$8.4 million contract to provide dedicated support to the Oil Sector Program Management Office under the Coalition Provisional Authority Program Management Office. Foster Wheeler is an engineering and construction company providing services and products to a broad range of industries, including upstream oil and gas, gas-to-liquids, refining, chemical, petrochemical, pharmaceutical, biotechnology, healthcare, and power generation. Foster Wheeler Ltd. is a global company offering, through its subsidiaries, a broad range of services. The corporation is based in Hamilton, Bermuda, and its operational headquarters are in Clinton, NJ.

II. CONSTRUCTION CONTRACTS

Public Works and Water Sector

On March 11, 2004, **Washington International, Inc./Black & Veatch Joint Venture**, Boise, ID was awarded a contract with a ceiling of \$600 million to provide design-build services for national water resource projects including repair and/or construction of water resources supplies and transmission networks nationwide including dams, irrigation & drainage systems, pumping stations, and groundwater projects. There are 3,500 professionals in Black & Veatch's water sector offices around the world with an 80-member global team of water and wastewater treatment process specialists.

On March 23, 2004, **Fluor-AMEC**, LLC, Greenville, SC and (AMEC parent company – UK), was awarded two contracts with ceilings of \$600 million and \$500 million, to provide design-build construction services for water resource projects in the northern and southern regions of Iraq. (Please see description above).

Electrical Sector

On March 11, 2004, **Fluor-AMEC**, LLC, Greenville, SC (AMEC parent company - UK), was awarded a contract with a ceiling of \$500 million to provide design-build services for construction, rehabilitation, operation, and maintenance of power generation facilities. The Fluor/AMEC joint venture brings together the resources of two of the largest engineering services companies in the US and UK. Fluor owns 51 percent of the joint venture; AMEC owns 49 percent. Fluor and AMEC are currently working together in the US, Canada, Angola, South Korea, the Philippines and Australia. AMEC plc provides engineering, design, project delivery and maintenance support in the oil and gas, transport, infrastructure, and industrial sectors. The company employs 45,000 people throughout the UK, North America and some 40 countries worldwide. Fluor Corp. provides services on a global basis in the fields of engineering, procurement, construction, operations, maintenance and project management. Fluor is based in Aliso Viejo, CA and had revenues of nearly \$9 billion in 2003.

On March 12, 2004, **Washington International Inc.**, Boise, ID was awarded a contract with a ceiling \$500 million to provide design-build services for projects associated with electrical transmission and distribution for the Northern Region of Iraq. Washington Group International, Inc. delivers integrated engineering, construction, and management solutions for businesses and governments worldwide. With approximately 26,000 employees at work in over 40 states and more than 30 countries, the company provides professional, scientific, management, and development services in more than two dozen major markets.

On March 12, 2004, **Perini Corp**, Framingham, MA was awarded a contract with a ceiling of \$500 million to provide electrical transmission, distribution, communications and controls work. Perini Corporation is a leading construction services company offering general contracting, construction management, and design-build services to private clients and public agencies throughout the world. They offer general contracting, pre-construction planning and comprehensive project management services.

Security/Justice Sector

On March 26, 2004, **Parsons Delaware Inc.**, Pasadena, CA, was awarded a contract with a ceiling of \$900 million, to provide design-build construction services for the construction of security and justice facilities in support for the Iraq National Defense Force. Parsons is recognized for managing large-scale programs and designing 'first-of-a-kind' facilities. They are specialists in the demilitarization of munitions and the safe removal of unexploded ordnance.

Transportation and Communications Sector

On March 23, 2004, **Contract/AICI/OCI/Archirodon, Joint Venture** (including Contract, a US firm, OCI (Egypt) and Archirodon (Netherlands)) was awarded a contract

with a ceiling of \$325 million to provide design-build construction services for transportation projects throughout Iraq. Contrack is a US-owned business headquartered in Washington, DC. For the last ten years, Contrack has been ranked as one of the top ten construction firms in the world by ENR Magazine. In 1998, Orascom Construction Industries (OCI), the largest private construction firm in Egypt, acquired 45 percent of Contrack. Achirdodon is a leading international construction group for civil, marine and industrial projects.

On March 23, 2004, **Lucent Technologies World Services, Inc.**, Whippany, NJ, was awarded a contract with a ceiling of \$75 million to provide design-build construction services for projects associated with the repair and modernization of the existing Iraqi communications systems. Lucent recently completed installation of 13 switching, optical and network management systems in and around Baghdad under a separate subcontract to Bechtel. Team members for the communications infrastructure project include CH2M Hill, Englewood, CO.; DynCorp International, a CSC Company, Irving, TX; Lockheed Martin Corporation, Bethesda, MD.; Booz Allen Hamilton, McLean, VA.; and AT&T Government Solutions, Vienna, VA.

Buildings/Education/Health Sector

On March 25, 2004, **Parsons Delaware Inc.**, Pasadena, CA, was awarded a contract with a ceiling of \$500 million, to provide design-build construction services for the construction of new, and renovation of existing, public buildings, hospitals, healthcare clinics, and housing throughout Iraq. . It is the prime contractor with the following subcontractors: Odell International, a veteran-owned small business; Turner Construction International; GE Medical Systems; Control Risks Group; a UK company and Arkel, a veteran-owned small business. Parsons will also hire and train local Iraqi contractors, suppliers, and labor for this project. Parsons has decades of international design, construction and reconstruction experience and is currently operating out of 12 offices in the Middle East.