

1.3.1 SOQ Submission Public Statement

Denver Mobility Partners has been formed for the specific purpose of successfully delivering the I-70 East Project, one of the largest projects ever undertaken by the Colorado Department of Transportation (CDOT). We are a team of leading international and US firms, each with a proven track record of completing complex highway projects on time, under challenging conditions.

In the US alone, we have successfully completed over 130-miles of toll highway and/or managed lanes projects and are actively involved in delivering an additional 70-miles of such projects. Additionally, we have had a major role in building many of Denver’s most important transportation improvements, including DIA, E-470, and T-REX. Today, our core team members are leading the delivery of the next wave of regional transportation projects, including the US 36 Managed Lanes Project(s) and the Eagle P3 Project.

The I-70 East Project represents a substantial investment by the State of Colorado and regional governments. The I-70 corridor, Colorado’s only east-west interstate connection, serves as an essential backbone of state and regional commerce. It is also a vital component of the local transportation system, providing access between adjacent employment areas and neighborhoods as well as connecting metropolitan Denver to DIA.

Our history with the Project dates back more than fifteen years. In 1997, the East Corridor Major Investment Study identified the need for transportation improvements along the I-70 corridor. In response, a Fluor-led development entity submitted a conceptual proposal to add capacity in the form of express toll lanes. The I-70 East environmental study, ongoing today, was initiated in 2003, in part, to study the merits of Fluor’s proposal along with other alternatives. While the preliminary preferred alternative, known as the Partial Cover Lowered Alternative, offers a different technical solution than originally proposed by Fluor; the purpose is the same: to improve safety, access and regional mobility.

As a result of our early interest in the Project, we have a deep appreciation for the issues and challenges associated with the Project. We understand the life-cycle cost savings; accelerated schedule completion; and risk transfer benefits of delivering the Project using a public-private partnership (P3) delivery approach.

Denver Mobility Partners’ InfraRed, Star America, Fluor, Granite, Ames, Parsons, and DBi Services are committed to achieving the goals established for the Project and to assuring a successful long-term partnership with CDOT, key stakeholders, the adjacent communities and the region.



DENVER MOBILITY PARTNERS
IMPROVING MOBILITY • CONNECTING COMMUNITIES

Equity Members

InfraRed Capital Partners | STAR AMERICA | **FLUOR.**

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| <p>Design and Construction</p> <p>FLUOR.</p> <p>GRANITE</p> <p>Ames Construction, Inc.™</p> <p>PARSONS</p> | <p>Operations and Maintenance</p> <p>FLUOR.</p> <p>DBi SERVICES GLOBAL LEADER IN INFRASTRUCTURE OPERATIONS AND MAINTENANCE</p> |
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Our Core Team Members are some of the most recognized firms in the transportation industry:

InfraRed is an independent global investment manager with a specific focus on the development and management of transportation and social infrastructure. InfraRed has committed more than \$1.2 billion of equity to the development of more than 50 Public-Private Partnerships (P3s) around the world, with a collective capital value in excess of \$25 billion. In total, the firm manages over 160 infrastructure investments across its portfolio, with a combined equity value of more than \$4.5 billion. Most recently in the US, InfraRed was part of a consortium awarded the SH 288 Toll Lanes Project in Texas, and in April 2015, achieved financial close on the Portsmouth Bypass Project in Ohio.

Star America is a US-based developer, investor and manager of North American infrastructure projects. Over the past 15 years, the firm's management team has been involved in financing, underwriting and managing over 45 infrastructure projects valued at over \$60 billion. Most recently, Star America achieved financial close on the Portsmouth Bypass Project, alongside InfraRed.

Fluor (NYSE: FLR) is a FORTUNE 200 company with revenues of \$21.5 billion in 2014. Founded in 1912, Fluor is one of the world's largest and most financially stable engineering and construction companies. For the past twenty years, Fluor has consistently ranked #1 or #2 on *Engineering News Record (ENR)* magazine's list of 'Top Design-Build Firms'. Beginning with the Colorado E-470 Toll Road, Fluor has been a pioneer in development of US transportation projects using public-private partnerships (P3). Fluor is the co-developer and lead contractor for the Eagle P3 Project, the largest transportation P3 project in Colorado history.



EAGLE P3 SAVES COLORADO \$300 MILLION

"It is remarkable achievement for [the Denver Regional Transportation District] to get a project of this magnitude through a public-private partnership that meets our goal of contracting under our budget and ahead of our schedule."

*Lee Kemp,
Chairman of the Board, RTD*

Granite (NYSE: GVA) is one of the largest highway contractors and construction materials producers in the US. Incorporated in 1922, Granite is currently ranked #6 on *ENR*'s list of 'Domestic Heavy Civil Contractors'. Granite has successfully completed more than \$18 billion in transportation design-build projects. For each of the past five years, the company has been ranked among the World's Most Ethical Companies by Ethisphere. Granite is currently involved with two of the largest managed lanes projects in the US – the \$2.3 billion I-4 Ultimate project in Florida and the \$1.05 billion 35Express project in Texas.

Ames is a privately-held heavy civil contractor. Headquartered in Minnesota, Ames maintains a network of regional offices across the country and currently owns one of the nation's largest equipment fleets. Since establishing its Denver office in the early 1980s, Ames has been involved in constructing several major projects in the area including DIA and E-470. In 2014, Ames received the Partnered Project of the Year – Diamond Level from the International Partnering Institute. Ames is presently leading the construction, in partnership with Granite, of the Colorado US 36 Managed Lanes projects.

Parsons is a leading provider of planning, engineering design and construction services for transportation projects worldwide. Founded in 1929, Parsons is ranked by *ENR* as a Top 5 ‘Transportation Design Firm’. Over the past twenty years, Parsons has been involved in the design and construction of more than 100 design-build projects valued in excess of \$32 billion. Parsons has been established in Colorado since the 1970s, employs over 110 transportation resources in Denver and was the lead design firm for the award-winning T-REX project. Parsons is currently working with Granite on the 35Express project.



AWARD WINNING I-25/I-225 SOUTHEAST CORRIDOR (T-REX)

"Never before has a multi-modal project of this scale been attempted in Colorado. Each challenge was met with an equal amount of determination and innovation, both of which have allowed the Project to progress at an incredibly rapid pace."

*Richard F. Clark
Deputy Project Director, T-REX*

DBi Services provides a comprehensive suite of maintenance services for owners in the US, Canada and Europe. Founded in 1978, DBi Services has more than 1,500 experienced industry professionals operating in more than 60 locations. The company is recognized as one of the nation’s safest and most technologically advanced highway maintenance companies. DBi Services presently maintains over 13,000 lane-miles of highway in North America via a combination of basic, single activity contracts to comprehensive, performance-based “bundled services” contracts.

Our Experience and Successful Track Record delivering large, complex US highway projects using alternative delivery approaches such as design-build and P3 is unrivaled.

In a highly competitive market that is often limited to three or four new projects each year, InfraRed has been awarded two new P3 highway projects in the past twelve months. In April, InfraRed and Star America, together representing 60% of the total equity investment, achieved financial close on the 16-mile Portsmouth Bypass project in Ohio – the most recent performance-based highway P3 in the US. In February, a consortium of which InfraRed was part was awarded the 10-mile SH-288 Toll Lanes project in Texas.

Within the last three years, Fluor has opened over 40-miles of new managed lanes in Virginia, representing an investment of over \$2.1 billion. The 495 Express Lanes and 95 Express Lanes have added significant capacity to two of the most congested regional corridors in the US. Fluor was the original developer of these projects; participated in the financing as an equity investor; and led the design and construction of the projects, which were both completed ahead of schedule.

Fluor is also an equity investor and lead contractor for the \$1.64 billion Eagle P3 project, the largest transportation P3 project in Colorado history and still the largest transit P3 in the US. Originally envisioned as the transit component of the improvements planned for the I-70 East corridor, the Eagle P3 will begin commuter rail service in 2016.

Fluor, Granite and Ames are three of the most successful design-build highway contractors in the US. Over the past ten years, the three companies have been involved with constructing more than \$21 billion of US

transportation design-build projects. Parsons, our lead engineering firm, brings considerable technical expertise and experience to the team. Fluor, Granite, Ames, and Parsons have worked together in some combination on more than \$11 billion of US transportation design-build projects over the past ten years.



Granite’s recently completed SR-520 Project included a covered lid with urban landscaping.

Fluor and DBi Services will be responsible for the ongoing maintenance activities. The partnership combines Fluor’s global maintenance management expertise with DBi Services specialized highway maintenance resources. Fluor recently awarded DBi Services’ a 15-year contract to perform highway maintenance services for the recently completed Hon. Herb Gray Parkway in Ontario, Canada.

Partnering for Success is the ultimate objective on all of the projects we deliver. In our experience, we have found that a project’s success rate is remarkably higher when we establish a collaborative approach based on mutual trust and the attainment of common goals and objectives. This includes the members of our team, the project owner, other project participants, key stakeholders and the broader community.

We are particularly enthusiastic about partnering with CDOT and the North Denver communities to deliver the I-70 East Project. First, because we are a group of firms that

share a common passion to be part of financing, designing, constructing, operating and maintaining large, complex infrastructure projects that have a genuine public purpose and need.

Second, we believe our experience with similar complex highway projects combined with our ongoing work within the region, including our involvement with several of the North Denver Cornerstone Collaborative (NDCC) projects; means our team is uniquely well-suited to address the Project’s challenges and needs. Additionally, Fluor’s early involvement in helping to address the needed highway improvements provides additional motivation for us to be a part of delivering this important Project.

Third, our core team members have a combined workforce of more than 700 professionals, administrative staff and craft personnel currently working and living within the Denver metropolitan area. We are active members of the community and want to continue to be a part of successfully delivering transportation infrastructure that improves mobility and livability within the region.



The Eagle P3 team at this Elyria-Swansea Extreme Community Makeover event.