

From: jamesmeaney@nalcenergy.com
To: [Manzer, Alison](#)
Cc: [Newman, Charles](#)
Subject: RE: LOWER CHURCHILL; NALCOR; CONTRACT CH0007; LCRP - Contract CH0007 & ASTALDI Selection [IWOV-Legal.FID1640195]
Date: Thursday, October 10, 2013 3:13:55 PM

Thanks Alison. I thought the same about his list.

James Meaney, CFA
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You owe it to yourself, and your family, to make it home safely every day. What have you done today so that nobody gets hurt?

From: "Manzer, Alison"
To: "JamesMeaney@nalcenergy.com"
Cc: "Newman, Charles"
Date: 10/10/2013 03:12 PM
Subject: RE: LOWER CHURCHILL; NALCOR; CONTRACT CH0007; LCRP - Contract CH0007 & ASTALDI Selection [IWOV-Legal.FID1640195]

Yes please - what I was trying to do was to contain MWH to what we think we need - his list went on way too long. Let's start with the first and see where that gets us.

Alison Manzer
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From: JamesMeaney@nalcenergy.com [<mailto:JamesMeaney@nalcenergy.com>]
Sent: Thursday, October 10, 2013 1:22 PM
To: Manzer, Alison
Cc: Newman, Charles
Subject: Fw: LOWER CHURCHILL; NALCOR; CONTRACT CH0007; LCRP - Contract CH0007 & ASTALDI Selection [IWOV-Legal.FID1640195]

Hi Alison

After you, Charles and I spoke yesterday (at different points), I followed-up with folks from LCP project team. There is mountains of information that Astaldi provided as part of their bid submission. The suggestion was if MWH could provide some specific guidance on what they are looking for, it would be

very helpful for the team. This would allow us to (i) send the most appropriate information, and (ii) line up the right people from the project team for a discussion with MWH in short order (if required). I had conveyed this to Charles. My expectation was the guidance from MWH would be something along the lines of what Charles outlined in his email below, which also seems to overlap with Rey's points 1-3. If I was to have the LCP project team initially focus on these points, would that be a reasonable approach?

Thanks

Jim

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----- Forwarded by James Meaney/NLHydro on 10/10/2013 02:21 PM -----

From: "Manzer, Alison"
 To: Reynold Hokenson , "Newman, Charles" , "jamesmeaney@nalcorenergy.com"
 Cc: "Abudulai, Suhuyini" , Celeste Christensen , Mary Edwards , Nalcor Energy IE & O&M , James Loucks , Richard Howell
 Date: 10/10/2013 02:11 PM
 Subject: RE: LOWER CHURCHILL; NALCOR; CONTRACT CH0007; LCRP - Contract CH0007 & ASTALDI Selection [IWOV-Legal.FID1640195]

Stop this exchange at this stage - the plan reached with Nalcor is that they will provide their diligence materials. We will then have a call to review. The role for an IE here is merely and having all the facts comments about any specific issues (after a verbal discussion with Canada) as to cost and performance expected. The extent of enquiry below is not merited or required. Once we receive the diligence materials we can discuss review requirements.

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From: Reynold Hokenson [mailto:Reynold.A.Hokenson@mwhglobal.com]
 Sent: Thursday, October 10, 2013 12:37 PM
 To: Newman, Charles
 Cc: Manzer, Alison; Abudulai, Suhuyini; Celeste Christensen; Mary Edwards; Nalcor Energy IE & O&M; James Loucks; Richard Howell
 Subject: LOWER CHURCHILL; NALCOR; CONTRACT CH0007; RE: LCRP - Contract CH0007 &

ASTALDI Selection [IWOV-Legal.FID1640195] -ATTORNEY/IE PRIVELEGED INFORMATION
CONFIDENTIAL

ATTORNEY/IE PRIVELEGED INFORMATION---CONFIDENTIAL

Hi Charles,

The subjects you list below are a starter. Here are some more to include---call me for the answers to questions from the MWH perspective for some of the ones below and a couple I have not listed.

SUBJECT
RESPONSE

1. How many hydroelectric project contracts has the Contractor completed that are over 500 MW? How many hydroelectric projects, listing their size, location, owner, engineer, completion cost and year completed has the Contractor completed in the last ten years?
2. How many hydroelectric contracts has the Contractor completed that are over \$1 billion dollars?
3. What is the experience of the Contractor in finish the work on time?
4. If the contract price is X, what is the final price of the contract in the Contractor's experience (K times X, where K is 1.0 plus the percentage overrun/100) for the projects that the contractor has completed in the last ten years?
5. What are the Contractor's weak points, based on interviews with past clients/lenders/engineers knowledgeable of their experience--source: reference list of project
6. What are the Contractor's strong points, based on interviews with past clients/lenders/engineers knowledgeable of their experience--source: reference list of projects?
7. What is the Contractor's record in conforming to environmental permits and requirements?
8. In the opinion of the clients/lenders/engineers who have knowledge of the Contractor, do they require close monitoring?
9. In the opinion of clients/lenders/engineers who have knowledge of the Contractor, are their Reports: accurate; contain many drawings that depict their work; reflect the state-of-art in such reports; clear graphs; complete cost tables; good grammar; conform to the contract documents; clear?
10. In the opinion of clients/lenders/engineers who have knowledge of the Contractor, are they know to be professional with their staff? Their sub-contractors; their suppliers; authorities who monitor their work?
11. Currently, how many lawsuits is the Contractor involved in?
12. For the project they show on the reference list of hydroelectric projects that they have been involved with, how many of these ended in lawsuits? Furnish a discussion of these lawsuits.
13. How many very positive and how many positive or favorable responses were given by the references that the Contractor furnished for consideration? How many negative responses were made?

In this case, it might be best if the Government gathers this information for the IE to review from Nalcor.

Regards,
Rey
October 10, 2013

From: Newman, Charles [mailto:CNewman@CasselsBrock.com]
Sent: Wednesday, October 09, 2013 1:13 PM
To: Reynold Hokenson; Manzer, Alison
Cc: Abudulai, Suhuyini
Subject: LCRP - Contract CH0007 & ASTALDI Selection [IWOV-Legal.FID1640195]

Rey:

I've made some follow-up inquiries with Nalcor & they are prepared to provide any additional information you may require regarding the factors that led to their selection of Astaldi for contract CH0007. If you have any specific questions or items you'd like to address, pls let me know (or you can send an email to Jim Meaney directly outlining them).

To the extent your concern relates solely to prior experience, I would be pleased to ask Jim for the following:

- A list of the hydro projects they have completed to date highlighting any prior Canadian experience, experience in cold climates & experience with projects in excess of 500MW
- A breakdown of the contract price & the final price for each of the projects referenced
- A list of their principal subcontractors
- Resumes of principal personnel

Pls let me know if this is sufficient or provide me with your thoughts as to how you want to proceed.

Best regards,

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From: Reynold Hokenson [mailto:Reynold.A.Hokenson@mwhglobal.com]
Sent: Tuesday, October 01, 2013 3:40 PM
To: Manzer, Alison
Cc: Newman, Charles; Abudulai, Suhuyini
Subject: LOWER CHURCHILL; NALCOR; CH0007 ASTALDI

Alison,

I have made some inquiries within MWH about the primary contractor for CH0007 and find that I would like to share with you some preliminary feedback from our staff that is best kept to a call. Let me know if tomorrow might be a good time to chat for a few moments and the time we could do so. Since MWH will need to opine on this firm, it is best to discuss first what I have learned to date.

Regards,
Rey

October 1, 2013

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