

1. GENERAL REQUIREMENTS

1.3 Public Disclosure Information

1.3.1 SOQ Submission Public Statement

Colorado Bridge Enterprise and High Performance Transportation Enterprise's undertaking of I-70 East is one of the most critical, complicated and sensitive projects to be trusted to the Public-Private Partnership ("PPP") delivery model in the United States. As a result, it is a project of national importance.

More than being a high-profile example of how to deliver such projects with alternate procurement processes, The I-70 East Corridor will be a high-profile example of how alternative procurement process can expedite delivery of this functionally critical project that is both the gateway to the City of Denver and the main artery through the entire State of Colorado.

The Project also represents an opportunity to provide a transparent process and build trust within the affected communities and the traveling public by showing how the Project can address the community needs and benefit the state economy.

The Core Proposer Team Members of 5280 Connectors all specialize in delivering complex PPP projects. In other words, we are pursuing this project because, for us it is our core business. For a project of this level of importance through a critical corridor to the City and State, you want a team who understands the risks and opportunities of the PPP delivery model.

Our Team



5280 Connectors is a team designed to address the Project Goals and objectives of this vital project. Every Core Proposer Team Member has extensive PPP project experience in successfully delivering complicated infrastructure projects, from developing and financing, to designing, constructing and operating and maintaining such project.

CUMULATIVE 5280 CONNECTORS PPP DEVELOPMENT EXPERIENCE

Plenary and Skanska ID have combined to develop and invest in 25 PPP Projects across North America and 66 Projects globally, backing those projects with over \$1 billion in equity investments.

Specifically, the Core Proposer Team Members of 5280 Connectors are comprised of the following entities:

Equity Members / Developer



Plenary
Group

North American-based
Plenary Group is a 50%

Equity Member and co-developer of 5280 Connectors. Since inception ten years ago, Plenary Group has invested in and developed 23 PPP projects in North America worth in excess of \$11 billion with an approach to structure a long-term equity investment and develop a sustainable partnership strategy with public authorities. Plenary has evidenced this partnership strategy with HPTE on the US 36 Phase 2 Managed Lanes project where Plenary is acting as sole equity investor and developer on this Reference Project. More recently, Plenary was able to extend this collaborative

US 36 MANAGED LANES

Acting as Plenary Roads Denver, Plenary, HDR and Transfield partnered to deliver HPTE's first PPP project which involves the refurbishment or construction of managed lanes, general purpose lanes, multi-modal facilities (bikeways and BRT) and tolling capabilities along US 36 between Denver and Boulder.

With this \$121.5 million project approximately 60% complete, the team is preparing to commence operations on Phase 1 this summer and on Phase 2 this winter. Plenary is the sole developer and equity investor, HDR is the lead engineer, and Transfield, which has been operating the I-25 Managed Lanes since March 2014, is the lead operator for this project.

attitude towards Pennsylvania after delivering the state's Pennsylvania Rapid Replacement Bridge project ("Penn Bridges"), a project that required the largest PABs issuance to-date.

Plenary's North American headquarters for delivering civil projects is located in Denver and team currently oversees projects in Colorado, Pennsylvania and Texas.

SKANSKA Skanska Infrastructure Development Inc. is a 50% Equity Member and co-developer for 5280 Connectors. One of the development units of Skanska Group, Skanska ID is a world leader in infrastructure having successfully delivered 31 PPP projects worldwide, including two of the largest US projects PPP to-date: the Elizabeth River Tunnels project in Virginia and the I-4 Ultimate project in Florida. More recently, Skanska ID was part of the consortium that was named as preferred bidder on a the multi-billion dollar Terminal Replacement Project at LaGuardia Airport in New York.

I-4 ULTIMATE

Skanska ID, Skanska Civil and HDR teamed to deliver this PPP project that involves the construction of existing 21 miles of urban interstate with the addition of express/managed lanes, for the Florida DOT.

The largest PPP transportation project in U.S. history, this \$2.3 billion project is currently under construction. Skanska ID is acting as lead developer and equity investor, Skanska Civil is leading the construction joint venture, and HDR is the lead engineer for the project.

Lead Contractor

SKANSKA Skanska Civil is a joint venture partner in 5280 Connectors' Lead Contractor Skanska-Zachry I-70 E Constructors. Skanska Civil is one of four Skanska U.S. business units and employs over 6,500 salaried and craft employees. It is ranked by ENR as the

3rd largest heavy civil contractor in the country based on FY2014 annual revenues of \$2.4 billion. Specializing in large, complex projects and always emphasizing the importance of an exhaustive community involvement approach, Skanska Civil

has delivered over 40 Design-Build projects valued at over \$16 billion, including projects such as the 11th Street Corridor Project in Washington, DC, Expo Phase 2 LRT, Elizabeth River Tunnels and the I-4 Ultimate.

ELIZABETH RIVER TUNNELS

Skanska ID and Skanska Civil teamed to deliver this PPP that involves the construction of a road tunnel and interchange, for the Virginia DOT.

This \$1.47 billion project is nearing completion. Skanska ID is the developer and lead equity investor while Skanska Civil is the lead construction joint venture partner.

ZACHRY Zachry Construction Corporation is a joint

venture partner in 5280 Connectors' Lead Contractor. A successful, family-owned business for over 90 years, the company has undertaken over 1,450 transportation projects. Zachry's heavy construction unit is headquartered in San Antonio, Texas with regional offices in strategic markets including Westminster, Colorado. Zachry's resources include over 1,350 salaried and hourly employees. An experienced PPP civil contractor and equity investor, Zachry was ranked by ENR as #14 in highway construction in the country.

DFW CONNECTOR

As part of a joint venture, Zachry delivered this Design-Build Reference Project that involved 8.4 miles of roadway improvements to SH 114 and SH 121 north of Dallas/ Fort Worth International Airport, including four highways and two major interchanges, for the Texas DOT. Construction is complete on this \$917 million project.

Lead Engineer

HDR HDR Engineering Inc. is the Lead Engineer for 5280 Connectors. HDR is one of the most

experienced and reputable global engineering firms, with market-leading design and engineering experience on long Design-Build and PPP projects such as Eagle P3 Commuter Rail Project in Colorado, I-4 Ultimate in Florida, the US 36

Managed Lanes in Colorado, and the New NY Bridge (Tappan Zee) in New York. HDR maintains a large Denver office, housing 475 employees, including 108 transportation professionals.

EAGLE P3

HDR is the lead engineer on this PPP Reference project that involves design and construction of 36 miles of new commuter rail lines, associated stations, and a maintenance facility for the Denver Regional Transportation District.

With a construction cost of \$1 billion, this project required critical urban design coordination, including with railways and utilities, to deliver an important addition to the RTD commuter rail network.

Lead Operator



Transfield Services Infrastructure, Inc. is the Lead Operator for 5280 Connectors. Transfield currently holds transportation operations and

maintenance contracts throughout Australia, New Zealand, and the United States, including 21 contracts in the country. Of the company's US O&M contracts four are PPPs where one such project is the US 36 in Colorado. Transfield actively manages and executes operations and maintenance plans and all lifecycle aspects of projects in order to prolong serviceability.

PORT MIAMI TUNNEL

Transfield is delivering operations and maintenance services on this PPP project that involves the operation and maintenance of a heavily trafficked urban tunnel and roadway for the Florida DOT.

One of the earliest PPP projects in the US, the Port Miami Tunnel is an excellent example of an operational PPP project where the private sector performance is measured against stringent performance standards and response times.

Our Experience

Every 5280 Connectors team member 5280 Connectors has substantial experience on complex transportation projects delivered under the PPP process:

- y Our Developers, Plenary and Skanska ID, have invested over \$1 billion in equity to fund 66 PPP projects globally, including in Colorado;
- y Our Construction joint venture, comprising of Skanska Civil and Zachry, completed over \$2.8 billion in civil construction work last year alone;
- y Our Lead Engineer, HDR, performed \$1.24 billion in engineering work in the US last year, \$550 million of which came from transportation project engineering; and
- y Our Lead Operator, Transfield maintains more than 13,500 lane miles of roads and highways over 21 projects across the US.

PENNSYLVANIA RAPID BRIDGE REPLACEMENT

Plenary and HDR teamed to deliver this PPP project that involves the refurbishment or replacement of 558 bridges for the Pennsylvania Department of Transportation.

Having reached financial close in March 2015 on this \$899 million Reference Project, the team has commenced its aggressive construction schedule and will deliver the 558 bridges over the next 36 months. Similar to I-70 East, Plenary is acting as a developer and equity investor while HDR is the lead engineer for this Reference Project.

We have highlighted some projects throughout this SOQ Submission Public Statement that show 5280 Connectors' ability to deliver complex infrastructure.

A critical component of PPP projects is the arrangement of financing to pay for construction and operations. Our experience with accessing funding from the bond market, through issuance of Private Activity Bonds ("PABs"), the commercial Bank market, as well as Federal funding such as TIFIA Loans is as described below:

- y Plenary and Skanska to develop and invest in 8 US transportation PPP projects worth \$7 billion, and 17 globally worth over \$18 billion;
- y Achieved closing on two of the largest PABs issuances in the country (Penn Bridges and ERT), and in total have worked on the issuance of over \$1.4 billion in PABs; and
- y Achieved closing on over \$1.7 billion in TIFIA loans for the I-4 Ultimate project, Elizabeth River Tunnels Project ("ERT"), and US 36 Managed Lanes project.

Finally, our team is among the most recognized within our industry for consistently delivering infrastructure and surpassing project goals and expectations of our clients. To the right is a summary of industry recognition for the 5280 Connectors development team.

Why we are Pursuing the I-70 East Project

As evidenced in our projects, the Core Proposer Team Members of 5280 Connectors specialize in projects such as I-70 East that require developing sustainable solutions to complex, technical challenges combined with addressing, community needs.

Additionally, the I-70 East Project is in our backyard. We are part of this community and want to protect and improve it.

- y Plenary Group's North American civil project delivery group is headquartered in Denver;
- y Skanska Civil (Rocky Mountain Division) has been headquartered in Cortez, Colorado for decades and has an office in Denver;
- y Zachry maintains a Colorado presence with an office in Westminster;
- y HDR has operated in Colorado for nearly 60 years; and
- y Transfield has been operating in Denver since early 2014 on one of the only roads in the State that utilizes a specialist contractor to provide complete "A-to-Z" operations and maintenance services.

5280 Connectors brings the best combination of local and global experience, as well as a strong desire to improve our own community. We believe we can provide strong value to taxpayers through our approach and execution of complex PPP projects, and we relish the opportunity to prove it with the I-70 East Project.

5280 CONNECTORS PPP AWARDS

2014

- Global Developer of the Year - Infrastructure Investor
- Global Deal of the Year - Infrastructure Investor
- PPP Deal of the Year North America - Infrastructure Investor
- Best Project Sponsor, North America – P3 Bulletin Infrastructure Awards
- North American Transport – IJ Global
- UK Highways Agency Supplier Awards for 'Delivering Sustainable Value'

2013

- Best Project Sponsor - World Finance Magazine Infrastructure Investment Awards
- Best Project Sponsor - North America World Finance

2012

- Project Finance Magazine: "Deal of the Year 2012"

2011

- North American PPP Deal of the Year - Project Finance Magazine
- 2nd among Global Sponsors: All PPP Transactions Infrastructure - Journal League Tables
- 6th among Global Sponsors: All Infrastructure Transactions - Journal League Tables
- 10th among Global Sponsors: All Project Finance Transactions Dealogic - Project Finance Review

2010

- North American Sponsor of the Year - Project Finance Magazine