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**July 12, 2021**

Roberta Lopez  
Alternative Delivery Contracts Officer  
CDOT Headquarters  
2829 West Howard Place  
Denver, CO 80204

**Subject: Letter of Interest for the Region 1 EJMT Drainage, Plumbing, and Heat Trace Design-Build Project**

Dear Ms. Lopez,

Parsons Transportation Group Inc. is pleased to submit this letter of interest for the subject design-build project and procurement.

I will serve as our main point of contact. Our address and fax number are noted in this letter's header section. My email address and mobile number are shown in my signature below.

We appreciate this opportunity to work with CDOT and the Region 1 West team to provide much needed improvements to the Eisenhower Johnson Memorial Tunnels.

Sincerely,

A handwritten signature in blue ink that reads 'Julia K. Barker'. The signature is written in a cursive style with a large, stylized initial 'J'.

Julia K. Barker, PE  
Vice President & Mountains/Desert Area Manager  
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