

**VOLUME 4** – ADMINISTRATIVE SUBMISSIONS  
Electronic Copy

**CENTRAL 70 PROJECT**  
**PUBLIC DISCLOSURE**  
Financial Proposal:



**CONNECTING COMMUNITIES**



**PUBLIC DISCLOSURE FINANCIAL PROPOSAL**

**WRITTEN CERTIFICATION**

In connection with the Instructions to Proposers to Design, Build, Finance, Operate and Maintain the Central 70 Project dated September 15, 2015 (as amended) (the "ITP") issued by the High Performance Transportation Enterprise and the Colorado Bridge Enterprise in relation to the Central 70 Project (as defined therein), under penalty of perjury I hereby certify on behalf of FRONT RANGE MOBILITY GROUP (the "Proposer") that the enclosed digital and physical copies of Proposer's Public Disclosure Financial Proposal (as defined in the ITP) have been prepared in compliance with Section 1.5.2 of Part D of the ITP, and I further acknowledge that the Procuring Authorities are relying on my certification to this effect.

**Proposer:** Front Range Mobility Group

**By:**

A handwritten signature in blue ink, appearing to read "Roberto Friedrich", is written over a horizontal line.

**Printed Name:**

Roberto Friedrich

**Title:**

Official Representative



## Confidential Context Index – Volume 4

No.	Proposal Headings	Proposal Sections	Proposal Pages	Other Identifying Information	Relevant CORA Exemptions	Duration of Exemptions
(1)	Letter of Credit	4.3	N/A	Letters of Credit - ALL	We consider this information to contain confidential commercial and financial data, which is exempt from disclosure as CORA Exempt Materials under C.R.S. §§24-72-204(3)(a)(IV).	Permanent exemption. These statements are not released as public documents.
(2)	Form C-5	4.4	N/A	Form C-5 Debarment and Suspension - HOCHTIEF AG	We consider this information to contain confidential commercial and financial data, which is exempt from disclosure as CORA Exempt Materials under C.R.S. §§24-72-204(3)(a)(IV).	Permanent exemption. These statements are not released as public documents.
(3)	Equity Support Letters	4.5	N/A	Equity Support Letters - ALL	We consider this information to contain confidential commercial and financial data, which is exempt from disclosure as CORA Exempt Materials under C.R.S. §§24-72-204(3)(a)(IV).	Permanent exemption. These statements are not released as public documents.
(4)	Form G-1 Material Changes	4.6	N/A	Form G-1 - Flatiron Constructors, Inc. as Lead Contractor	We consider this information to contain confidential commercial and financial data, which is exempt from disclosure as CORA Exempt Materials under C.R.S. §§24-72-204(3)(a)(IV).	Permanent exemption. These statements are not released as public documents.
(5)	Form G-1 Material Changes	4.6	N/A	Form G-1 - HOCHTIEF PPP Solutions GmbH	We consider this information to contain confidential commercial and financial data, which is exempt from disclosure as CORA Exempt Materials under C.R.S. §§24-72-204(3)(a)(IV).	Permanent exemption. These statements are not released as public documents.



High Performance Transportation Enterprise and  
Colorado Bridge Enterprise  
C/o Colorado Department of Transportation  
2000 S. Holly Street, Denver, CO, 80222  
Attention: Central 70 Project Coordinator

August 1, 2017

**REQUEST FOR PROPOSALS TO DESIGN, BUILD, FINANCE, OPERATE AND MAINTAIN THE CENTRAL  
70 PROJECT**

Dear Mr. Stefanik and Mr. DeVito,

Front Range Mobility Group (“FRMG”) is pleased to submit our Financial Proposal in response to your Request for Proposals for the Central 70 Project (the “Project”) issued by the Bridge Enterprise and High-Performance Transportation Enterprise (the “Procuring Authorities”) on September 15, 2015, and September 29, 2015 (as amended, the “RFP”).

FRMG’s customized financing solution has leveraged the unparalleled experience of our Equity Members to successfully develop and finance some of the largest and most complex P3 projects in North America, including 18 projects worth over \$22 billion in the last decade. We leveraged the significant efforts already undertaken by the Procuring Authorities in securing allocations for both TIFIA and Private Activity Bonds (PABs), and our team members’ technical experience and financial capacity, to receive an indicative investment grade rated financing plan that provides highly competitive financing costs and execution certainty.

As a team comprised of established members of the Denver community, we thank you for this opportunity to submit our Financial Proposal and we look forward to delivering the significant benefits the Project will create. Throughout every phase of the Project our team stands committed to ensuring a breadth of opportunities and enrichment for the people of Denver, and in particular the local communities and businesses impacted by the Project.

We appreciate the collaborative partnership with the Procuring Authorities during the procurement and look forward to continuing our partnership with you on this vital project for connecting communities along Central 70.

Sincerely,

Roberto Friedrich  
Official Representative  
Front Range Mobility Group

# 4.1 Proposal Letter



**CONNECTING COMMUNITIES**

# Form A-2 Financial Proposal Letter



**CONNECTING COMMUNITIES**



**Form A-2: Financial Proposal Letter**

Front Range Mobility Group  
375 Hudson Street, 6<sup>th</sup> Floor  
New York, NY 10014  
August 1, 2017

High Performance Transportation Enterprise and Colorado Bridge Enterprise  
c/o High Performance Transportation Enterprise  
Colorado Department of Transportation  
4201 East Arkansas Avenue  
Denver, Colorado 80222  
Attn: HPTE Director and Colorado Bridge Enterprise Director

**Re. Submission of Financial Proposal  
in connection with the Central 70 Project**

1. Introduction

- (a) Front Range Mobility Group ("Proposer") submits this letter, the Annex hereto and the documents described in paragraph 2(b) below (this letter, such Annex and such documents, together, this "Financial Proposal") in response to the Request for Proposals to Design, Build, Finance, Operate and Maintain the Central 70 Project issued September 15 and 29 (as amended by Addendum Nos. 1, 2, 3, 4, 5, and 6 (such Addendum No. 6 being the "Final RFP") thereto, and by Addendum Nos. 1, 2 and 3 to the Final RFP, such Addenda issued, respectively, December 23, 2015, February 23, 2016, June 14, 2016, July 28, 2016, October 27, 2016, March 6, 2017, April 25, 2017, May 25, 2017 and July 22, 2017 (collectively, the "RFP Addenda"), the "RFP") issued by the High Performance Transportation Enterprise ("HPTE") and the Colorado Bridge Enterprise ("BE") (HPTE and BE, together, the "Procuring Authorities") in relation to the Project.
- (b) Capitalized terms not otherwise defined in this letter have the meanings given to them in the Instructions to Proposers that is included in the RFP (the "ITP").
- (c) References to Sections and Parts in this letter are references to Sections and Parts of the ITP.

2. Annexes and Enclosures

- (a) For the Procuring Authorities' ease of reference, attached as Annex A to this letter is a reference chart indicating the conclusions of Proposer's evaluation of each element of the Financial Proposal for compliance with the Financial Pass/Fail Criteria.
- (b) Enclosed, and by this reference and paragraph 1(a) above incorporated in this letter and made a part of this Financial Proposal, are each of Volume 4, Volume 5 and Volume 6 of the Financial Proposal as required to be submitted in accordance with the ITP. This letter itself constitutes the Financial Proposal Letter.

3. Proposal Validity

Proposer and each of the undersigned Core Proposer Team Members undertakes to keep its Administrative and Technical Proposal and this Financial Proposal open for acceptance initially for the maximum Proposal Validity Period as defined in paragraph (a) of the definition thereof in Section 1 of Part A (subject always to the Proposal Validity Period ending earlier in accordance with the definition thereof in Section 1 of Part A), without unilaterally varying or amending its terms and without making any Organizational Change or Key Personnel Change, without first obtaining the prior



written consent of the Procuring Authorities (which may be given or withheld at the sole discretion of the Procuring Authorities).

4. Representations and Warranties

Proposer and each of the undersigned Core Proposer Team Members represents and warrants to the Procuring Authorities that:

- (a) prior to the date hereof, it has conducted, and has had the opportunity to conduct, all due diligence that would be considered prudent and reasonable in preparing and submitting this Financial Proposal; and
- (b) as of the date hereof, all calculations, figures, estimates and assumptions shown and/or used in Proposer's Base Financial Model:
  - (i) are consistent with:
    - (A) Proposer's Administrative and Technical Proposal; and
    - (B) the manner of calculation, and the amount, of the Milestone Payments and Performance Payments payable pursuant to the terms of the Project Agreement; and
  - (ii) form the basis for:
    - (A) all commitments provided, and financing to be provided, by any Lenders as described in, respectively, the Debt Commitment Letter(s) and Debt Term Sheet(s) included in this Financial Proposal; and
    - (B) all credit ratings provided in letters from Rating Agencies included in this Financial Proposal.

5. Acknowledgements and Agreements

Proposer and each of the undersigned Core Proposer Team Members acknowledges and agrees:

- (a) Project Information: that the provisions of the RFP (including the Project Agreement) and the Project Information together provide Proposer with sufficient information relating to the Project (including with respect to the obligations to be assumed under the terms of the Project Agreement, the Construction Contract and the O&M Contract) for purposes of preparing and submitting this Financial Proposal;
- (b) Proposal Acceptance: that the Procuring Authorities' acceptance of the delivery of this Financial Proposal does not, and shall not be deemed to, constitute any statement or determination as to its completeness, responsiveness or compliance with the requirements of the RFP;
- (c) TIFIA Financing: by assuming the use of a TIFIA Financing in this Financial Proposal (including in Proposer's Base Financial Model):
  - (i) to all terms and conditions of:
    - (A) the RFP applicable to a TIFIA Financing; and
    - (B) the Baseline TIFIA Term Sheet; and
  - (ii) that nothing in this Financial Proposal (including in Proposer's Base Financial Model), is materially inconsistent or incompatible with any term or condition of the Baseline TIFIA Term Sheet;
- (d) PABs Financing: by assuming the use of a PABs Bond Financing in this Financial Proposal (including in Proposer's Base Financial Model), to all terms and conditions of the RFP applicable to a PABs Bond Financing;
- (e) [Not applicable];



- (f) [Not applicable];
- (g) Proposal and Financial Close Security:
  - (i) that the Procuring Authorities shall be entitled to draw on Proposer's Proposal Security in accordance with Section 5.4.2 of Part C; and
  - (ii) that forfeiture of Proposer's Proposal Security or Proposer's Financial Close Security pursuant to the terms thereof and the relevant provisions of the ITP and the Project Agreement are in the nature of liquidated damages and not a penalty and that any amount forfeited is a fair and reasonable estimate of fair compensation to the Procuring Authorities for the work required to procure the Project and any losses that may accrue to the Procuring Authorities as a result of the circumstances giving rise to such forfeiture, which amounts are impossible to ascertain as of the date of submission of Proposer's Proposal Security or Proposer's Financial Security, as the case may be;
- (h) Post-selection Process Assurances:
  - (i) to comply with Section 7.3.1 of Part C and procure that Developer will execute and deliver the Project Agreement in the form included in the RFP, without negotiation or variation, except as expressly permitted in accordance with Section 7.2 of Part C;
  - (ii) to the extent that there is any negotiation of the terms of the Project Agreement with the Procuring Authorities, to negotiate (A) in good faith and (B) in compliance with the requirements of the ITP; and
  - (iii) that, for the purposes of 49 CFR Part 26, following its execution of the Project Agreement, the Developer will be under an obligation to make good faith efforts to achieve the Construction Work Small Business Goals and the Operating Period Small Business Goals (as such terms are defined in Annex A to the Project Agreement).

6. Governing law

This letter shall be governed by and construed in all respects according to the law of the State of Colorado.



Under penalty of perjury, I hereby swear and affirm that I am authorized to act on behalf of Proposer in signing and delivering this letter, and acknowledge that the Procuring Authorities are each relying on my representation to this effect.

**Proposer:** Front Range Mobility Group

**By:**

A handwritten signature in blue ink, appearing to read "Roberto Friedrich", is written over a horizontal line.

**Printed Name:** Roberto Friedrich

**Title:** Official Representative



Under penalty of perjury, each of the undersigned:

- (a) certifies on behalf of the entity for which he or she signs that:
  - (i) the Official Representative named above is authorized by such entity to sign this letter on behalf of Proposer; and
  - (ii) the representations, certifications, statements, disclosures, authorizations and commitments made, and information contained, in this Financial Proposal, including in this letter, by or in respect of such entity have been authorized by such entity, and is or are correct, complete and not materially misleading; and
- (b) swears and affirms that he or she is authorized to act on behalf of the entity for which he or she signs and acknowledges that the Procuring Authorities are each relying on his or her representation to this effect:

**Equity Member and  
Lead Operator:**

HOCHTIEF PPP Solutions North America, Inc.

**By:**

A handwritten signature in blue ink, appearing to read "Mike McGuinty", written over a horizontal line.

**Printed Name:**

Mike McGuinty

**Title:**

President

**By:**

A handwritten signature in blue ink, appearing to read "Cecil Kramer", written over a horizontal line.

**Printed Name:**

Cecil Kramer

**Title:**

Secretary



Under penalty of perjury, each of the undersigned:

- (a) certifies on behalf of the entity for which he or she signs that:
  - (i) the Official Representative named above is authorized by such entity to sign this letter on behalf of Proposer; and
  - (ii) the representations, certifications, statements, disclosures, authorizations and commitments made, and information contained, in this Financial Proposal, including in this letter, by or in respect of such entity have been authorized by such entity, and is or are correct, complete and not materially misleading; and
- (b) swears and affirms that he or she is authorized to act on behalf of the entity for which he or she signs and acknowledges that the Procuring Authorities are each relying on his or her representation to this effect:

**Equity Member and Lead Operator:**

ACS Infrastructure Development, Inc.

**By:**

A handwritten signature in blue ink, appearing to read "N. Haftiwanger", written over a horizontal line.

**Printed Name:**

Nuria Haftiwanger

**Title:**

Chief Executive Officer

Under penalty of perjury, each of the undersigned:

- (a) certifies on behalf of the entity for which he or she signs that:
  - (i) the Official Representative named above is authorized by such entity to sign this letter on behalf of Proposer; and
  - (ii) the representations, certifications, statements, disclosures, authorizations and commitments made, and information contained, in this Financial Proposal, including in this letter, by or in respect of such entity have been authorized by such entity, and is or are correct, complete and not materially misleading; and
- (b) swears and affirms that he or she is authorized to act on behalf of the entity for which he or she signs and acknowledges that the Procuring Authorities are each relying on his or her representation to this effect:

**Equity Member:** AECOM Capital, Inc.

**By:**  \_\_\_\_\_

**Printed Name:** John T. Livingston

**Title:** Chief Executive Officer



Under penalty of perjury, each of the undersigned:

- (a) certifies on behalf of the entity for which he or she signs that:
  - (i) the Official Representative named above is authorized by such entity to sign this letter on behalf of Proposer; and
  - (ii) the representations, certifications, statements, disclosures, authorizations and commitments made, and information contained, in this Financial Proposal, including in this letter, by or in respect of such entity have been authorized by such entity, and is or are correct, complete and not materially misleading; and
- (b) swears and affirms that he or she is authorized to act on behalf of the entity for which he or she signs and acknowledges that the Procuring Authorities are each relying on his or her representation to this effect:

**Equity Member:** John Laing Investments Limited

**By:**



**Printed Name:** Patrick O'D Bourke

**Title:** Director



Under penalty of perjury, each of the undersigned:

- (a) certifies on behalf of the entity for which he or she signs that:
  - (i) the Official Representative named above is authorized by such entity to sign this letter on behalf of Proposer; and
  - (ii) the representations, certifications, statements, disclosures, authorizations and commitments made, and information contained, in this Financial Proposal, including in this letter, by or in respect of such entity have been authorized by such entity, and is or are correct, complete and not materially misleading; and
- (b) swears and affirms that he or she is authorized to act on behalf of the entity for which he or she signs and acknowledges that the Procuring Authorities are each relying on his or her representation to this effect:

**Lead Contractor:** Flatiron Constructors, Inc.

**By:**

A handwritten signature in blue ink, appearing to read "John Couture", is written over a horizontal line.

**Printed Name:** John Couture

**Title:** Vice President



Under penalty of perjury, each of the undersigned:

- (a) certifies on behalf of the entity for which he or she signs that:
  - (i) the Official Representative named above is authorized by such entity to sign this letter on behalf of Proposer; and
  - (ii) the representations, certifications, statements, disclosures, authorizations and commitments made, and information contained, in this Financial Proposal, including in this letter, by or in respect of such entity have been authorized by such entity, and is or are correct, complete and not materially misleading; and
- (b) swears and affirms that he or she is authorized to act on behalf of the entity for which he or she signs and acknowledges that the Procuring Authorities are each relying on his or her representation to this effect:

**Lead Contractor:** Dragados USA, Inc.  
**By:**   
**Printed Name:** Chad Mathes  
**Title:** Executive Vice President



Under penalty of perjury, each of the undersigned:

- (a) certifies on behalf of the entity for which he or she signs that:
  - (i) the Official Representative named above is authorized by such entity to sign this letter on behalf of Proposer; and
  - (ii) the representations, certifications, statements, disclosures, authorizations and commitments made, and information contained, in this Financial Proposal, including in this letter, by or in respect of such entity have been authorized by such entity, and is or are correct, complete and not materially misleading; and
- (b) swears and affirms that he or she is authorized to act on behalf of the entity for which he or she signs and acknowledges that the Procuring Authorities are each relying on his or her representation to this effect:

**Lead Contractor:** AECOM Energy & Construction Inc.

**By:** Steven E. Richards

**Printed Name:** Steven E. Richards

**Title:** Senior Vice President, Global Operations



Under penalty of perjury, each of the undersigned:

- (a) certifies on behalf of the entity for which he or she signs that:
  - (i) the Official Representative named above is authorized by such entity to sign this letter on behalf of Proposer; and
  - (ii) the representations, certifications, statements, disclosures, authorizations and commitments made, and information contained, in this Financial Proposal, including in this letter, by or in respect of such entity have been authorized by such entity, and is or are correct, complete and not materially misleading; and
- (b) swears and affirms that he or she is authorized to act on behalf of the entity for which he or she signs and acknowledges that the Procuring Authorities are each relying on his or her representation to this effect:

Lead Engineer: CH2M HILL Engineers, Inc.  
By: *Steven Mathews*  
Printed Name: Steven Mathews  
Title: Treasurer

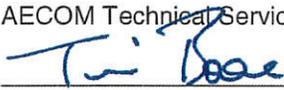


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  - (ii) the representations, certifications, statements, disclosures, authorizations and commitments made, and information contained, in this Financial Proposal, including in this letter, by or in respect of such entity have been authorized by such entity, and is or are correct, complete and not materially misleading; and
- (b) swears and affirms that he or she is authorized to act on behalf of the entity for which he or she signs and acknowledges that the Procuring Authorities are each relying on his or her representation to this effect:

**Lead Engineer:** AECOM Technical Services, Inc.

**By:**

  
\_\_\_\_\_

**Printed Name:** Travis Boone

**Title:** Executive Vice President



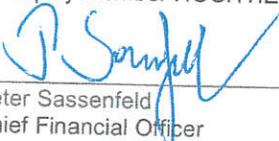
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- (b) swears and affirms that he or she is authorized to act on behalf of the entity for which he or she signs and acknowledges that the Procuring Authorities are each relying on his or her representation to this effect:

**Financially Responsible  
Party:**

HOCHTIEF Aktiengesellschaft  
for Equity Member HOCHTIEF PPP Solutions North America, Inc.

**By:**  
**Printed Name:**  
**Title:**

  
\_\_\_\_\_  
Peter Sassenfeld  
Chief Financial Officer

**By:**  
**Printed Name:**  
**Title:**

  
\_\_\_\_\_  
Einar Sauter  
Head of Executive Board's Office



Under penalty of perjury, each of the undersigned:

- (a) certifies on behalf of the entity for which he or she signs that:
  - (i) the Official Representative named above is authorized by such entity to sign this letter on behalf of Proposer; and
  - (ii) the representations, certifications, statements, disclosures, authorizations and commitments made, and information contained, in this Financial Proposal, including in this letter, by or in respect of such entity have been authorized by such entity, and is or are correct, complete and not materially misleading; and
- (b) swears and affirms that he or she is authorized to act on behalf of the entity for which he or she signs and acknowledges that the Procuring Authorities are each relying on his or her representation to this effect:

**Financially Responsible Party:**

HOCHTIEF PPP Solutions GmbH  
for member of the Lead Operator HOCHTIEF PPP Solutions North America, Inc.

**By:**  
**Printed Name:**  
**Title:**

  
\_\_\_\_\_  
Peter Coenen  
Chief Executive Officer

**By:**  
**Printed Name:**  
**Title:**

  
\_\_\_\_\_  
Ingrid Jonas  
Authorized Signatory



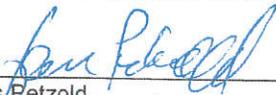
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- (a) certifies on behalf of the entity for which he or she signs that:
  - (i) the Official Representative named above is authorized by such entity to sign this letter on behalf of Proposer; and
  - (ii) the representations, certifications, statements, disclosures, authorizations and commitments made, and information contained, in this Financial Proposal, including in this letter, by or in respect of such entity have been authorized by such entity, and is or are correct, complete and not materially misleading; and
- (b) swears and affirms that he or she is authorized to act on behalf of the entity for which he or she signs and acknowledges that the Procuring Authorities are each relying on his or her representation to this effect:

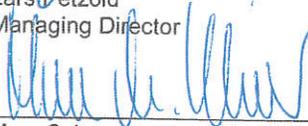
**Financially Responsible  
Party:**

HOCHTIEF USA, Inc.  
for member of the Lead Contractor Flatiron Constructors, Inc.

**By:**  
**Printed Name:**  
**Title:**

  
\_\_\_\_\_  
Lars Petzold  
Managing Director

**By:**  
**Printed Name:**  
**Title:**

  
\_\_\_\_\_  
Marc Scheer  
Managing Director

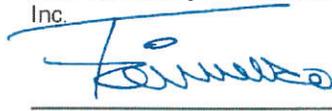


Under penalty of perjury, each of the undersigned:

- (a) certifies on behalf of the entity for which he or she signs that:
  - (i) the Official Representative named above is authorized by such entity to sign this letter on behalf of Proposer; and
  - (ii) the representations, certifications, statements, disclosures, authorizations and commitments made, and information contained, in this Financial Proposal, including in this letter, by or in respect of such entity have been authorized by such entity, and is or are correct, complete and not materially misleading; and
- (b) swears and affirms that he or she is authorized to act on behalf of the entity for which he or she signs and acknowledges that the Procuring Authorities are each relying on his or her representation to this effect:

**Financially Responsible Party:** ACS Servicios y Concesiones S.L. for ACS Infrastructure Development, Inc.

**By:**

  
\_\_\_\_\_

**Printed Name:**

Francisco Reinoso Torres

**Title:**

Attorney-in-Fact



Under penalty of perjury, each of the undersigned:

- (a) certifies on behalf of the entity for which he or she signs that:
  - (i) the Official Representative named above is authorized by such entity to sign this letter on behalf of Proposer; and
  - (ii) the representations, certifications, statements, disclosures, authorizations and commitments made, and information contained, in this Financial Proposal, including in this letter, by or in respect of such entity have been authorized by such entity, and is or are correct, complete and not materially misleading; and
- (b) swears and affirms that he or she is authorized to act on behalf of the entity for which he or she signs and acknowledges that the Procuring Authorities are each relying on his or her representation to this effect:

**Financially Responsible Party:**

Dragados S.A. for Dragados USA, Inc.

**By:**

A handwritten signature in blue ink, appearing to read "Jose Luis Mendez Sanchez", is written over a solid horizontal line.

**Printed Name:**

Jose Luis Mendez Sanchez

**Title:**

Authorized Representative



Under penalty of perjury, each of the undersigned:

- (a) certifies on behalf of the entity for which he or she signs that:
  - (i) the Official Representative named above is authorized by such entity to sign this letter on behalf of Proposer; and
  - (ii) the representations, certifications, statements, disclosures, authorizations and commitments made, and information contained, in this Financial Proposal, including in this letter, by or in respect of such entity have been authorized by such entity, and is or are correct, complete and not materially misleading; and
- (b) swears and affirms that he or she is authorized to act on behalf of the entity for which he or she signs and acknowledges that the Procuring Authorities are each relying on his or her representation to this effect:

**Financially Responsible Party:** John Laing Group plc for John Laing Investments Limited

**By:** 

**Printed Name:** Patrick O'D Bourke

**Title:** Group Finance Director



Under penalty of perjury, each of the undersigned:

- (a) certifies on behalf of the entity for which he or she signs that:
  - (i) the Official Representative named above is authorized by such entity to sign this letter on behalf of Proposer; and
  - (ii) the representations, certifications, statements, disclosures, authorizations and commitments made, and information contained, in this Financial Proposal, including in this letter, by or in respect of such entity have been authorized by such entity, and is or are correct, complete and not materially misleading; and
- (b) swears and affirms that he or she is authorized to act on behalf of the entity for which he or she signs and acknowledges that the Procuring Authorities are each relying on his or her representation to this effect:

Financially Responsible Party: CH2M HILL Companies, Ltd. for CH2M HILL Engineers, Inc.

By:

  
\_\_\_\_\_

Printed Name:

Steven Mathews

Title:

Treasurer

Under penalty of perjury, each of the undersigned:

- (a) certifies on behalf of the entity for which he or she signs that:
  - (i) the Official Representative named above is authorized by such entity to sign this letter on behalf of Proposer; and
  - (ii) the representations, certifications, statements, disclosures, authorizations and commitments made, and information contained, in this Financial Proposal, including in this letter, by or in respect of such entity have been authorized by such entity, and is or are correct, complete and not materially misleading; and
- (b) swears and affirms that he or she is authorized to act on behalf of the entity for which he or she signs and acknowledges that the Procuring Authorities are each relying on his or her representation to this effect:

**Financially Responsible Party:** AECOM for AECOM Capital, Inc., AECOM Energy & Construction, Inc. and AECOM Technical Services, Inc.

**By:**



---

**Printed Name:**

Keenan E. Driscoll

**Title:**

Senior Vice President, Treasurer



**Annex A: Pass/Fail Evaluation Criteria Verification**

No.	Initial Financial Pass/Fail Criteria	ITP Sec. Ref.	Satisfied?
1.	Financial Proposal submitted at the Proposal Submission Location on or before the Financial Proposal Deadline.	<u>Sections 5.1.1.a and 5.1.2.a.ii of Part C</u>	<input checked="" type="checkbox"/>
2.	Proposer's Baseline Substantial Completion Date is not later than November 30, 2022.	<u>Section 6.3 of the Financial Proposal Submission Requirements</u>	<input checked="" type="checkbox"/>
3.	If Proposer anticipates a TIFIA Financing in its Financial Proposal, nothing in the Financial Proposal is materially inconsistent or incompatible with any term or condition in the Baseline TIFIA Term Sheet.	<u>Section 3.3 of Part B</u>	<input checked="" type="checkbox"/>
4.	No Proposer Material Adverse Change has occurred since the date of the Proposer's Administrative and Technical Proposal, or exists at the date of its Financial Proposal.	<u>Section 4.6 of the Financial Proposal Submission Requirements</u>	<input checked="" type="checkbox"/>
5.	Financial Proposal conforms to all ITP instructions regarding organization, format and content.	<u>Sections 1.1 to 1.4 of the General Proposal Instructions</u>	<input checked="" type="checkbox"/>
	(a) The Financial Proposal is properly formatted.	<u>Section 1.1.1 of the General Proposal Instructions</u>	<input checked="" type="checkbox"/>
	(b) The Financial Proposal is arranged in the order set out in the tables specifying the relevant <u>Financial Proposal Submission Requirements</u> .	<u>Section 1.1.2.a of the General Proposal Instructions</u>	<input checked="" type="checkbox"/>
	(c) Each Volume is sub-divided and tabbed to correspond to the Section numbering set out in the tables specifying relevant <u>Financial Proposal Submission Requirements</u> .	<u>Section 1.1.2.b of the General Proposal Instructions</u>	<input checked="" type="checkbox"/>
	(d) Proposer has submitted:		<input checked="" type="checkbox"/>
	(i) all required hardcopy volumes, properly separated and labeled; and	<u>Sections 1.2.1.a.ii, 1.2.2.a.ii, 1.2.2.b and 1.2.2.d of the General Proposal Instructions</u>	<input checked="" type="checkbox"/>
	(ii) all required digital materials.	<u>Section 1.2.1.b of the General Proposal Instructions</u>	<input checked="" type="checkbox"/>



No.	Initial Financial Pass/Fail Criteria	ITP Sec. Ref.	Satisfied?
	(a) The Proposal is exclusively in the English language, uses United States customary units of measure specifies monetary amounts in US dollar denominations.	<u>Section 1.3.1 of the General Proposal Instructions</u>	<input checked="" type="checkbox"/>
	(e) There is no electively included information or materials in addition to the information and materials specifically requested in the RFP.	<u>Section 1.3.4 of the General Proposal Instructions</u>	<input checked="" type="checkbox"/>
6.	Volume 4 of the Financial Proposal includes each of the following:		<input checked="" type="checkbox"/>
	(a) Financial Proposal Letter ( <u>Form A-2</u> ) attaching:	<u>Section 4.1 of the Financial Proposal Submission Requirements</u>	<input checked="" type="checkbox"/>
	<u>Annex A (Pass/Fail Evaluation Criteria Verification)</u> .		<input checked="" type="checkbox"/>
	(b) Public Statement.	<u>Section 4.2.1 of the Financial Proposal Submission Requirements</u>	<input checked="" type="checkbox"/>
	(c) Completed <u>Form B (Confidential Contents Index)</u> .	<u>Section 4.2.2 of the Financial Proposal Submission Requirements</u>	<input checked="" type="checkbox"/>
	(d) Proposal Security.	<u>Section 4.3 of the Financial Proposal Submission Requirements</u>	<input checked="" type="checkbox"/>
	(e) Completed <u>Form C-1 (Non-Collusion Affidavit)</u> for each of <sup>1</sup> :	<u>Section 4.4.1 of the Financial Proposal Submission Requirements</u>	<input checked="" type="checkbox"/>
	(i) Proposer;		<input checked="" type="checkbox"/>
	(ii) each Equity Member;		<input checked="" type="checkbox"/> ACS Infrastructure Development, Inc. <input checked="" type="checkbox"/> HOCHTIEF PPP Solutions North America, Inc. <input checked="" type="checkbox"/> AECOM Capital, Inc.

<sup>1</sup> In completing this Annex A, Proposer should list and include in the final column a check box in respect of each separate entity that falls into each of category (i) to (v) (including, where applicable, each member or partner of a Joint Venture). Proposer should also comply with this instruction in relation to 7(f) to (i) below.



No.	Initial Financial Pass/Fail Criteria	ITP Sec. Ref.	Satisfied?
			<input checked="" type="checkbox"/> John Laing Investments Limited <input checked="" type="checkbox"/>
	(iii) Lead Contractor;		Flatiron Constructors, Inc. <input checked="" type="checkbox"/> Dragados USA, Inc. <input checked="" type="checkbox"/> AECOM Energy & Construction, Inc. <input checked="" type="checkbox"/>
	(iv) Lead Engineer;		CH2M HILL Engineers, Inc. <input checked="" type="checkbox"/> AECOM Technical Services, Inc. <input checked="" type="checkbox"/>
	(v) Lead Operator; and		ACS Infrastructure Development, Inc. <input checked="" type="checkbox"/> HOCHTIEF PPP Solutions North America, Inc. <input checked="" type="checkbox"/> AECOM Capital, Inc. <input checked="" type="checkbox"/>
	(vi) each Financially Responsible Party (if any).		ACS Servicios y Concesiones, S.L. <input checked="" type="checkbox"/> HOCHTIEF Aktiengesellschaft <input checked="" type="checkbox"/> HOCHTIEF PPP Solutions GmbH <input checked="" type="checkbox"/> HOCHTIEF USA, Inc. <input checked="" type="checkbox"/> Dragados, S.A. <input checked="" type="checkbox"/> John Laing Group plc <input checked="" type="checkbox"/>



No.	Initial Financial Pass/Fail Criteria	ITP Sec. Ref.	Satisfied?
			CH2M HILL Companies, Ltd. <input checked="" type="checkbox"/> AECOM <input checked="" type="checkbox"/>
	(f) Completed <u>Form C-2 (Buy America Certification)</u> for each of:	<u>Section 4.4.2 of the Financial Proposal Submission Requirements</u>	<input checked="" type="checkbox"/>
	(i) Proposer; and		<input checked="" type="checkbox"/>
	(ii) Lead Contractor.		Flatiron Constructors, Inc. <input checked="" type="checkbox"/> Dragados USA, Inc. <input checked="" type="checkbox"/> AECOM Energy & Construction, Inc. <input checked="" type="checkbox"/>
	(g) Completed <u>Form C-3 (Equal Employment Opportunity Certification)</u> for each of:	<u>Section 4.4.3 of the Financial Proposal Submission Requirements</u>	<input checked="" type="checkbox"/>
	(i) Proposer;		<input checked="" type="checkbox"/>
	(ii) each Equity Member;		ACS Infrastructure Development, Inc. <input checked="" type="checkbox"/> HOCHTIEF PPP Solutions North America, Inc. <input checked="" type="checkbox"/> AECOM Capital, Inc. <input checked="" type="checkbox"/> John Laing Investments Limited <input checked="" type="checkbox"/>
	(iii) Lead Contractor;		Flatiron Constructors, Inc. <input checked="" type="checkbox"/> Dragados USA, Inc. <input checked="" type="checkbox"/> AECOM Energy & Construction, <input checked="" type="checkbox"/>



No.	Initial Financial Pass/Fail Criteria	ITP Sec. Ref.	Satisfied?
			Inc. <input checked="" type="checkbox"/>
	(iv) Lead Engineer;		CH2M HILL Engineers, Inc. <input checked="" type="checkbox"/> AECOM Technical Services, Inc. <input checked="" type="checkbox"/>
	(v) Lead Operator; and		ACS Infrastructure Development, Inc. <input checked="" type="checkbox"/> HOCHTIEF PPP Solutions North America, Inc. <input checked="" type="checkbox"/> AECOM Capital, Inc. <input checked="" type="checkbox"/>
	(vi) each Financially Responsible Party (if any).		ACS Servicios y Concesiones, S.L. <input checked="" type="checkbox"/> HOCHTIEF Aktiengesell- schaft <input checked="" type="checkbox"/> HOCHTIEF PPP Solutions GmbH <input checked="" type="checkbox"/> HOCHTIEF USA, Inc. <input checked="" type="checkbox"/> Dragados, S.A. <input checked="" type="checkbox"/> John Laing Group plc <input checked="" type="checkbox"/> CH2M HILL Companies, Ltd. <input checked="" type="checkbox"/> AECOM <input checked="" type="checkbox"/>
	(vi) any other Subcontractor not exempt under 41 CFR § 60-1.5.		<input checked="" type="checkbox"/>
	(h) Completed <u>Form C-4 (Use of Contract Funds for Lobbying Certification)</u> for each of:	<u>Section 4.4.4 of the Financial Proposal Submission Requirements</u>	<input checked="" type="checkbox"/>



No.	Initial Financial Pass/Fail Criteria	ITP Sec. Ref.	Satisfied?
	(i) Proposer;		<input checked="" type="checkbox"/>
	(ii) each Equity Member;		ACS Infrastructure Development, Inc. <input checked="" type="checkbox"/> HOCHTIEF PPP Solutions North America, Inc. <input checked="" type="checkbox"/> AECOM Capital, Inc. <input checked="" type="checkbox"/> John Laing Investments Limited <input checked="" type="checkbox"/>
	(iii) Lead Contractor;		Flatiron Constructors, Inc. <input checked="" type="checkbox"/> Dragados USA, Inc. <input checked="" type="checkbox"/> AECOM Energy & Construction, Inc. <input checked="" type="checkbox"/>
	(iv) Lead Engineer;		CH2M HILL Engineers, Inc. <input checked="" type="checkbox"/> AECOM Technical Services, Inc. <input checked="" type="checkbox"/>
	(v) Lead Operator; and		ACS Infrastructure Development, Inc. <input checked="" type="checkbox"/> HOCHTIEF PPP Solutions North America, Inc. <input checked="" type="checkbox"/> AECOM Capital, Inc. <input checked="" type="checkbox"/>
	(vi) each Financially Responsible Party (if any).		ACS Servicios y Concesiones, S.L. <input checked="" type="checkbox"/> HOCHTIEF Aktiengesell-



No.	Initial Financial Pass/Fail Criteria	ITP Sec. Ref.	Satisfied?
			schaft <input checked="" type="checkbox"/> HOCHTIEF PPP Solutions GmbH <input checked="" type="checkbox"/> HOCHTIEF USA, Inc. <input checked="" type="checkbox"/> Dragados, S.A. <input checked="" type="checkbox"/> John Laing Group plc <input checked="" type="checkbox"/> CH2M HILL Companies, Ltd. <input checked="" type="checkbox"/> AECOM <input checked="" type="checkbox"/>
	(i) Completed <u>Form C-5 (Debarment and Suspension Certification)</u> for each of:	<u>Section 4.4.5 of the Financial Proposal Submission Requirements</u>	<input checked="" type="checkbox"/>
	(i) Proposer;		<input checked="" type="checkbox"/>
	(ii) each Equity Member;		ACS Infrastructure Development, Inc. <input checked="" type="checkbox"/> HOCHTIEF PPP Solutions North America, Inc. <input checked="" type="checkbox"/> AECOM Capital, Inc. <input checked="" type="checkbox"/> John Laing Investments Limited <input checked="" type="checkbox"/>
	(iii) Lead Contractor;		Flatiron Constructors, Inc. <input checked="" type="checkbox"/> Dragados USA, Inc. <input checked="" type="checkbox"/> AECOM Energy & Construction, Inc. <input checked="" type="checkbox"/>
	(iv) Lead Engineer;		CH2M HILL Engineers, Inc. <input checked="" type="checkbox"/>



No.	Initial Financial Pass/Fail Criteria	ITP Sec. Ref.	Satisfied?
			<input checked="" type="checkbox"/> AECOM Technical Services, Inc. <input checked="" type="checkbox"/>
	(v) Lead Operator; and		<input checked="" type="checkbox"/> ACS Infrastructure Development, Inc. <input checked="" type="checkbox"/> HOCHTIEF PPP Solutions North America, Inc. <input checked="" type="checkbox"/> AECOM Capital, Inc. <input checked="" type="checkbox"/>
	(vi) each Financially Responsible Party (if any).		<input checked="" type="checkbox"/> ACS Servicios y Concesiones, S.L. <input checked="" type="checkbox"/> HOCHTIEF Aktiengesell- schaft <input checked="" type="checkbox"/> HOCHTIEF PPP Solutions GmbH <input checked="" type="checkbox"/> HOCHTIEF USA, Inc. <input checked="" type="checkbox"/> Dragados, S.A. <input checked="" type="checkbox"/> John Laing Group plc <input checked="" type="checkbox"/> CH2M HILL Companies, Ltd. <input checked="" type="checkbox"/> AECOM <input checked="" type="checkbox"/>
	(j) Equity funding letter from each Equity Member <sup>2</sup> .	<u>Section 4.5.1 of the Financial Proposal Submission Requirements</u>	<input checked="" type="checkbox"/> ACS Infrastructure Development, Inc. <input checked="" type="checkbox"/> HOCHTIEF PPP Solutions North America, Inc. <input checked="" type="checkbox"/> AECOM Capital, Inc.

<sup>2</sup> In completing this Annex A, Proposer should list, and include in the final column a check box in respect of, each Equity Member.



No.	Initial Financial Pass/Fail Criteria	ITP Sec. Ref.	Satisfied?
			<input checked="" type="checkbox"/> John Laing Investments Limited <input checked="" type="checkbox"/>
	(k) Either: (i) letter of support from each Financially Responsible Party (if any); or (ii) a statement in compliance with <u>Section 1.3.3 of the General Proposal Instructions</u> <sup>3</sup> .	<u>Section 4.5.2 of the Financial Proposal Submission Requirements</u>	<input checked="" type="checkbox"/> ACS Servicios y Concesiones, S.L. <input checked="" type="checkbox"/> HOCHTIEF Aktiengesellschaft <input checked="" type="checkbox"/> HOCHTIEF PPP Solutions GmbH <input checked="" type="checkbox"/> HOCHTIEF USA, Inc. <input checked="" type="checkbox"/> Dragados, S.A. <input checked="" type="checkbox"/> John Laing Group plc <input checked="" type="checkbox"/> CH2M HILL Companies, Ltd. <input checked="" type="checkbox"/> AECOM <input checked="" type="checkbox"/>
	(l) Either: (i) information regarding material changes in financial capacity; or (ii) confirmation of the absence of any such changes, for:	<u>Section 4.6.1 of the Financial Proposal Submission Requirements</u>	<input checked="" type="checkbox"/>
	(i) each Equity Member;		<input checked="" type="checkbox"/> ACS Infrastructure Development, Inc. <input checked="" type="checkbox"/> HOCHTIEF PPP Solutions North America, Inc. <input checked="" type="checkbox"/> AECOM Capital, Inc. <input checked="" type="checkbox"/> John Laing Investments Limited <input checked="" type="checkbox"/>

<sup>3</sup> In completing this Annex A, Proposer should list, and include in the final column a check box in respect of, each Financially Responsible Party.



No.	Initial Financial Pass/Fail Criteria	ITP Sec. Ref.	Satisfied?
	(ii) Lead Contractor;		Flatiron Constructors, Inc. <input checked="" type="checkbox"/> Dragados USA, Inc. <input checked="" type="checkbox"/> AECOM Energy & Construction, Inc. <input checked="" type="checkbox"/>
	(iii) Lead Engineer;		CH2M HILL Engineers, Inc. <input checked="" type="checkbox"/> AECOM Technical Services, Inc. <input checked="" type="checkbox"/>
	(iv) Lead Operator; and		ACS Infrastructure Development, Inc. <input checked="" type="checkbox"/> HOCHTIEF PPP Solutions North America, Inc. <input checked="" type="checkbox"/> AECOM Capital, Inc. <input checked="" type="checkbox"/>
	(v) each Financially Responsible Party (if any).		ACS Servicios y Concesiones, S.L. <input checked="" type="checkbox"/> HOCHTIEF Aktiengesellschaft <input checked="" type="checkbox"/> HOCHTIEF PPP Solutions GmbH <input checked="" type="checkbox"/> HOCHTIEF USA, Inc. <input checked="" type="checkbox"/> Dragados, S.A. <input checked="" type="checkbox"/> John Laing Group plc <input checked="" type="checkbox"/> CH2M HILL Companies, Ltd. <input checked="" type="checkbox"/> AECOM <input checked="" type="checkbox"/>



No.	Initial Financial Pass/Fail Criteria	ITP Sec. Ref.	Satisfied?
	(m) For each entity that submitted a Form G-3 in the Administrative and Technical Proposal, either: (i) confirmation of no change; or (ii) description of any change <sup>4</sup> .	<u>Section 4.6.2 of the Financial Proposal Submission Requirements</u>	HOCHTIEF Aktiengesellschaft <input checked="" type="checkbox"/> AECOM <input checked="" type="checkbox"/>
7.	Volume 5 of the Financial Proposal includes each of the following:		<input checked="" type="checkbox"/>
	(a) Financing Plan.	<u>Section 5.1 of the Financial Proposal Submission Requirements</u>	<input checked="" type="checkbox"/>
	(b) Debt Commitment Letters from each of Proposer's Lenders.	<u>Section 5.2.1 of the Financial Proposal Submission Requirements</u>	<input checked="" type="checkbox"/>
	(c) A copy of each Debt Term Sheet.	<u>Section 5.2.2 of the Financial Proposal Submission Requirements</u>	<input checked="" type="checkbox"/>
	(d) Rating Agency Letter(s).	<u>Section 5.2.3 of the Financial Proposal Submission Requirements</u>	<input checked="" type="checkbox"/>
8.	Volume 6 of the Financial Proposal includes the following:		<input checked="" type="checkbox"/>
	(a) <u>Form D-1 (Base MPP Proposal)</u> .	<u>Section 6.1 of the Financial Proposal Submission Requirements</u>	<input checked="" type="checkbox"/>
	(b) <u>Part A of Form D-2 (Bridge Enterprise Eligible Costs Breakdown)</u> .	<u>Section 6.2 of the Financial Proposal Submission Requirements</u>	<input checked="" type="checkbox"/>
	(c) <u>Form D-3 (Financing Plan Dates)</u> .	<u>Section 6.3 of the Financial Proposal Submission Requirements</u>	<input checked="" type="checkbox"/>
	(d) <u>Form D-4 (Equity, Debt and Termination Compensation Information)</u> .	<u>Section 6.4 of the Financial Proposal Submission Requirements</u>	<input checked="" type="checkbox"/>
	(e) <u>Form D-5 (Proposer Market Scale)</u> .	<u>Section 6.5 of the Financial Proposal Submission Requirements</u>	<input checked="" type="checkbox"/>

<sup>4</sup> In completing this Annex A, Proposer should list, and include in the final column a check box in respect of, each separate entity that has a credit rating.



No.	Initial Financial Pass/Fail Criteria	ITP Sec. Ref.	Satisfied?
	(f) <u>Form D-6</u> ( <i>Proposer Basis Scale</i> ).	<u>Section 6.6 of the Financial Proposal Submission Requirements</u>	<input checked="" type="checkbox"/>
	(g) <u>Form D-7</u> ( <i>Sources and Uses of Funds</i> ).	<u>Section 6.7 of the Financial Proposal Submission Requirements</u>	<input checked="" type="checkbox"/>
	(h) <u>Form D-8</u> ( <i>Cost Data for Major Components of the Construction Work</i> ).	<u>Section 6.8 of the Financial Proposal Submission Requirements</u>	<input checked="" type="checkbox"/>
	(i) <u>Form E</u> ( <i>Estimated Insurance Costs Form</i> ).	<u>Section 6.9 of the Financial Proposal Submission Requirements</u>	<input checked="" type="checkbox"/>
	(j) Base Financial Model.	<u>Section 6.10.1 of the Financial Proposal Submission Requirements</u>	<input checked="" type="checkbox"/>
	(k) Assumptions Book.	<u>Section 6.10.2 of the Financial Proposal Submission Requirements</u>	<input checked="" type="checkbox"/>
	(l) Base Model Financial Audit and Opinion Letter.	<u>Section 6.10.3 of the Financial Proposal Submission Requirements</u>	<input checked="" type="checkbox"/>

# 4.2 Public Disclosure Information



CONNECTING COMMUNITIES

# Public Statement



**CONNECTING COMMUNITIES**



## a) Core Proposer Team Members

Front Range Mobility Group (FRMG) was formed with the singular purpose of delivering to CDOT and the Procuring Authorities the Central 70 Project (the Project). FRMG is a preeminent group of companies from Colorado and around the globe with proven performance delivering largescale P3 transportation projects, and exceeding the goals and expectations for the design, build, finance, operation and maintenance of these projects. Each of FRMG's Core Proposer Team Members are leaders in their field bringing the requisite experience and specialized expertise to successfully deliver the Project. FRMG Core Proposer Team Members and their respective roles are detailed in the table below.

### Core Proposer Team Members

Equity Members	
	HOCHTIEF PPP Solutions North America, Inc.
	ACS Infrastructure Development, Inc.
	AECOM Capital, Inc.
	John Laing Investments Limited
Lead Contractor Members	
	Flatiron Constructors, Inc.
	Dragados USA, Inc.
	AECOM Energy & Construction, Inc.
Lead Engineer Members	
	CH2M HILL Engineers, Inc.
	AECOM Technical Services, Inc.
Lead Operator Members	
	HOCHTIEF PPP Solutions North America, Inc.
	ACS Infrastructure Development, Inc.
	AECOM Capital, Inc.
Financially Responsible Parties	
HOCHTIEF Aktiengesellschaft	HOCHTIEF USA, Inc.
ACS Servicios y Concesiones, S.L.	Dragados S.A.
AECOM	CH2M HILL Companies, Ltd.
HOCHTIEF PPP Solutions GmbH	John Laing Group plc

## b) Key Elements of the Technical Proposal

FRMG has worked collaboratively, through open and transparent partnering with CDOT and the Procuring Authorities, to deliver an optimized solution that goes “The Extra Mile.” Our proposal offers an innovative solution that includes numerous approved Alternative Technical Concepts which provide value-added benefits such as a shorter construction period and significantly reduced impacts to the travelling public, businesses, and nearby communities.

FRMG’s technical solution seamlessly integrates construction efficiency, safety, quality, long-term value, and life cycle benefits throughout every Project Element. Our optimized solution is the result of a collaborative team effort which emphasized innovative approaches to efficiently deliver the Project, providing long-lasting value while minimizing disruptions to the public.

FRMG’s technical proposal includes the following key elements (in summary):

### Key Elements:

- » Innovative ATC’s that reduce both cost and schedule risk, and minimize the impacts of construction to the community and the traveling public
- » Enhanced opportunities for DBE/ESB participation during both the Construction and Operating Periods
- » Optimized phasing of the Project resulting in a reduced Construction Period
- » Efficient division of the Project scope into specific areas and phases with prudently allocated resources to achieve the timely completion of Key Milestones
- » Comprehensive processes to ensure quality is “built in” to every Element of the Work
- » Decision-making that is based on a long-term view for the performance of the Project

### Select Benefits of FRMG’s technical solution:

- » Minimizes impacts to the community and the traveling public
- » Maximizes efficiency and quality throughout the Project life cycle
- » Maximizes connectivity during construction through:
  - Reducing the duration of the construction period by 6 months
  - Reducing the duration of construction near Swansea Elementary School by 12 months
  - Reducing Lane Closures thereby maximizing connectivity during construction.
- » Provides early availability of I-70 toll lanes
- » Eliminates the utility bridge across I-70
- » Results in an optimal layout of the EB I-270 to EB I-70 flyover bridge
- » Lowers the maximum span length of the flyover structure, allowing for the use of shorter, shallower girders that are readily available from Colorado precast suppliers
- » Reduces energy costs
- » Minimizes work involving potentially contaminated soils and groundwater

» Creates additional community enhancements such as:

- Aesthetic and mobility enrichments to the community
- Additional opportunities for landscaping and public amenities along the Project corridor
- Improved air quality and noise commitments

### c) Key Elements of Approach to engaging with Stakeholders and the Public

FRMG team members are deeply rooted in the local community. We fully understand the immediate and lasting impact that the Project will have on the multiple stakeholders along the I-70 corridor. FRMG, in concert with CDOT’s Office of Communications personnel, will facilitate a multi-faceted Strategic Communications Plan (SCP), building upon the strong public awareness campaign and community engagement initiatives already established. Through the implementation of our SCP, FRMG will create opportunities for open dialogue between all Project stakeholders and implement an approach that ensures stakeholders feel informed, engaged, and listened to.

The foundation of our stakeholder and public engagement approach is to establish and maintain two-way communication with all Project stakeholders. FRMG will use multiple platforms to communicate consistent messages in English and Spanish, and members of the FRMG Communication Team will be available to respond to questions related to the Project. The table below highlights the various methods of communication that will be used to disseminate information during the Construction Period, and identifies some of the major concerns that will be particularly important to communicate to the varying stakeholders.

	<b>Residents</b>	<b>Businesses</b>	<b>Institutions / Organizations</b>	<b>Traveling Public</b>	<b>Pedestrians / Cyclists</b>
<b>Major Concern</b>	Construction schedule, noise and dust impact, street access	Access, disruptions, noise and dust	Construction schedule, access, noise and dust	Lane closures, delays, detours and safety	Access, detours, and safety
<b>Methods of Communicating to Stakeholders</b>	Door hangers, mailers and Project fact sheets Public meetings Broadcast communications Apps, Project website, and social media	Open House forums and business meetings Broadcast communications Direct, one-on-one conversations Apps, Project website, and social media	Small group meetings Community Liaison at School Outreaches Information booths at community events Email notifications and Correspondence Apps, Project website, and social media	24-hour public information hotline ITS applications and VMS signage Email notifications and correspondence Apps, Project website, and social media	Apps, Project website updates, and social media ITS applications VMS signage

### Unique or Innovative Approaches

In addition to implementing traditional modes of communication, FRMG has explored innovative methods to communicate with the community and stakeholders within the context of the Project. Using existing mobile applications, like CDOT’s “Colorado Roads App” and other available technology like “Powerli.ne”, FRMG will be able to directly communicate time sensitive updates for the Project.

FRMG has established a partnership with Entravision Communications Corporation, the owner and operator of four local Spanish language TV stations and three local Spanish language radio stations. Through this partnership, Entravision will feature news segments on the Project, as well as allow FRMG to

communicate upcoming opportunities for local participation and employment for firms and prospective employees. This relationship will also allow us to engage with Entravision's partners in the area to create community development programs that enrich neighborhoods and promote opportunity.

#### d) Key Elements of Approach to engaging DBEs, ESBs and the local workforce

FRMG is committed to the development of the community surrounding the Project and its future economic vitality. Engaging Disadvantaged Business Enterprises (DBEs), Emerging Small Businesses (ESBs) and the local workforce allows us to bring unique and varied backgrounds together to create an atmosphere for innovation and success. FRMG is committed to proactive, ongoing recruiting and outreach events, and providing local firms and the local workforce with the tools they require to excel and thrive on the Project.

FRMG has developed our draft Small and Disadvantaged Business Participation Plan (SDBPP) and Workforce Development Plan (WDP) to bolster an already robust local pool of resources and continue to build on the economic vitality of this corridor.

#### Key Elements

Key elements of our Project specific approach to engaging DBE/ESB firms and the local workforce include the following processes for generating, communicating and supporting opportunities for DBE/ESB firms to participate as integral team members.

- » **Mentor-Protégé Program.** This program's objective is to provide comprehensive mentoring and technical assistance to DBE/ESB firms working on the Project, ensuring they successfully complete their contracts, develop and broaden their capabilities to compete on future work, expand their businesses, and yield sustainable growth.
- » **Training.** Training will be provided for existing DBE/ESB firms on eligibility requirements for certification and the procurement process for this Project.
- » **Creative Mitigation.** FRMG has implemented a process for mitigating common challenges for DBE/ESB firms, including unbundling work and creating smaller scope packages that allow for more opportunities for participation; continuing outreach bid and solicitation; and inviting DBE/ESB firms that normally perform vertical Work to participate.
- » **Communication.** We will utilize our existing local partnerships and work with community-based organizations to communicate opportunities for participation on the Project, as well as upcoming opportunities for participation and training with DBE/ESB firms.

FRMG's Workforce Development Plan focuses on developing the local workforce through initiatives such as our On-the-Job Training (OJT) Program and Local Hiring plan. We will engage and support the local workforce through Project participation and employment by partnering with local organizations and businesses through the following approaches:

- » **Recruiting.** Partnering with organizations that have already done an extensive amount of outreach and have ample tools and resources in place to assist in building and recruiting the workforce for this Project.
- » **Advertising.** All job openings through FRMG and Subcontractors will be advertised with approved workforce development organizations for seven calendar days before job openings will be advertised through other resources. Advertisements will list upcoming opportunities to which prospective employees can apply, provide contact information for the team and FRMG's website for additional information, along with pertinent deadlines for application. Advertisements will be written in both English and Spanish. Advertisements will be placed in publications throughout the Denver metro area.

- » **Resources for Job Placement.** FRMG will direct prospective employees to resources to assure that local workforce candidates are aware of positions and are ready for them, as well as to create an ongoing support strategy to enable long-term employment success.
- » **Pairing Trainees with Mentors.** Employees enrolled in the OJT program will be partnered with a journeyman, supervisor, or mentor — for example, a project manager, superintendent, construction manager, or other senior field worker — in a ratio of no more than three employees to one manager. The mentor, who is knowledgeable in the industry, will provide counseling and assistance to the trainee during the course of the trainee’s time in the OJT program. The mentor will take charge of the trainee’s instruction, ensuring the trainee receives the correct type and length of training.

### e) Key Elements of Approach to Environmental Mitigation during Construction

FRMG has developed a Draft Environmental Compliance Work Plan (ECWP) that identifies Environmental Requirements, commitments and goals for the Project and describes the means and methods through which FRMG will monitor compliance of the Work, deliverables and final outcomes to meet or exceed the applicable goals and requirements as specified in the final EIS and ROD. Our approach to environmental mitigation during construction is to effectively implement our Project specific ECWP which includes:

- » A comprehensive set of Project and regulatory requirements, commitments and goals and corresponding approaches to implementing mitigation measures throughout the Project period
- » A detailed, comprehensive compliance tracking matrix that defines the means and methods for completing compliant work while ensuring the protection of the environment and residents. This innovative tracking matrix provides:
  - an easy and comprehensive way to track environmental compliance through the utilization of a complete and integrated list of individual environmental commitments
  - the means to track compliance with mitigation requirements (and provide the corresponding documentation) during the all Project phases to ensure tasks are complete

#### Key Elements

FRMG’s ECWP and associated Environmental Compliance Tracking Matrix is a comprehensive environmental quality management plan that incorporates the same continual improvement Plan-Do-Check-Act (PDCA) processes that form the basis of our overarching Quality Management System for the Project as a whole. By incorporating the PDCA process and prescribing “who, what, when, where, and how” into our environmental monitoring activities and procedures, FRMG is able to not only ensure environmental compliance for the Project, but also to reduce environmental risks and improve environmental performance.

FRMG is also proposing to prepare a Project Sustainability Plan that builds on CDOT’s sustainability program efforts — Environmental Stewardship Guide — and the Project’s standards and specifications as set forth in Project Agreement. As part of our Sustainability Plan, we propose to develop and implement a Construction and Demolition Debris Management Plan and a Construction and Operation Energy Conservation Plan, which identifies qualitative and quantitative metrics and goals to promote the reuse, recycling, and management of construction and demolition debris as well as requirements to conserve energy during the Term of the Project.

# Form B Confidential Contents Index



**CONNECTING COMMUNITIES**



## FORM B: CONFIDENTIAL CONTENTS INDEX

**Proposer Name:** Front Range Mobility Group

### Financial Proposal

#### Volume 4:

No.	Proposal Headings	Proposal Sections	Proposal Pages	Other Identifying Information	Relevant CORA Exemptions	Duration of Exemptions
(1)	Letter of Credit	4.3	N/A	Letters of Credit - ALL	We consider this information to contain confidential commercial and financial data, which is exempt from disclosure as CORA Exempt Materials under C.R.S. §§24-72-204(3)(a)(IV).	Permanent exemption. These statements are not released as public documents.
(2)	Form C-5	4.4	N/A	Form C-5 Debarment and Suspension - HOCHTIEF AG	We consider this information to contain confidential commercial and financial data, which is exempt from disclosure as CORA Exempt Materials under C.R.S. §§24-72-204(3)(a)(IV).	Permanent exemption. These statements are not released as public documents.
(3)	Equity Support Letters	4.5	N/A	Equity Support Letters - ALL	We consider this information to contain confidential commercial and financial data, which is exempt from disclosure as CORA Exempt Materials under C.R.S. §§24-72-204(3)(a)(IV).	Permanent exemption. These statements are not released as public documents.
(4)	Form G-1 Material Changes	4.6	N/A	Form G-1 - Flatiron Constructors, Inc. as Lead Contractor	We consider this information to contain confidential commercial and financial data, which is exempt from disclosure as CORA Exempt Materials under C.R.S. §§24-72-204(3)(a)(IV).	Permanent exemption. These statements are not released as public documents.
(5)	Form G-1 Material Changes	4.6	N/A	Form G-1 - HOCHTIEF PPP Solutions GmbH	We consider this information to contain confidential commercial and financial data, which is exempt from disclosure as CORA Exempt Materials under C.R.S. §§24-72-204(3)(a)(IV).	Permanent exemption. These statements are not released as public documents.



**Volume 5:**

No.	Proposal Headings	Proposal Sections	Proposal Pages	Other Identifying Information	Relevant CORA Exemptions	Duration of Exemptions
(1)	Financing Plan Memorandum	5.1	N/A	N/A	We consider this information to contain confidential commercial and financial data, which is exempt from disclosure as CORA Exempt Materials under C.R.S. §§24-72-204(3)(a)(IV).	Permanent exemption. These statements are not released as public documents.
(2)	Debt Commitment	5.2.1	N/A	N/A	We consider this information to contain confidential commercial and financial data, which is exempt from disclosure as CORA Exempt Materials under C.R.S. §§24-72-204(3)(a)(IV).	Permanent exemption. These statements are not released as public documents.
(3)	Debt Terms Sheets	5.2.2	N/A	N/A	We consider this information to contain confidential commercial and financial data, which is exempt from disclosure as CORA Exempt Materials under C.R.S. §§24-72-204(3)(a)(IV).	Permanent exemption. These statements are not released as public documents.
(4)	Rating Agency Letters	5.2.3	N/A	N/A	We consider this information to contain confidential commercial and financial data, which is exempt from disclosure as CORA Exempt Materials under C.R.S. §§24-72-204(3)(a)(IV).	Permanent exemption. These statements are not released as public documents.



**Volume 6:**

No.	Proposal Headings	Proposal Sections	Proposal Pages	Other Identifying Information	Relevant CORA Exemptions	Duration of Exemptions
(1)	Form D-1 Base MPP Proposal	6.1	N/A	N/A	We consider this information to contain confidential commercial and financial data, which is exempt from disclosure as CORA Exempt Materials under C.R.S. §§24-72-204(3)(a)(IV).	Permanent exemption. These statements are not released as public documents.
(2)	Form D-2 Bridge Enterprise Costs Breakdown	6.2	N/A	N/A	We consider this information to contain confidential commercial and financial data, which is exempt from disclosure as CORA Exempt Materials under C.R.S. §§24-72-204(3)(a)(IV).	Permanent exemption. These statements are not released as public documents.
(3)	Form D-3 Financing Plan Dates	6.3	N/A	N/A	We consider this information to contain confidential commercial and financial data, which is exempt from disclosure as CORA Exempt Materials under C.R.S. §§24-72-204(3)(a)(IV).	Permanent exemption. These statements are not released as public documents.
(4)	Form D-4 Equity, Debt and Termination Compensation Information	6.4	N/A	N/A	We consider this information to contain confidential commercial and financial data, which is exempt from disclosure as CORA Exempt Materials under C.R.S. §§24-72-204(3)(a)(IV).	Permanent exemption. These statements are not released as public documents.
(5)	Form D-5 Proposer Market Scale	6.5	N/A	N/A	We consider this information to contain confidential commercial and financial data, which is exempt from disclosure as CORA Exempt Materials under C.R.S. §§24-72-204(3)(a)(IV).	Permanent exemption. These statements are not released as public documents.



No.	Proposal Headings	Proposal Sections	Proposal Pages	Other Identifying Information	Relevant CORA Exemptions	Duration of Exemptions
(6)	Form D-6 Proposer Basis Scale	6.6	N/A	N/A	We consider this information to contain confidential commercial and financial data, which is exempt from disclosure as CORA Exempt Materials under C.R.S. §§24-72-204(3)(a)(IV).	Permanent exemption. These statements are not released as public documents.
(7)	Form D-7 Sources and Uses of Funds	6.7	N/A	N/A	We consider this information to contain confidential commercial and financial data, which is exempt from disclosure as CORA Exempt Materials under C.R.S. §§24-72-204(3)(a)(IV).	Permanent exemption. These statements are not released as public documents.
(8)	Form D-8 Costs Data for Major Components of the Construction Work	6.8	N/A	N/A	We consider this information to contain confidential commercial and financial data, which is exempt from disclosure as CORA Exempt Materials under C.R.S. §§24-72-204(3)(a)(IV).	Permanent exemption. These statements are not released as public documents.
(9)	Form E Estimated Insurance Cost Form	6.9	N/A	N/A	We consider this information to contain confidential commercial and financial data, which is exempt from disclosure as CORA Exempt Materials under C.R.S. §§24-72-204(3)(a)(IV).	Permanent exemption. These statements are not released as public documents.
(10)	Base Financial Model	6.10.1	N/A	N/A	We consider this information to contain confidential commercial and financial data, which is exempt from disclosure as CORA Exempt Materials under C.R.S. §§24-72-204(3)(a)(IV).	Permanent exemption. These statements are not released as public documents.



No.	Proposal Headings	Proposal Sections	Proposal Pages	Other Identifying Information	Relevant CORA Exemptions	Duration of Exemptions
(11)	Assumptions Book	6.10.2	N/A	N/A	We consider this information to contain confidential commercial and financial data, which is exempt from disclosure as CORA Exempt Materials under C.R.S. §§24-72-204(3)(a)(IV).	Permanent exemption. These statements are not released as public documents.
(12)	Financial Audit and Opinion	6.10.3	N/A	N/A	We consider this information to contain confidential commercial and financial data, which is exempt from disclosure as CORA Exempt Materials under C.R.S. §§24-72-204(3)(a)(IV).	Permanent exemption. These statements are not released as public documents.

# 4.3 Proposal Security



CONNECTING COMMUNITIES

# Form F

## Standby Letter of Credit



**CONNECTING COMMUNITIES**



### **Confidential Information**

The information intended to be found here has been marked as confidential. It has been identified within the Confidential Contents Index and therefore has been removed.

# 4.4 Affidavit and Certifications



CONNECTING COMMUNITIES

# Form C-1 Non-Collusion Affidavit



**CONNECTING COMMUNITIES**



## Form C-1

### *NON-COLLUSION AFFIDAVIT*

#### Proposer

- » Front Range Mobility Group

#### Equity Members

- » HOCHTIEF PPP Solutions North America, Inc.
- » ACS Infrastructure Development, Inc.
- » AECOM Capital, Inc.
- » John Laing Investments Limited

#### Lead Contractor

- » Flatiron Constructors, Inc.
- » Dragados USA, Inc.
- » AECOM Energy & Construction, Inc.

#### Lead Engineer

- » CH2M Hill Engineers, Inc.
- » AECOM Technical Services, Inc.

#### Lead Operator

- » HOCHTIEF PPP Solutions North America, Inc.
- » ACS Infrastructure Development, Inc.
- » AECOM Capital, Inc.

#### Financially Responsible Parties

- » HOCHTIEF Aktiengesellschaft
- » HOCHTIEF PPP Solutions GmbH
- » HOCHTIEF USA, Inc.
- » Dragados S.A.
- » ACS Servicios y Concesiones S.L.
- » John Laing Group plc
- » CH2M Hill Companies, Ltd.
- » AECOM

**Form C-1: Non-Collusion Affidavit**

**Non-Collusion Affidavit**

STATE OF New York )  
COUNTY OF New York ) ss:

Each of the undersigned, being first duly sworn, deposes and says that:

1. The undersigned, being first duly sworn, deposes and says that Roberto Friedrich is the Official Representative (Title) of Front Range Mobility Group (Proposer's name) ("Proposer"), which is making the Proposal, and that the answers to the questions and all other statements therein are true and correct as of the date hereof. Initially capitalized terms used herein that are not defined herein shall have the meanings ascribed to them in the Request for Proposals issued by Colorado Bridge Enterprise and High Performance Transportation Enterprise (the "Procuring Authorities") on March 6, 2017, including all Addenda thereto (the "RFP").
2. The Proposal is not made in the interest of, or on behalf of, any undisclosed person, partnership, company, association, organization, joint venture, limited liability company or corporation; the Proposal is genuine and not collusive or sham; Proposer has not directly or indirectly induced or solicited any other Proposer to put in a false or sham proposal, and has not directly or indirectly colluded, conspired, connived or agreed with any Proposer or anyone else to put in a sham proposal or that anyone shall refrain from proposing; Proposer has not in any manner, directly or indirectly, sought by agreement, communication or conference with anyone to fix the prices of Proposer or any other Proposer, or to fix any overhead, profit or cost element included in the Proposal, or of that of any other Proposer, or to secure any advantage against the Procuring Authorities of anyone interested in the proposed Project Agreement; all statements contained in the Proposal are true; and, further, Proposer has not, directly or indirectly, submitted its prices, any breakdown thereof, ATCs or portions of ATCs included in the Proposal, or the contents thereof, or divulged information or data relative thereto, or paid, and will not pay, any fee to any corporation, partnership, company, association, joint venture, limited liability company, organization, proposal depository or any member, partner, joint venturer or agent thereof to effectuate a collusive or sham proposal.
3. Proposer will not, directly or indirectly, divulge information or data regarding the price or other terms of its Proposal to any other Proposer, or seek to obtain information or data regarding the price or other terms of any other proposal, until after financial close for the Project or rejection of all Proposals and cancellation of the RFP.

Front Range Mobility Group  
\_\_\_\_\_  
(Name of Proposer)  
  
\_\_\_\_\_  
(Signature)

Roberto Friedrich  
(Name Printed)

Official Representative  
(Title)

STATE OF New York )  
COUNTY OF New York ) ss.

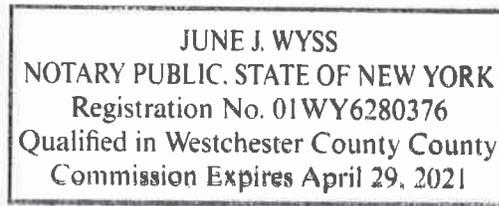
The foregoing instrument was acknowledged before me this 21 day of July, 2017 by Roberto Friedrich as official representative of Front Range Mobility Group

Witness my hand and official seal.

My Commission expires: April 29, 2021

June J Wyss  
Notary Public

[SEAL]







**Form C-1: Non-Collusion Affidavit**

**Non-Collusion Affidavit**

STATE OF FLORIDA )  
 ) ss:  
COUNTY OF MIAMI-DADE )

Each of the undersigned, being first duly sworn, deposes and says that:

1. The undersigned, being first duly sworn, deposes and says that Nuria Haltiwanger, is the Chief Executive Officer of ACS Infrastructure Development, Inc., which entity is an Equity Member and a member of the Lead Operator of Front Range Mobility Group ("Proposer"), which is making the Proposal, and that the answers to the questions and all other statements therein are true and correct as of the date hereof. Initially capitalized terms used herein that are not defined herein shall have the meanings ascribed to them in the Request for Proposals issued by Colorado Bridge Enterprise and High Performance Transportation Enterprise (the "Procuring Authorities") on March 6, 2017, including all Addenda thereto (the "RFP").
2. The Proposal is not made in the interest of, or on behalf of, any undisclosed person, partnership, company, association, organization, joint venture, limited liability company or corporation; the Proposal is genuine and not collusive or sham; Proposer has not directly or indirectly induced or solicited any other Proposer to put in a false or sham proposal, and has not directly or indirectly colluded, conspired, connived or agreed with any Proposer or anyone else to put in a sham proposal or that anyone shall refrain from proposing; Proposer has not in any manner, directly or indirectly, sought by agreement, communication or conference with anyone to fix the prices of Proposer or any other Proposer, or to fix any overhead, profit or cost element included in the Proposal, or of that of any other Proposer, or to secure any advantage against the Procuring Authorities of anyone interested in the proposed Project Agreement; all statements contained in the Proposal are true; and, further, Proposer has not, directly or indirectly, submitted its prices, any breakdown thereof, ATCs or portions of ATCs included in the Proposal, or the contents thereof, or divulged information or data relative thereto, or paid, and will not pay, any fee to any corporation, partnership, company, association, joint venture, limited liability company, organization, proposal depository or any member, partner, joint venturer or agent thereof to effectuate a collusive or sham proposal.
3. Proposer will not, directly or indirectly, divulge information or data regarding the price or other terms of its Proposal to any other Proposer, or seek to obtain information or data regarding the price or other terms of any other proposal, until after financial close for the Project or rejection of all Proposals and cancellation of the RFP.

*[Signature page follows]*

ACS Infrastructure Development, Inc.  
(Name of Company)

  
(Signature)

Nuria Haltiwanger  
(Name Printed)

Chief Executive Officer  
(Title)

STATE OF FLORIDA                    )  
  ) ss.  
COUNTY OF MIAMI-DADE         )

The foregoing instrument was acknowledged before me this 21 day of July, 2017 by Nuria Haltiwanger as Chief Executive Officer of ACS Infrastructure Development, Inc.

Witness my hand and official seal.

My Commission expires: 6/24/2019



  
Notary Public

[SEAL]

**Form C-1: Non-Collusion Affidavit**

STATE OF California \_\_\_\_\_ )  
 ) ss:  
COUNTY OF Los Angeles \_\_\_\_\_ )

Each of the undersigned, being first duly sworn, deposes and says that:

1. The undersigned, being first duly sworn, deposes and says that John T. Livingston is the Chief Executive Officer (Title) of AECOM Capital, Inc. (company name), which entity is an Equity Member and a member of the Lead Operator (type of Core Proposer Team Member) of Front Range Mobility Group (Proposer's name) ("**Proposer**"), which is making the Proposal, and that the answers to the questions and all other statements therein are true and correct as of the date hereof. Initially capitalized terms used herein that are not defined herein shall have the meanings ascribed to them in the Request for Proposals issued by Colorado Bridge Enterprise and High Performance Transportation Enterprise (the "**Procuring Authorities**") on March 6, 2017, including all Addenda thereto (the "**RFP**").
2. The Proposal is not made in the interest of, or on behalf of, any undisclosed person, partnership, company, association, organization, joint venture, limited liability company or corporation; the Proposal is genuine and not collusive or sham; Proposer has not directly or indirectly induced or solicited any other Proposer to put in a false or sham proposal, and has not directly or indirectly colluded, conspired, connived or agreed with any Proposer or anyone else to put in a sham proposal or that anyone shall refrain from proposing; Proposer has not in any manner, directly or indirectly, sought by agreement, communication or conference with anyone to fix the prices of Proposer or any other Proposer, or to fix any overhead, profit or cost element included in the Proposal, or of that of any other Proposer, or to secure any advantage against the Procuring Authorities of anyone interested in the proposed Project Agreement; all statements contained in the Proposal are true; and, further, Proposer has not, directly or indirectly, submitted its prices, any breakdown thereof, ATCs or portions of ATCs included in the Proposal, or the contents thereof, or divulged information or data relative thereto, or paid, and will not pay, any fee to any corporation, partnership, company, association, joint venture, limited liability company, organization, proposal depository or any member, partner, joint venturer or agent thereof to effectuate a collusive or sham proposal.
3. Proposer will not, directly or indirectly, divulge information or data regarding the price or other terms of its Proposal to any other Proposer, or seek to obtain information or data regarding the price or other terms of any other proposal, until after financial close for the Project or rejection of all Proposals and cancellation of the RFP.

\_\_\_\_\_  
AECOM Capital, Inc.  
(Name of Company)

\_\_\_\_\_  
  
(Signature)

\_\_\_\_\_  
John T. Livingston  
(Name Printed)

\_\_\_\_\_  
Chief Executive Officer  
(Title)

\_\_\_\_\_  
(Name of Company)

\_\_\_\_\_  
(Signature)

\_\_\_\_\_  
(Name Printed)

\_\_\_\_\_  
(Title)

**CALIFORNIA ALL-PURPOSE ACKNOWLEDGMENT**

**CIVIL CODE § 1189**

A notary public or other officer completing this certificate verifies only the identity of the individual who signed the document to which this certificate is attached, and not the truthfulness, accuracy, or validity of that document.

State of California )

County of Los Angeles )

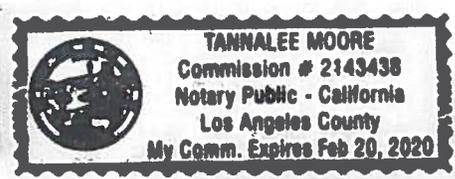
On July 20, 2017 before me, Tannalee Moore, Notary Public  
Date Here Insert Name and Title of the Officer

personally appeared John T. Livingston  
Name(s) of Signer(s)

who proved to me on the basis of satisfactory evidence to be the person(s) whose name(s) is/are subscribed to the within instrument and acknowledged to me that he/she/they executed the same in his/her/their authorized capacity(ies), and that by his/her/their signature(s) on the instrument the person(s), or the entity upon behalf of which the person(s) acted, executed the instrument.

I certify under PENALTY OF PERJURY under the laws of the State of California that the foregoing paragraph is true and correct.

WITNESS my hand and official seal.



Signature [Handwritten Signature]  
Signature of Notary Public

Place Notary Seal Above

**OPTIONAL**

Though this section is optional, completing this information can deter alteration of the document or fraudulent reattachment of this form to an unintended document.

**Description of Attached Document**

Title or Type of Document: \_\_\_\_\_

Document Date: \_\_\_\_\_ Number of Pages: \_\_\_\_\_

Signer(s) Other Than Named Above: \_\_\_\_\_

**Capacity(ies) Claimed by Signer(s)**

Signer's Name: \_\_\_\_\_

- Corporate Officer — Title(s): \_\_\_\_\_
- Partner —  Limited  General
- Individual  Attorney in Fact
- Trustee  Guardian or Conservator
- Other: \_\_\_\_\_

Signer Is Representing: \_\_\_\_\_

Signer's Name: \_\_\_\_\_

- Corporate Officer — Title(s): \_\_\_\_\_
- Partner —  Limited  General
- Individual  Attorney in Fact
- Trustee  Guardian or Conservator
- Other: \_\_\_\_\_

Signer Is Representing: \_\_\_\_\_

**Form C-1: Non-Collusion Affidavit**

**Non-Collusion Affidavit**

STATE OF California )  
COUNTY OF Los Angeles ) ss :

Each of the undersigned, being first duly sworn, deposes and says that:

1. The undersigned, being first duly sworn, deposes and says that Anthony Phillips is the authorized signatory of John Laing Investments Limited, which entity is a Equity Member of Front Range Mobility Group ("Proposer"), which is making the Proposal, and that the answers to the questions and all other statements therein are true and correct as of the date hereof. Initially capitalized terms used herein that are not defined herein shall have the meanings ascribed to them in the Request for Proposals issued by Colorado Bridge Enterprise and High Performance Transportation Enterprise (the "Procuring Authorities") on March 6, 2017, including all Addenda thereto (the "RFP").
2. The Proposal is not made in the interest of, or on behalf of, any undisclosed person, partnership, company, association, organization, joint venture, limited liability company or corporation, the Proposal is genuine and not collusive or sham; Proposer has not directly or indirectly induced or solicited any other Proposer to put in a false or sham proposal, and has not directly or indirectly colluded, conspired, connived or agreed with any Proposer or anyone else to put in a sham proposal or that anyone shall refrain from proposing; Proposer has not in any manner, directly or indirectly, sought by agreement, communication or conference with anyone to fix the prices of Proposer or any other Proposer, or to fix any overhead, profit or cost element included in the Proposal, or of that of any other Proposer, or to secure any advantage against the Procuring Authorities of anyone interested in the proposed Project Agreement; all statements contained in the Proposal are true; and, further, Proposer has not, directly or indirectly, submitted its prices, any breakdown thereof, ATCs or portions of ATCs included in the Proposal, or the contents thereof, or divulged information or data relative thereto, or paid, and will not pay, any fee to any corporation, partnership, company, association, joint venture, limited liability company, organization, proposal depository or any member, partner, joint venturer or agent thereof to effectuate a collusive or sham proposal.
3. Proposer will not, directly or indirectly, divulge information or data regarding the price or other terms of its Proposal to any other Proposer, or seek to obtain information or data regarding the price or other terms of any other proposal, until after financial close for the Project or rejection of all Proposals and cancellation of the RFP.



**Form C-1: Non-Collusion Affidavit**

**Non-Collusion Affidavit**

STATE OF Colorado )  
 ) ss :  
COUNTY OF Broomfield )

Each of the undersigned, being first duly sworn, deposes and says that:

1. The undersigned, being first duly sworn, deposes and says that John Couture is the Vice President (Title) of Flatiron Constructors, Inc. (company name), which entity is a member of the Lead Contractor joint venture (type of Core Proposer Team Member) of Front Range Mobility Group (Proposer's name) ("Proposer"), which is making the Proposal, and that the answers to the questions and all other statements therein are true and correct as of the date hereof. Initially capitalized terms used herein that are not defined herein shall have the meanings ascribed to them in the Request for Proposals issued by Colorado Bridge Enterprise and High Performance Transportation Enterprise (the "Procuring Authorities") on March 6, 2017, including all Addenda thereto (the "RFP").
2. The Proposal is not made in the interest of, or on behalf of, any undisclosed person, partnership, company, association, organization, joint venture, limited liability company or corporation; the Proposal is genuine and not collusive or sham; Proposer has not directly or indirectly induced or solicited any other Proposer to put in a false or sham proposal, and has not directly or indirectly colluded, conspired, connived or agreed with any Proposer or anyone else to put in a sham proposal or that anyone shall refrain from proposing; Proposer has not in any manner, directly or indirectly, sought by agreement, communication or conference with anyone to fix the prices of Proposer or any other Proposer, or to fix any overhead, profit or cost element included in the Proposal, or of that of any other Proposer, or to secure any advantage against the Procuring Authorities of anyone interested in the proposed Project Agreement; all statements contained in the Proposal are true; and, further, Proposer has not, directly or indirectly, submitted its prices, any breakdown thereof, ATCs or portions of ATCs included in the Proposal, or the contents thereof, or divulged information or data relative thereto, or paid, and will not pay, any fee to any corporation, partnership, company, association, joint venture, limited liability company, organization, proposal depository or any member, partner, joint venturer or agent thereof to effectuate a collusive or sham proposal.
3. Proposer will not, directly or indirectly, divulge information or data regarding the price or other terms of its Proposal to any other Proposer, or seek to obtain information or data regarding the price or other terms of any other proposal, until after financial close for the Project or rejection of all Proposals and cancellation of the RFP.

Flatiron Constructors, Inc.

(Name of Company)

  
(Signature)



**Form C-1: Non-Collusion Affidavit**

**Non-Collusion Affidavit**

STATE OF California \_\_\_\_\_ )  
 ) ss :  
COUNTY OF Orange \_\_\_\_\_ )

Each of the undersigned, being first duly sworn, deposes and says that:

1. The undersigned, being first duly sworn, deposes and says that Chad Mathes is the Executive Vice President of Dragados USA, Inc., which entity is a Lead Contractor Member of Front Range Mobility Group ("Proposer"), which is making the Proposal, and that the answers to the questions and all other statements therein are true and correct as of the date hereof. Initially capitalized terms used herein that are not defined herein shall have the meanings ascribed to them in the Request for Proposals issued by Colorado Bridge Enterprise and High Performance Transportation Enterprise (the "Procuring Authorities") on March 6, 2017, including all Addenda thereto (the "RFP").
2. The Proposal is not made in the interest of, or on behalf of, any undisclosed person, partnership, company, association, organization, joint venture, limited liability company or corporation; the Proposal is genuine and not collusive or sham; Proposer has not directly or indirectly induced or solicited any other Proposer to put in a false or sham proposal, and has not directly or indirectly colluded, conspired, connived or agreed with any Proposer or anyone else to put in a sham proposal or that anyone shall refrain from proposing; Proposer has not in any manner, directly or indirectly, sought by agreement, communication or conference with anyone to fix the prices of Proposer or any other Proposer, or to fix any overhead, profit or cost element included in the Proposal, or of that of any other Proposer, or to secure any advantage against the Procuring Authorities of anyone interested in the proposed Project Agreement; all statements contained in the Proposal are true; and, further, Proposer has not, directly or indirectly, submitted its prices, any breakdown thereof, ATCs or portions of ATCs included in the Proposal, or the contents thereof, or divulged information or data relative thereto, or paid, and will not pay, any fee to any corporation, partnership, company, association, joint venture, limited liability company, organization, proposal depository or any member, partner, joint venturer or agent thereof to effectuate a collusive or sham proposal.
3. Proposer will not, directly or indirectly, divulge information or data regarding the price or other terms of its Proposal to any other Proposer, or seek to obtain information or data regarding the price or other terms of any other proposal, until after financial close for the Project or rejection of all Proposals and cancellation of the RFP.



## ACKNOWLEDGMENT

A notary public or other officer completing this certificate verifies only the identity of the individual who signed the document to which this certificate is attached, and not the truthfulness, accuracy, or validity of that document.

State of California  
County of Orange )

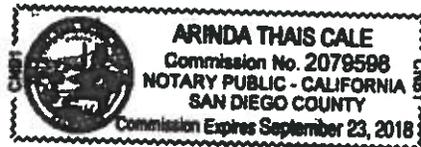
On July 10, 2017 before me, Arinda Thais Cale, Notary Public  
(insert name and title of the officer)

personally appeared Chad Mathes,  
who proved to me on the basis of satisfactory evidence to be the person(s) whose name(s) is/are  
subscribed to the within instrument and acknowledged to me that he/she/they executed the same in  
his/her/their authorized capacity(ies), and that by his/her/their signature(s) on the instrument the  
person(s), or the entity upon behalf of which the person(s) acted, executed the instrument.

I certify under PENALTY OF PERJURY under the laws of the State of California that the foregoing  
paragraph is true and correct.

WITNESS my hand and official seal.

Signature Arinda Thais Cale (Seal)



**Form C-1: Non-Collusion Affidavit**

**Non-Collusion Affidavit**

STATE OF Colorado )  
 ) ss :  
COUNTY OF Arapahoe )

Each of the undersigned, being first duly sworn, deposes and says that:

1. The undersigned, being first duly sworn, deposes and says that Steven E. Richards is the Senior Vice President, Global Operations of AECOM Energy & Construction, Inc., which entity is a Contractor of Front Range Mobility Group ("Proposer"), which is making the Proposal, and that the answers to the questions and all other statements therein are true and correct as of the date hereof. Initially capitalized terms used herein that are not defined herein shall have the meanings ascribed to them in the Request for Proposals issued by Colorado Bridge Enterprise and High Performance Transportation Enterprise (the "Procuring Authorities") on March 6, 2017, including all Addenda thereto (the "RFP").
2. The Proposal is not made in the interest of, or on behalf of, any undisclosed person, partnership, company, association, organization, joint venture, limited liability company or corporation; the Proposal is genuine and not collusive or sham; Proposer has not directly or indirectly induced or solicited any other Proposer to put in a false or sham proposal, and has not directly or indirectly colluded, conspired, connived or agreed with any Proposer or anyone else to put in a sham proposal or that anyone shall refrain from proposing; Proposer has not in any manner, directly or indirectly, sought by agreement, communication or conference with anyone to fix the prices of Proposer or any other Proposer, or to fix any overhead, profit or cost element included in the Proposal, or of that of any other Proposer, or to secure any advantage against the Procuring Authorities of anyone interested in the proposed Project Agreement; all statements contained in the Proposal are true; and, further, Proposer has not, directly or indirectly, submitted its prices, any breakdown thereof, ATCs or portions of ATCs included in the Proposal, or the contents thereof, or divulged information or data relative thereto, or paid, and will not pay, any fee to any corporation, partnership, company, association, joint venture, limited liability company, organization, proposal depository or any member, partner, joint venturer or agent thereof to effectuate a collusive or sham proposal.
3. Proposer will not, directly or indirectly, divulge information or data regarding the price or other terms of its Proposal to any other Proposer, or seek to obtain information or data regarding the price or other terms of any other proposal, until after financial close for the Project or rejection of all Proposals and cancellation of the RFP.

AECOM Energy & Construction, Inc.  
(Name of Company)

  
(Signature)

Steven E. Richards  
(Name Printed)

Senior Vice President, Global Operations  
(Title)

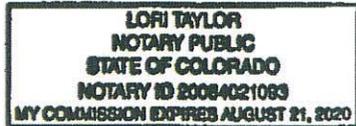
STATE OF Colorado )  
 ) ss  
COUNTY OF Arapahoe )

The foregoing instrument was acknowledged before me this 27 day of July, 2017 by Steven E. Richards as Sr. VP of AECOM F&C.

Witness my hand and official seal.

My Commission expires: 8/21/2020

Lori Taylor  
Notary Public



[SEAL]



CH2M  
 9191 South Jamaica Street  
 Englewood CO 80112-5946  
 O 303.771.0900  
 F 720.286.9250  
 www.ch2m.com

**Form C-1: Non-Collusion Affidavit**

**Non-Collusion Affidavit**

STATE OF Colorado \_\_\_\_\_ )  
 ) ss :  
 COUNTY OF Douglas \_\_\_\_\_ )

Each of the undersigned, being first duly sworn, deposes and says that:

1. The undersigned, being first duly sworn, deposes and says that Steven Mathews is the Treasurer (Title) of CH2M HILL Engineers, Inc., which entity is the Lead Engineer of Front Range Mobility Group (Proposer's name) ("Proposer"), which is making the Proposal, and that the answers to the questions and all other statements therein are true and correct as of the date hereof. Initially capitalized terms used herein that are not defined herein shall have the meanings ascribed to them in the Request for Proposals issued by Colorado Bridge Enterprise and High Performance Transportation Enterprise (the "Procuring Authorities") on March 6, 2017, including all Addenda thereto (the "RFP").
2. The Proposal is not made in the interest of, or on behalf of, any undisclosed person, partnership, company, association, organization, joint venture, limited liability company or corporation; the Proposal is genuine and not collusive or sham; Proposer has not directly or indirectly induced or solicited any other Proposer to put in a false or sham proposal, and has not directly or indirectly colluded, conspired, connived or agreed with any Proposer or anyone else to put in a sham proposal or that anyone shall refrain from proposing; Proposer has not in any manner, directly or indirectly, sought by agreement, communication or conference with anyone to fix the prices of Proposer or any other Proposer, or to fix any overhead, profit or cost element included in the Proposal, or of that of any other Proposer, or to secure any advantage against the Procuring Authorities of anyone interested in the proposed Project Agreement; all statements contained in the Proposal are true; and, further, Proposer has not, directly or indirectly, submitted its prices, any breakdown thereof, ATCs or portions of ATCs included in the Proposal, or the contents thereof, or divulged information or data relative thereto, or paid, and will not pay, any fee to any corporation, partnership, company, association, joint venture, limited liability company, organization, proposal depository or any member, partner, joint venturer or agent thereof to effectuate a collusive or sham proposal.
3. Proposer will not, directly or indirectly, divulge information or data regarding the price or other terms of its Proposal to any other Proposer, or seek to obtain information or data regarding the price or other terms of any other proposal, until after financial close for the Project or rejection of all Proposals and cancellation of the RFP.

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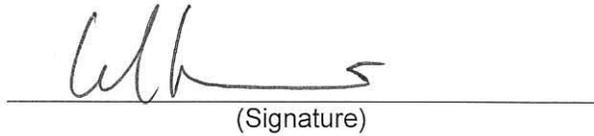
3. Proposer will not, directly or indirectly, divulge information or data regarding the price or other terms of its Proposal to any other Proposer, or seek to obtain information or data regarding the price or other terms of any other proposal, until after financial close for the Project or rejection of all Proposals and cancellation of the RFP.

HOCHTIEF PPP Solutions North America, Inc  
(Name of Company)

  
(Signature)

Mike McGuinty  
(Name Printed)

President and Treasurer  
(Title)

  
(Signature)

Cecil Kramer  
(Name Printed)

Secretary  
(Title)

PROVINCE OF BRITISH COLUMBIA )  
) ss :  
CITY OF RICHMOND, CANADA )

The foregoing instrument was acknowledged before me this 12<sup>th</sup> day of July, 2017 by  
Rachel Mockler as Notary Public of British Columbia, Canada.

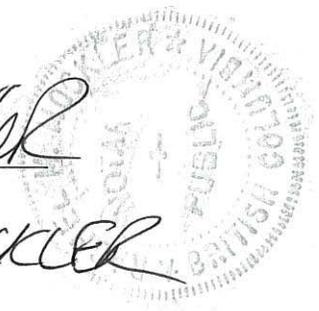
Witness my hand and official seal.

My Commission expires: Not Applicable

[SEAL]

  
Notary Public





**Form C-1: Non-Collusion Affidavit**

**Non-Collusion Affidavit**

STATE OF FLORIDA )  
 ) ss:  
COUNTY OF MIAMI-DADE )

Each of the undersigned, being first duly sworn, deposes and says that:

1. The undersigned, being first duly sworn, deposes and says that Nuria Haltiwanger, is the Chief Executive Officer of ACS Infrastructure Development, Inc., which entity is an Equity Member and a member of the Lead Operator of Front Range Mobility Group ("Proposer"), which is making the Proposal, and that the answers to the questions and all other statements therein are true and correct as of the date hereof. Initially capitalized terms used herein that are not defined herein shall have the meanings ascribed to them in the Request for Proposals issued by Colorado Bridge Enterprise and High Performance Transportation Enterprise (the "Procuring Authorities") on March 6, 2017, including all Addenda thereto (the "RFP").
2. The Proposal is not made in the interest of, or on behalf of, any undisclosed person, partnership, company, association, organization, joint venture, limited liability company or corporation; the Proposal is genuine and not collusive or sham; Proposer has not directly or indirectly induced or solicited any other Proposer to put in a false or sham proposal, and has not directly or indirectly colluded, conspired, connived or agreed with any Proposer or anyone else to put in a sham proposal or that anyone shall refrain from proposing; Proposer has not in any manner, directly or indirectly, sought by agreement, communication or conference with anyone to fix the prices of Proposer or any other Proposer, or to fix any overhead, profit or cost element included in the Proposal, or of that of any other Proposer, or to secure any advantage against the Procuring Authorities of anyone interested in the proposed Project Agreement; all statements contained in the Proposal are true; and, further, Proposer has not, directly or indirectly, submitted its prices, any breakdown thereof, ATCs or portions of ATCs included in the Proposal, or the contents thereof, or divulged information or data relative thereto, or paid, and will not pay, any fee to any corporation, partnership, company, association, joint venture, limited liability company, organization, proposal depository or any member, partner, joint venturer or agent thereof to effectuate a collusive or sham proposal.
3. Proposer will not, directly or indirectly, divulge information or data regarding the price or other terms of its Proposal to any other Proposer, or seek to obtain information or data regarding the price or other terms of any other proposal, until after financial close for the Project or rejection of all Proposals and cancellation of the RFP.

*[Signature page follows]*

ACS Infrastructure Development, Inc.  
(Name of Company)

  
(Signature)

Nuria Haltiwanger  
(Name Printed)

Chief Executive Officer  
(Title)

STATE OF FLORIDA                    )  
  ) ss.  
COUNTY OF MIAMI-DADE         )

The foregoing instrument was acknowledged before me this 21 day of July, 2017 by Nuria Haltiwanger as Chief Executive Officer of ACS Infrastructure Development, Inc.

Witness my hand and official seal.

My Commission expires: 6/24/2019

  
\_\_\_\_\_  
Notary Public

  
LIZETTE GONZALEZ  
MY COMMISSION # FF243931  
EXPIRES June 24, 2019  
FloridaNotaryService.com  
1407/384-0153

[SEAL]

**Form C-1: Non-Collusion Affidavit**

STATE OF California \_\_\_\_\_ )  
 ) ss:  
COUNTY OF Los Angeles \_\_\_\_\_ )

Each of the undersigned, being first duly sworn, deposes and says that:

1. The undersigned, being first duly sworn, deposes and says that John T. Livingston is the Chief Executive Officer (Title) of AECOM Capital, Inc. (company name), which entity is an Equity Member and a member of the Lead Operator (type of Core Proposer Team Member) of Front Range Mobility Group (Proposer's name) ("**Proposer**"), which is making the Proposal, and that the answers to the questions and all other statements therein are true and correct as of the date hereof. Initially capitalized terms used herein that are not defined herein shall have the meanings ascribed to them in the Request for Proposals issued by Colorado Bridge Enterprise and High Performance Transportation Enterprise (the "**Procuring Authorities**") on March 6, 2017, including all Addenda thereto (the "**RFP**").
2. The Proposal is not made in the interest of, or on behalf of, any undisclosed person, partnership, company, association, organization, joint venture, limited liability company or corporation; the Proposal is genuine and not collusive or sham; Proposer has not directly or indirectly induced or solicited any other Proposer to put in a false or sham proposal, and has not directly or indirectly colluded, conspired, connived or agreed with any Proposer or anyone else to put in a sham proposal or that anyone shall refrain from proposing; Proposer has not in any manner, directly or indirectly, sought by agreement, communication or conference with anyone to fix the prices of Proposer or any other Proposer, or to fix any overhead, profit or cost element included in the Proposal, or of that of any other Proposer, or to secure any advantage against the Procuring Authorities of anyone interested in the proposed Project Agreement; all statements contained in the Proposal are true; and, further, Proposer has not, directly or indirectly, submitted its prices, any breakdown thereof, ATCs or portions of ATCs included in the Proposal, or the contents thereof, or divulged information or data relative thereto, or paid, and will not pay, any fee to any corporation, partnership, company, association, joint venture, limited liability company, organization, proposal depository or any member, partner, joint venturer or agent thereof to effectuate a collusive or sham proposal.
3. Proposer will not, directly or indirectly, divulge information or data regarding the price or other terms of its Proposal to any other Proposer, or seek to obtain information or data regarding the price or other terms of any other proposal, until after financial close for the Project or rejection of all Proposals and cancellation of the RFP.

\_\_\_\_\_  
AECOM Capital, Inc.  
(Name of Company)

\_\_\_\_\_  
  
(Signature)

\_\_\_\_\_  
John T. Livingston  
(Name Printed)

\_\_\_\_\_  
Chief Executive Officer  
(Title)

\_\_\_\_\_  
(Name of Company)

\_\_\_\_\_  
(Signature)

\_\_\_\_\_  
(Name Printed)

\_\_\_\_\_  
(Title)

**CALIFORNIA ALL-PURPOSE ACKNOWLEDGMENT**

**CIVIL CODE § 1189**

A notary public or other officer completing this certificate verifies only the identity of the individual who signed the document to which this certificate is attached, and not the truthfulness, accuracy, or validity of that document.

State of California )

County of Los Angeles )

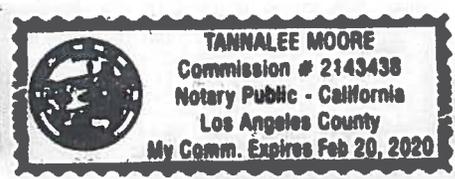
On July 20, 2017 before me, Tannalee Moore, Notary Public  
Date Here Insert Name and Title of the Officer

personally appeared John T. Livingston  
Name(s) of Signer(s)

who proved to me on the basis of satisfactory evidence to be the person(s) whose name(s) is/are subscribed to the within instrument and acknowledged to me that he/she/they executed the same in his/her/their authorized capacity(ies), and that by his/her/their signature(s) on the instrument the person(s), or the entity upon behalf of which the person(s) acted, executed the instrument.

I certify under PENALTY OF PERJURY under the laws of the State of California that the foregoing paragraph is true and correct.

WITNESS my hand and official seal.



Signature [Handwritten Signature]  
Signature of Notary Public

Place Notary Seal Above

**OPTIONAL**

Though this section is optional, completing this information can deter alteration of the document or fraudulent reattachment of this form to an unintended document.

**Description of Attached Document**

Title or Type of Document: \_\_\_\_\_

Document Date: \_\_\_\_\_ Number of Pages: \_\_\_\_\_

Signer(s) Other Than Named Above: \_\_\_\_\_

**Capacity(ies) Claimed by Signer(s)**

Signer's Name: \_\_\_\_\_

- Corporate Officer — Title(s): \_\_\_\_\_
- Partner —  Limited  General
- Individual  Attorney in Fact
- Trustee  Guardian or Conservator
- Other: \_\_\_\_\_

Signer Is Representing: \_\_\_\_\_

Signer's Name: \_\_\_\_\_

- Corporate Officer — Title(s): \_\_\_\_\_
- Partner —  Limited  General
- Individual  Attorney in Fact
- Trustee  Guardian or Conservator
- Other: \_\_\_\_\_

Signer Is Representing: \_\_\_\_\_

**Form C-1: Non-Collusion Affidavit**

**Non-Collusion Affidavit**

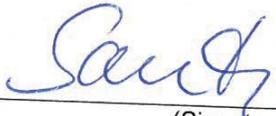
COUNTRY OF GERMANY )  
 ) ss :  
CITY OF ESSEN )

Each of the undersigned, being first duly sworn, deposes and says that:

1. The undersigned, being first duly sworn, deposes and says that Peter Sassenfeld is the Chief Financial Officer (Title), and Elmar Sauter is the Head of Executive Board's Office (Title) of HOCHTIEF Aktiengesellschaft (company name), which entity is a Financially Responsible Party (type of Core Proposer Team Member) of Front Range Mobility Group (Proposer's name) ("Proposer"), which is making the Proposal, and that the answers to the questions and all other statements therein are true and correct as of the date hereof. Initially capitalized terms used herein that are not defined herein shall have the meanings ascribed to them in the Request for Proposals issued by Colorado Bridge Enterprise and High Performance Transportation Enterprise (the "Procuring Authorities") on March 6, 2017, including all Addenda thereto (the "RFP").
2. The Proposal is not made in the interest of, or on behalf of, any undisclosed person, partnership, company, association, organization, joint venture, limited liability company or corporation; the Proposal is genuine and not collusive or sham; Proposer has not directly or indirectly induced or solicited any other Proposer to put in a false or sham proposal, and has not directly or indirectly colluded, conspired, connived or agreed with any Proposer or anyone else to put in a sham proposal or that anyone shall refrain from proposing; Proposer has not in any manner, directly or indirectly, sought by agreement, communication or conference with anyone to fix the prices of Proposer or any other Proposer, or to fix any overhead, profit or cost element included in the Proposal, or of that of any other Proposer, or to secure any advantage against the Procuring Authorities of anyone interested in the proposed Project Agreement; all statements contained in the Proposal are true; and, further, Proposer has not, directly or indirectly, submitted its prices, any breakdown thereof, ATCs or portions of ATCs included in the Proposal, or the contents thereof, or divulged information or data relative thereto, or paid, and will not pay, any fee to any corporation, partnership, company, association, joint venture, limited liability company, organization, proposal depository or any member, partner, joint venturer or agent thereof to effectuate a collusive or sham proposal.

3. Proposer will not, directly or indirectly, divulge information or data regarding the price or other terms of its Proposal to any other Proposer, or seek to obtain information or data regarding the price or other terms of any other proposal, until after financial close for the Project or rejection of all Proposals and cancellation of the RFP.

HOCHTIEF Aktiengesellschaft  
(Name of Company)  
  
(Signature)  
Peter Sassenfeld  
(Name Printed)  
Chief Financial Officer  
(Title)

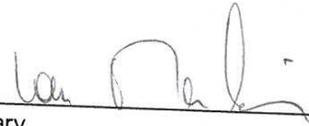
  
(Signature)  
Elmar Sauter  
(Name Printed)  
Head of Executive Board's Office  
(Title)

COUNTRY OF GERMANY )  
CITY OF ESSEN ) ss :  
)

The foregoing instrument was acknowledged before me this 21<sup>st</sup> day of July, 2017 by Peter Sassenfeld as Chief Financial Officer and Elmar Sauter as Head of Executive Board's Office of HOCHTIEF Aktiengesellschaft.

Witness my hand and official seal.

My Commission expires: \_\_\_\_\_

  
Notary

[SEAL]







**Form C-1: Non-Collusion Affidavit**

**Non-Collusion Affidavit**

COUNTRY OF GERMANY )  
 ) ss :  
CITY OF ESSEN )

Each of the undersigned, being first duly sworn, deposes and says that:

1. The undersigned, being first duly sworn, deposes and says that Lars Petzold is the Managing Director (Title), and Marc Scheer is the Managing Director (Title) of HOCHTIEF USA, Inc. (company name), which entity is a Financially Responsible Party (type of Core Proposer Team Member) of Front Range Mobility Group (Proposer's name) ("Proposer"), which is making the Proposal, and that the answers to the questions and all other statements therein are true and correct as of the date hereof. Initially capitalized terms used herein that are not defined herein shall have the meanings ascribed to them in the Request for Proposals issued by Colorado Bridge Enterprise and High Performance Transportation Enterprise (the "Procuring Authorities") on March 6, 2017, including all Addenda thereto (the "RFP").
2. The Proposal is not made in the interest of, or on behalf of, any undisclosed person, partnership, company, association, organization, joint venture, limited liability company or corporation; the Proposal is genuine and not collusive or sham; Proposer has not directly or indirectly induced or solicited any other Proposer to put in a false or sham proposal, and has not directly or indirectly colluded, conspired, connived or agreed with any Proposer or anyone else to put in a sham proposal or that anyone shall refrain from proposing; Proposer has not in any manner, directly or indirectly, sought by agreement, communication or conference with anyone to fix the prices of Proposer or any other Proposer, or to fix any overhead, profit or cost element included in the Proposal, or of that of any other Proposer, or to secure any advantage against the Procuring Authorities of anyone interested in the proposed Project Agreement; all statements contained in the Proposal are true; and, further, Proposer has not, directly or indirectly, submitted its prices, any breakdown thereof, ATCs or portions of ATCs included in the Proposal, or the contents thereof, or divulged information or data relative thereto, or paid, and will not pay, any fee to any corporation, partnership, company, association, joint venture, limited liability company, organization, proposal depository or any member, partner, joint venturer or agent thereof to effectuate a collusive or sham proposal.

3. Proposer will not, directly or indirectly, divulge information or data regarding the price or other terms of its Proposal to any other Proposer, or seek to obtain information or data regarding the price or other terms of any other proposal, until after financial close for the Project or rejection of all Proposals and cancellation of the RFP.

HOCHTIEF USA, Inc.  
\_\_\_\_\_  
(Name of Company)

*Lars Petzold*  
\_\_\_\_\_  
(Signature)

Lars Petzold  
\_\_\_\_\_  
(Name Printed)

Managing Director  
\_\_\_\_\_  
(Title)

*Marc Scheer*  
\_\_\_\_\_  
(Signature)

Marc Scheer  
\_\_\_\_\_  
(Name Printed)

Managing Director  
\_\_\_\_\_  
(Title)

COUNTRY OF GERMANY )  
CITY OF ESSEN ) ss :  
)

The foregoing instrument was acknowledged before me this 21<sup>st</sup> day of July, 2017 by  
Lars Petzold and Marc Scheer as Managing Directors of HOCHTIEF USA, Inc.

Witness my hand and official seal.

My Commission expires: \_\_\_\_\_

*van der ...*  
\_\_\_\_\_  
Notary

[SEAL]





Dragados S.A.  
(Name of Company)

[Signature]  
(Signature)

Jose Luis Mendez Sanchez  
(Name Printed)

Authorized Representative  
(Title)

STATE OF WASHINGTON )  
 ) ss.  
COUNTY OF KING )



The foregoing instrument was acknowledged before me this 13<sup>th</sup> day of JULY, 2017 by JOSE LUIS MENDEZ SANCHEZ as PRESIDENT of DRAGADOS USA - WEST.

Witness my hand and official seal.

My Commission expires: 9/30/2017

[Signature]  
Notary Public

[SEAL]





D-15  
SELLO DE  
LEGITIMACIONES Y  
LEGALIZACIONES



**JOSÉ LUIS MARTÍNEZ-GIL VICH**, Notario del Ilustre Colegio de esta Capital, con vecindad y residencia en la misma.-

**DOY FE:** Que conozco y considero legítimas las firmas y rubricas que anteceden de **Don Francisco Reinoso Torres**, puestas en el presente documento extendido en idioma ingles el cual conozco.

Madrid, a catorce de julio de dos mil diecisiete-

Anotado en el Libro Indicador. Número 405

Y

**Form C-1: Non-Collusion Affidavit**

**Non-Collusion Affidavit**

STATE OF California )  
COUNTY OF Los Angeles ) ss :

Each of the undersigned, being first duly sworn, deposes and says that:

1. The undersigned, being first duly sworn, deposes and says that Anthony Phillips is the authorized signatory of John Laing Group plc, which entity is a Financially Responsible Party of Front Range Mobility Group ("Proposer"), which is making the Proposal, and that the answers to the questions and all other statements therein are true and correct as of the date hereof. Initially capitalized terms used herein that are not defined herein shall have the meanings ascribed to them in the Request for Proposals issued by Colorado Bridge Enterprise and High Performance Transportation Enterprise (the "Procuring Authorities") on March 6, 2017, including all Addenda thereto (the "RFP").
2. The Proposal is not made in the interest of, or on behalf of, any undisclosed person, partnership, company, association, organization, joint venture, limited liability company or corporation; the Proposal is genuine and not collusive or sham; Proposer has not directly or indirectly induced or solicited any other Proposer to put in a false or sham proposal, and has not directly or indirectly colluded, conspired, connived or agreed with any Proposer or anyone else to put in a sham proposal or that anyone shall refrain from proposing; Proposer has not in any manner, directly or indirectly, sought by agreement, communication or conference with anyone to fix the prices of Proposer or any other Proposer, or to fix any overhead, profit or cost element included in the Proposal, or of that of any other Proposer, or to secure any advantage against the Procuring Authorities of anyone interested in the proposed Project Agreement; all statements contained in the Proposal are true; and, further, Proposer has not, directly or indirectly, submitted its prices, any breakdown thereof, ATCs or portions of ATCs included in the Proposal, or the contents thereof, or divulged information or data relative thereto, or paid, and will not pay, any fee to any corporation, partnership, company, association, joint venture, limited liability company, organization, proposal depository or any member, partner, joint venturer or agent thereof to effectuate a collusive or sham proposal.
3. Proposer will not, directly or indirectly, divulge information or data regarding the price or other terms of its Proposal to any other Proposer, or seek to obtain information or data regarding the price or other terms of any other proposal, until after financial close for the Project or rejection of all Proposals and cancellation of the RFP.





CH2M  
 9191 South Jamaica Street  
 Englewood CO 80112-5946  
 O 303.771.0900  
 F 720.286.9250  
 www.ch2m.com

**Form C-1: Non-Collusion Affidavit**

**Non-Collusion Affidavit**

STATE OF Colorado \_\_\_\_\_ )  
 ) ss :  
 COUNTY OF Douglas \_\_\_\_\_ )

Each of the undersigned, being first duly sworn, deposes and says that:

1. The undersigned, being first duly sworn, deposes and says that Steven Mathews is the Treasurer of CH2M HILL Companies, Ltd., which entity is a Financially Responsible Party of Front Range Mobility Group ("Proposer"), which is making the Proposal, and that the answers to the questions and all other statements therein are true and correct as of the date hereof. Initially capitalized terms used herein that are not defined herein shall have the meanings ascribed to them in the Request for Proposals issued by Colorado Bridge Enterprise and High Performance Transportation Enterprise (the "Procuring Authorities") on March 6, 2017, including all Addenda thereto (the "RFP").
2. The Proposal is not made in the interest of, or on behalf of, any undisclosed person, partnership, company, association, organization, joint venture, limited liability company or corporation; the Proposal is genuine and not collusive or sham; Proposer has not directly or indirectly induced or solicited any other Proposer to put in a false or sham proposal, and has not directly or indirectly colluded, conspired, connived or agreed with any Proposer or anyone else to put in a sham proposal or that anyone shall refrain from proposing; Proposer has not in any manner, directly or indirectly, sought by agreement, communication or conference with anyone to fix the prices of Proposer or any other Proposer, or to fix any overhead, profit or cost element included in the Proposal, or of that of any other Proposer, or to secure any advantage against the Procuring Authorities of anyone interested in the proposed Project Agreement; all statements contained in the Proposal are true; and, further, Proposer has not, directly or indirectly, submitted its prices, any breakdown thereof, ATCs or portions of ATCs included in the Proposal, or the contents thereof, or divulged information or data relative thereto, or paid, and will not pay, any fee to any corporation, partnership, company, association, joint venture, limited liability company, organization, proposal depository or any member, partner, joint venturer or agent thereof to effectuate a collusive or sham proposal.
3. Proposer will not, directly or indirectly, divulge information or data regarding the price or other terms of its Proposal to any other Proposer, or seek to obtain information or data regarding the price or other terms of any other proposal, until after financial close for the Project or rejection of all Proposals and cancellation of the RFP.

---

CH2M HILL Companies, Ltd.  
(Name of Company)

Steven Mathews  
(Signature)

Steven Mathews  
(Name Printed)

Treasurer  
(Title)

STATE OF Colorado )  
 ) ss.  
COUNTY OF Douglas )

The foregoing instrument was acknowledged before me this 27<sup>th</sup> day of July, 2017 by Steven Mathews as Treasurer of CH2M HILL Companies Ltd

Witness my hand and official seal.

My Commission expires: 31/7/2018

[Signature]  
Notary Public

[SEAL]



**Form C-1: Non-Collusion Affidavit**

**Non-Collusion Affidavit**

STATE OF Virginia )  
 ) ss:  
COUNTY OF Arlington )

Each of the undersigned, being first duly sworn, deposes and says that:

1. The undersigned, being first duly sworn, deposes and says that Michael Kostiw \_\_\_\_\_ is the Senior Vice President, Chief Ethics and Compliance Officer \_\_\_\_\_ (Title) of AECOM (company name), which entity is a Financially Responsible Party (type of Core Proposer Team Member) of Front Range Mobility Group (Proposer's name) ("Proposer"), which is making the Proposal, and that the answers to the questions and all other statements therein are true and correct as of the date hereof. Initially capitalized terms used herein that are not defined herein shall have the meanings ascribed to them in the Request for Proposals issued by Colorado Bridge Enterprise and High Performance Transportation Enterprise (the "Procuring Authorities") on March 6, 2017, including all Addenda thereto (the "RFP").
2. The Proposal is not made in the interest of, or on behalf of, any undisclosed person, partnership, company, association, organization, joint venture, limited liability company or corporation; the Proposal is genuine and not collusive or sham; Proposer has not directly or indirectly induced or solicited any other Proposer to put in a false or sham proposal, and has not directly or indirectly colluded, conspired, connived or agreed with any Proposer or anyone else to put in a sham proposal or that anyone shall refrain from proposing; Proposer has not in any manner, directly or indirectly, sought by agreement, communication or conference with anyone to fix the prices of Proposer or any other Proposer, or to fix any overhead, profit or cost element included in the Proposal, or of that of any other Proposer, or to secure any advantage against the Procuring Authorities of anyone interested in the proposed Project Agreement; all statements contained in the Proposal are true; and, further, Proposer has not, directly or indirectly, submitted its prices, any breakdown thereof, ATCs or portions of ATCs included in the Proposal, or the contents thereof, or divulged information or data relative thereto, or paid, and will not pay, any fee to any corporation, partnership, company, association, joint venture, limited liability company, organization, proposal depository or any member, partner, joint venturer or agent thereof to effectuate a collusive or sham proposal.
3. Proposer will not, directly or indirectly, divulge information or data regarding the price or other terms of its Proposal to any other Proposer, or seek to obtain information or data regarding the price or other terms of any other proposal, until after financial close for the Project or rejection of all Proposals and cancellation of the RFP.



# Form C-2 Buy America Certification



**CONNECTING COMMUNITIES**



**Form C-2**

*BUY AMERICA CERTIFICATION*

**Proposer**

» Front Range Mobility Group

**Lead Contractor**

- » Flatiron Constructors, Inc.
- » Dragados USA, Inc.
- » AECOM Energy & Construction, Inc.

**Form C-2: Buy America Certification (FHWA)**

**Buy America Certification**

The undersigned certifies, on behalf of Front Range Mobility Group (the "Certifying Party"), that the Certifying Party shall comply with the Buy America provisions set forth in 23 USC § 313 and 23 CFR § 635.410 for the construction portion of the Project.

To be considered domestic, all steel and iron used and all products manufactured from steel and iron must be produced in the United States and all manufacturing processes, including application of a coating, for these materials must occur in the United States. Coating includes all processes, which protect or enhance the value of the material to which the coating is applied. This requirement does not preclude a minimal use of foreign steel and iron materials, provided the cost of such materials does not exceed 0.1 percent of the aggregate value of the Construction Work to be performed under the Construction Contract (as such terms are defined in the Project Agreement included in the Request for Proposals issued by Colorado Bridge Enterprise and High Performance Transportation Enterprise on March 6, 2017, as supplemented and amended to date).

Date: August 1, 2017

Front Range Mobility Group  
Proposer name

  
Signature

Roberto Friedrich  
Name

Official Representative  
Title

**Form C-2: Buy America Certification (FHWA)**

**Buy America Certification**

The undersigned certifies, on behalf of Flatiron Constructor, Inc., member of the Lead Contractor Joint Venture, (the "Certifying Party"), that the Certifying Party shall comply with the Buy America provisions set forth in 23 USC § 313 and 23 CFR § 635.410 for the construction portion of the Project.

To be considered domestic, all steel and iron used and all products manufactured from steel and iron must be produced in the United States and all manufacturing processes, including application of a coating, for these materials must occur in the United States. Coating includes all processes, which protect or enhance the value of the material to which the coating is applied. This requirement does not preclude a minimal use of foreign steel and iron materials, provided the cost of such materials does not exceed 0.1 percent of the aggregate value of the Construction Work to be performed under the Construction Contract (as such terms are defined in the Project Agreement included in the Request for Proposals issued by Colorado Bridge Enterprise and High Performance Transportation Enterprise on March 6, 2017, as supplemented and amended to date).

Date: August 1, 2017

Flatiron Constructors, Inc.  
Lead Contractor/Joint Venture Member name

  
Signature

John Couture  
Name

Vice President  
Title

**Form C-2: Buy America Certification (FHWA)**

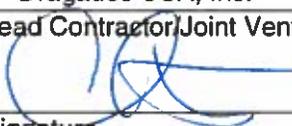
**Buy America Certification**

The undersigned certifies, on behalf of Dragados USA, Inc. (the "Certifying Party"), that the Certifying Party shall comply with the Buy America provisions set forth in 23 USC § 313 and 23 CFR § 635.410 for the construction portion of the Project.

To be considered domestic, all steel and iron used and all products manufactured from steel and iron must be produced in the United States and all manufacturing processes, including application of a coating, for these materials must occur in the United States. Coating includes all processes, which protect or enhance the value of the material to which the coating is applied. This requirement does not preclude a minimal use of foreign steel and iron materials, provided the cost of such materials does not exceed 0.1 percent of the aggregate value of the Construction Work to be performed under the Construction Contract (as such terms are defined in the Project Agreement included in the Request for Proposals issued by Colorado Bridge Enterprise and High Performance Transportation Enterprise on March 6, 2017, as supplemented and amended to date).

Date: August 1, 2017

Dragados USA, Inc.  
Lead Contractor/Joint Venture Member name

  
Signature

Chad Mathes  
Name

Executive Vice President  
Title

**Form C-2: Buy America Certification (FHWA)**

**Buy America Certification**

The undersigned certifies, on behalf of AECOM Energy & Construction, Inc. (the "Certifying Party"), that the Certifying Party shall comply with the Buy America provisions set forth in 23 USC § 313 and 23 CFR § 635.410 for the construction portion of the Project.

To be considered domestic, all steel and iron used and all products manufactured from steel and iron must be produced in the United States and all manufacturing processes, including application of a coating, for these materials must occur in the United States. Coating includes all processes, which protect or enhance the value of the material to which the coating is applied. This requirement does not preclude a minimal use of foreign steel and iron materials, provided the cost of such materials does not exceed 0.1 percent of the aggregate value of the Construction Work to be performed under the Construction Contract (as such terms are defined in the Project Agreement included in the Request for Proposals issued by Colorado Bridge Enterprise and High Performance Transportation Enterprise on March 6, 2017, as supplemented and amended to date).

Date: August 1, 2017

AECOM Energy & Construction, Inc.  
Lead Contractor/Joint Venture Member name

  
Signature

Steven E. Richards  
Name

Senior Vice President, Global Operations  
Title

# Form C-3 Equal Employment Opportunity Certification



**CONNECTING COMMUNITIES**

Form C-3  
Equal Employment  
Opportunity Certification



## Form C-3

### *EQUAL EMPLOYMENT OPPORTUNITY CERTIFICATION*

#### **Proposer**

- » Front Range Mobility Group

#### **Equity Members**

- » HOCHTIEF PPP Solutions North America, Inc.
- » ACS Infrastructure Development, Inc.
- » AECOM Capital, Inc.
- » John Laing Investments Limited

#### **Lead Contractors**

- » Flatiron Constructors, Inc.
- » Dragados USA, Inc.
- » AECOM Energy & Construction, Inc.

#### **Lead Engineers**

- » CH2M Hill Engineers, Inc.
- » AECOM Technical Services, Inc.

#### **Lead Operator**

- » HOCHTIEF PPP Solutions North America, Inc.
- » ACS Infrastructure Development, Inc.
- » AECOM Capital, Inc.

#### **Financially Responsible Parties**

- » HOCHTIEF Aktiengesellschaft
- » HOCHTIEF PPP Solutions GmbH
- » HOCHTIEF USA, Inc.
- » Dragados S.A.
- » ACS Servicios y Concesiones S.L.
- » John Laing Group plc
- » CH2M Hill Companies, Ltd.
- » AECOM

#### **Other Proposer Team Members**

- » Kraemer North America, LLC
- » BT Construction, Inc.
- » Interstate Highway Construction, Inc.
- » WL Contractors
- » Raba Kistner Infrastructure, Inc.
- » Vivid Engineering Group, Inc.
- » JW Bale Inc.
- » Communications Connections Consulting, LLC

**Form C-3: Equal Employment Opportunity Certification**

**Equal Employment Opportunity Certificate**

Front Range Mobility Group certifies that (1) it has \_\_\_\_\_ has not \_\_\_\_\_ ✓ \_\_\_\_\_ [mark one blank] developed affirmative action programs on file at each establishment pursuant to 41 CFR § 60-4 and (2) it has \_\_\_\_\_ has not \_\_\_\_\_ ✓ \_\_\_\_\_ [mark one blank] participated in a previous contract or subcontract subject to the equal opportunity clauses, as required by Executive Orders 10925, 11114, or 11246, and that, where required, it has filed with the Joint Reporting Committee, the Director of the Office of Federal Contract Compliance, a Federal Government contracting or administering agency, or the former President's Committee on Equal Employment Opportunity, all reports due under the applicable filing requirements.

Date: August 1, 2017

Proposer Name: Front Range Mobility Group

Signature: 

Name: Roberto Friedrich

Title: Official Representative

**Note:** The above certification is required by the Equal Employment Opportunity Regulations of the Secretary of Labor (41 CFR § 60-1.7(b)(1)), and must be submitted by Proposers and proposed subcontractors only in connection with contracts and subcontracts which are subject to the equal opportunity clause. Contracts and subcontracts which are exempt from the equal opportunity clause are listed in 41 CFR § 60-1.5. (Generally only contracts or subcontracts of \$10,000 or under are exempt.)

Currently, Standard Form 100 (EEO-1) is the only report required by the Executive Orders or their implementing regulations.

Proposed prime contractors and subcontractors who have participated in a previous contract or subcontract subject to the Executive Orders and have not filed the required reports should note that 41 CFR § 60-1.7(b)(1) prevents the award of contracts and subcontracts unless such contractor submits a report covering the delinquent period or such other period specified by the Federal Highway Administration or by the Director, Office of Federal Contract Compliance, US Department of Labor.

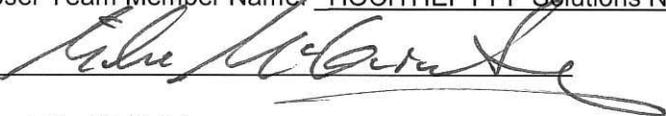
**Form C-3: Equal Employment Opportunity Certification**

**Equal Employment Opportunity Certificate**

HOCHTIEF PPP Solutions North America, Inc. certifies that (1) it has \_\_\_\_\_ has not  [mark one blank] developed affirmative action programs on file at each establishment pursuant to 41 CFR § 60-4 and (2)  [it/he/she] has \_\_\_\_\_ has not  [mark one blank] participated in a previous contract or subcontract subject to the equal opportunity clauses, as required by Executive Orders 10925, 11114, or 11246, and that, where required, it has filed with the Joint Reporting Committee, the Director of the Office of Federal Contract Compliance, a Federal Government contracting or administering agency, or the former President's Committee on Equal Employment Opportunity, all reports due under the applicable filing requirements.

Date: August 1, 2017

Core Proposer Team Member Name: HOCHTIEF PPP Solutions North America, Inc.

Signature: 

Name: Mike McGuinty

Title: President and Treasurer

Signature: 

Name: Cecil Kramer

Title: Secretary

**Note:** The above certification is required by the Equal Employment Opportunity Regulations of the Secretary of Labor (41 CFR § 60-1.7(b)(1)), and must be submitted by Proposers and proposed subcontractors only in connection with contracts and subcontracts which are subject to the equal opportunity clause. Contracts and subcontracts which are exempt from the equal opportunity clause are listed in 41 CFR § 60-1.5. (Generally only contracts or subcontracts of \$10,000 or under are exempt.)

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**Form C-3: Equal Employment Opportunity Certification**

**Equal Employment Opportunity Certificate**

ACS Infrastructure Development, Inc. certifies that (1) it has not developed affirmative action programs on file at each establishment pursuant to 41 CFR § 60-4 and (2) it has not participated in a previous contract or subcontract subject to the equal opportunity clauses, as required by Executive Orders 10925, 11114, or 11246, and that, where required, it has filed with the Joint Reporting Committee, the Director of the Office of Federal Contract Compliance, a Federal Government contracting or administering agency, or the former President's Committee on Equal Employment Opportunity, all reports due under the applicable filing requirements.

Date: August 1, 2017

Name: ACS Infrastructure Development, Inc.

Signature:  \_\_\_\_\_

Name: Nuria Haltiwanger

Title: Chief Executive Officer

**Note:** The above certification is required by the Equal Employment Opportunity Regulations of the Secretary of Labor (41 CFR § 60-1.7(b)(1)), and must be submitted by Proposers and proposed subcontractors only in connection with contracts and subcontracts which are subject to the equal opportunity clause. Contracts and subcontracts which are exempt from the equal opportunity clause are listed in 41 CFR § 60-1.5. (Generally only contracts or subcontracts of \$10,000 or under are exempt.)

Currently, Standard Form 100 (EEO-1) is the only report required by the Executive Orders or their implementing regulations.

Proposed prime contractors and subcontractors who have participated in a previous contract or subcontract subject to the Executive Orders and have not filed the required reports should note that 41 CFR § 60-1.7(b)(1) prevents the award of contracts and subcontracts unless such contractor submits a report covering the delinquent period or such other period specified by the Federal Highway Administration or by the Director, Office of Federal Contract Compliance, US Department of Labor.

## Equal Employment Opportunity Certificate

AECOM Capital, Inc. certifies that (1) it has developed affirmative action programs on file at each establishment pursuant to 41 CFR § 60-4 and (2) it has participated in a previous contract or subcontract subject to the equal opportunity clauses, as required by Executive Orders 10925, 11114, or 11246, and that, where required, it has filed with the Joint Reporting Committee, the Director of the Office of Federal Contract Compliance, a Federal Government contracting or administering agency, or the former President's Committee on Equal Employment Opportunity, all reports due under the applicable filing requirements.

Date: August 1st, 2017

Core Proposer Team Member Name: AECOM Capital, Inc.

Signature: 

Name: John T. Livingston

Title: Chief Executive Officer

**Note:** The above certification is required by the Equal Employment Opportunity Regulations of the Secretary of Labor (41 CFR § 60-1.7(b)(1)), and must be submitted by Proposers and proposed subcontractors only in connection with contracts and subcontracts which are subject to the equal opportunity clause. Contracts and subcontracts which are exempt from the equal opportunity clause are listed in 41 CFR § 60-1.5. (Generally only contracts or subcontracts of \$10,000 or under are exempt.)

Currently, Standard Form 100 (EEO-1) is the only report required by the Executive Orders or their implementing regulations.

Proposed prime contractors and subcontractors who have participated in a previous contract or subcontract subject to the Executive Orders and have not filed the required reports should note that 41 CFR § 60-1.7(b)(1) prevents the award of contracts and subcontracts unless such contractor submits a report covering the delinquent period or such other period specified by the Federal Highway Administration or by the Director, Office of Federal Contract Compliance, US Department of Labor.

**Form C-3: Equal Employment Opportunity Certification**

**Equal Employment Opportunity Certificate**

John Laing Investments Limited certifies that (1) it has \_\_\_\_\_ has not \_\_\_\_\_X\_\_\_\_\_ developed affirmative action programs on file at each establishment pursuant to 41 CFR § 60-4 and (2) it has \_\_\_\_\_ has not \_\_\_\_\_X\_\_\_\_\_ participated in a previous contract or subcontract subject to the equal opportunity clauses, as required by Executive Orders 10925, 11114, or 11246, and that, where required, it has filed with the Joint Reporting Committee, the Director of the Office of Federal Contract Compliance, a Federal Government contracting or administering agency, or the former President's Committee on Equal Employment Opportunity, all reports due under the applicable filing requirements.

Date: August 1, 2017

Name: John Laing Investments Limited

Signature: C.T. Cattermole

Name: Carolyn Cattermole

Title: Director

**Note:** The above certification is required by the Equal Employment Opportunity Regulations of the Secretary of Labor (41 CFR § 60-1.7(b)(1)), and must be submitted by Proposers and proposed subcontractors only in connection with contracts and subcontracts which are subject to the equal opportunity clause. Contracts and subcontracts which are exempt from the equal opportunity clause are listed in 41 CFR § 60-1.5. (Generally only contracts or subcontracts of \$10,000 or under are exempt.)

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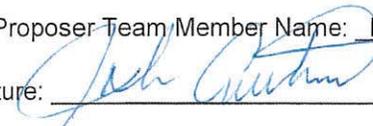
**Form C-3: Equal Employment Opportunity Certification**

**Equal Employment Opportunity Certificate**

Flatiron Constructors, Inc. certifies that (1) it has  X  has not \_\_\_\_\_ developed affirmative action programs on file at each establishment pursuant to 41 CFR § 60-4 and (2) it has  X  has not \_\_\_\_\_ participated in a previous contract or subcontract subject to the equal opportunity clauses, as required by Executive Orders 10925, 11114, or 11246, and that, where required, it has filed with the Joint Reporting Committee, the Director of the Office of Federal Contract Compliance, a Federal Government contracting or administering agency, or the former President's Committee on Equal Employment Opportunity, all reports due under the applicable filing requirements.

Date: August 1, 2017

Core Proposer Team/Member Name:  Flatiron Constructors, Inc.

Signature:  

Name:  John Couture

Title:  Vice President

**Note:** The above certification is required by the Equal Employment Opportunity Regulations of the Secretary of Labor (41 CFR § 60-1.7(b)(1)), and must be submitted by Proposers and proposed subcontractors only in connection with contracts and subcontracts which are subject to the equal opportunity clause. Contracts and subcontracts which are exempt from the equal opportunity clause are listed in 41 CFR § 60-1.5. (Generally only contracts or subcontracts of \$10,000 or under are exempt.)

Currently, Standard Form 100 (EEO-1) is the only report required by the Executive Orders or their implementing regulations.

Proposed prime contractors and subcontractors who have participated in a previous contract or subcontract subject to the Executive Orders and have not filed the required reports should note that 41 CFR § 60-1.7(b)(1) prevents the award of contracts and subcontracts unless such contractor submits a report covering the delinquent period or such other period specified by the Federal Highway Administration or by the Director, Office of Federal Contract Compliance, US Department of Labor.

**Form C-3: Equal Employment Opportunity Certification**

**Equal Employment Opportunity Certificate**

Dragados USA, Inc. certifies that (1) it has  X  has not \_\_\_\_\_ developed affirmative action programs on file at each establishment pursuant to 41 CFR § 60-4 and (2) [it/he/she] has  X  has not \_\_\_\_\_ participated in a previous contract or subcontract subject to the equal opportunity clauses, as required by Executive Orders 10925, 11114, or 11246, and that, where required, it has filed with the Joint Reporting Committee, the Director of the Office of Federal Contract Compliance, a Federal Government contracting or administering agency, or the former President's Committee on Equal Employment Opportunity, all reports due under the applicable filing requirements.

Date: August 1, 2017

Core Proposer Team Member: Dragados USA, Inc.

Signature:  \_\_\_\_\_

Name: Chad Mathes

Title: Executive Vice President

**Note:** The above certification is required by the Equal Employment Opportunity Regulations of the Secretary of Labor (41 CFR § 60-1.7(b)(1)), and must be submitted by Proposers and proposed subcontractors only in connection with contracts and subcontracts which are subject to the equal opportunity clause. Contracts and subcontracts which are exempt from the equal opportunity clause are listed in 41 CFR § 60-1.5. (Generally only contracts or subcontracts of \$10,000 or under are exempt.)

Currently, Standard Form 100 (EEO-1) is the only report required by the Executive Orders or their implementing regulations.

Proposed prime contractors and subcontractors who have participated in a previous contract or subcontract subject to the Executive Orders and have not filed the required reports should note that 41 CFR § 60-1.7(b)(1) prevents the award of contracts and subcontracts unless such contractor submits a report covering the delinquent period or such other period specified by the Federal Highway Administration or by the Director, Office of Federal Contract Compliance, US Department of Labor.

**Form C-3: Equal Employment Opportunity Certification**

**Equal Employment Opportunity Certificate**

AECOM Energy & Construction, Inc. certifies that (1) it has  X  has not \_\_\_\_\_  
[mark one blank] developed affirmative action programs on file at each establishment pursuant to 41  
CFR § 60-4 and (2) [it/he/she] has  X  has not \_\_\_\_\_ [mark one blank] participated in  
a previous contract or subcontract subject to the equal opportunity clauses, as required by Executive  
Orders 10925, 11114, or 11246, and that, where required, it has filed with the Joint Reporting Committee,  
the Director of the Office of Federal Contract Compliance, a Federal Government contracting or  
administering agency, or the former President's Committee on Equal Employment Opportunity, all reports  
due under the applicable filing requirements.

Date: August 1, 2017

[Core Proposer Team Member][Subcontractor] Name: AECOM Energy & Construction, Inc.

Signature: Steven E. Richards

Name: Steven E. Richards

Title: Senior Vice President, Global Operations

**Note:** The above certification is required by the Equal Employment Opportunity Regulations of the Secretary of Labor (41 CFR § 60-1.7(b)(1)), and must be submitted by Proposers and proposed subcontractors only in connection with contracts and subcontracts which are subject to the equal opportunity clause. Contracts and subcontracts which are exempt from the equal opportunity clause are listed in 41 CFR § 60-1.5. (Generally only contracts or subcontracts of \$10,000 or under are exempt.)

Currently, Standard Form 100 (EEO-1) is the only report required by the Executive Orders or their implementing regulations.

Proposed prime contractors and subcontractors who have participated in a previous contract or subcontract subject to the Executive Orders and have not filed the required reports should note that 41 CFR § 60-1.7(b)(1) prevents the award of contracts and subcontracts unless such contractor submits a report covering the delinquent period or such other period specified by the Federal Highway Administration or by the Director, Office of Federal Contract Compliance, US Department of Labor.



CH2M  
9191 South Jamaica Street  
Englewood CO 80112 5946  
O 303.771.0900  
F 720.286.9250  
www.ch2m.com

**Form C-3: Equal Employment Opportunity Certification**

**Equal Employment Opportunity Certificate**

CH2M HILL Engineers, Inc. certifies that (1) it has X has not \_\_\_ developed affirmative action programs on file at each establishment pursuant to 41 CFR § 60-4 and (2) it has X has not \_\_\_ participated in a previous contract or subcontract subject to the equal opportunity clauses, as required by Executive Orders 10925, 11114, or 11246, and that, where required, it has filed with the Joint Reporting Committee, the Director of the Office of Federal Contract Compliance, a Federal Government contracting or administering agency, or the former President's Committee on Equal Employment Opportunity, all reports due under the applicable filing requirements.

Date: August 1, 2017

Name: CH2M HILL Engineers, Inc.

Signature: 

Name: Steven Mathews

Title: Treasurer

**Note:** The above certification is required by the Equal Employment Opportunity Regulations of the Secretary of Labor (41 CFR § 60-1.7(b)(1)), and must be submitted by Proposers and proposed subcontractors only in connection with contracts and subcontracts which are subject to the equal opportunity clause. Contracts and subcontracts which are exempt from the equal opportunity clause are listed in 41 CFR § 60-1.5. (Generally only contracts or subcontracts of \$10,000 or under are exempt.)

Currently, Standard Form 100 (EEO-1) is the only report required by the Executive Orders or their implementing regulations.

Proposed prime contractors and subcontractors who have participated in a previous contract or subcontract subject to the Executive Orders and have not filed the required reports should note that 41 CFR § 60-1.7(b)(1) prevents the award of contracts and subcontracts unless such contractor submits a report covering the delinquent period or such other period specified by the Federal Highway Administration or by the Director, Office of Federal Contract Compliance, US Department of Labor.

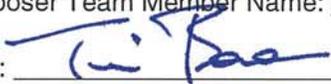
**Form C-3: Equal Employment Opportunity Certification**

**Equal Employment Opportunity Certificate**

AECOM Technical Services, Inc. certifies that (1) it has X has not \_\_\_\_\_ [*mark one blank*] developed affirmative action programs on file at each establishment pursuant to 41 CFR § 60-4 and (2) [*it/he/she*] has X has not \_\_\_\_\_ [*mark one blank*] participated in a previous contract or subcontract subject to the equal opportunity clauses, as required by Executive Orders 10925, 11114, or 11246, and that, where required, it has filed with the Joint Reporting Committee, the Director of the Office of Federal Contract Compliance, a Federal Government contracting or administering agency, or the former President's Committee on Equal Employment Opportunity, all reports due under the applicable filing requirements.

Date: August 1, 2017

Core Proposer Team Member Name: AECOM Technical Services, Inc.

Signature:  \_\_\_\_\_

Name: Travis Boone

Title: Executive Vice President

**Note:** The above certification is required by the Equal Employment Opportunity Regulations of the Secretary of Labor (41 CFR § 60-1.7(b)(1)), and must be submitted by Proposers and proposed subcontractors only in connection with contracts and subcontracts which are subject to the equal opportunity clause. Contracts and subcontracts which are exempt from the equal opportunity clause are listed in 41 CFR § 60-1.5. (Generally only contracts or subcontracts of \$10,000 or under are exempt.)

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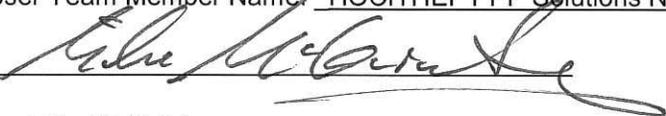
**Form C-3: Equal Employment Opportunity Certification**

**Equal Employment Opportunity Certificate**

HOCHTIEF PPP Solutions North America, Inc. certifies that (1) it has \_\_\_\_\_ has not  [mark one blank] developed affirmative action programs on file at each establishment pursuant to 41 CFR § 60-4 and (2)  [it/he/she] has \_\_\_\_\_ has not  [mark one blank] participated in a previous contract or subcontract subject to the equal opportunity clauses, as required by Executive Orders 10925, 11114, or 11246, and that, where required, it has filed with the Joint Reporting Committee, the Director of the Office of Federal Contract Compliance, a Federal Government contracting or administering agency, or the former President's Committee on Equal Employment Opportunity, all reports due under the applicable filing requirements.

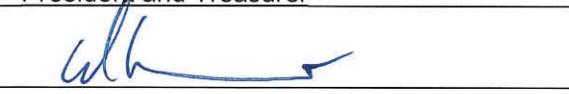
Date: August 1, 2017

Core Proposer Team Member Name: HOCHTIEF PPP Solutions North America, Inc.

Signature: 

Name: Mike McGuinty

Title: President and Treasurer

Signature: 

Name: Cecil Kramer

Title: Secretary

**Note:** The above certification is required by the Equal Employment Opportunity Regulations of the Secretary of Labor (41 CFR § 60-1.7(b)(1)), and must be submitted by Proposers and proposed subcontractors only in connection with contracts and subcontracts which are subject to the equal opportunity clause. Contracts and subcontracts which are exempt from the equal opportunity clause are listed in 41 CFR § 60-1.5. (Generally only contracts or subcontracts of \$10,000 or under are exempt.)

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Proposed prime contractors and subcontractors who have participated in a previous contract or subcontract subject to the Executive Orders and have not filed the required reports should note that 41 CFR § 60-1.7(b)(1) prevents the award of contracts and subcontracts unless such contractor submits a report covering the delinquent period or such other period specified by the Federal Highway Administration or by the Director, Office of Federal Contract Compliance, US Department of Labor.

**Form C-3: Equal Employment Opportunity Certification**

**Equal Employment Opportunity Certificate**

ACS Infrastructure Development, Inc. certifies that (1) it has not developed affirmative action programs on file at each establishment pursuant to 41 CFR § 60-4 and (2) it has not participated in a previous contract or subcontract subject to the equal opportunity clauses, as required by Executive Orders 10925, 11114, or 11246, and that, where required, it has filed with the Joint Reporting Committee, the Director of the Office of Federal Contract Compliance, a Federal Government contracting or administering agency, or the former President's Committee on Equal Employment Opportunity, all reports due under the applicable filing requirements.

Date: August 1, 2017

Name: ACS Infrastructure Development, Inc.

Signature:  \_\_\_\_\_

Name: Nuria Haltiwanger

Title: Chief Executive Officer

**Note:** The above certification is required by the Equal Employment Opportunity Regulations of the Secretary of Labor (41 CFR § 60-1.7(b)(1)), and must be submitted by Proposers and proposed subcontractors only in connection with contracts and subcontracts which are subject to the equal opportunity clause. Contracts and subcontracts which are exempt from the equal opportunity clause are listed in 41 CFR § 60-1.5. (Generally only contracts or subcontracts of \$10,000 or under are exempt.)

Currently, Standard Form 100 (EEO-1) is the only report required by the Executive Orders or their implementing regulations.

Proposed prime contractors and subcontractors who have participated in a previous contract or subcontract subject to the Executive Orders and have not filed the required reports should note that 41 CFR § 60-1.7(b)(1) prevents the award of contracts and subcontracts unless such contractor submits a report covering the delinquent period or such other period specified by the Federal Highway Administration or by the Director, Office of Federal Contract Compliance, US Department of Labor.

## Equal Employment Opportunity Certificate

AECOM Capital, Inc. certifies that (1) it has developed affirmative action programs on file at each establishment pursuant to 41 CFR § 60-4 and (2) it has participated in a previous contract or subcontract subject to the equal opportunity clauses, as required by Executive Orders 10925, 11114, or 11246, and that, where required, it has filed with the Joint Reporting Committee, the Director of the Office of Federal Contract Compliance, a Federal Government contracting or administering agency, or the former President's Committee on Equal Employment Opportunity, all reports due under the applicable filing requirements.

Date: August 1st, 2017

Core Proposer Team Member Name: AECOM Capital, Inc.

Signature: 

Name: John T. Livingston

Title: Chief Executive Officer

**Note:** The above certification is required by the Equal Employment Opportunity Regulations of the Secretary of Labor (41 CFR § 60-1.7(b)(1)), and must be submitted by Proposers and proposed subcontractors only in connection with contracts and subcontracts which are subject to the equal opportunity clause. Contracts and subcontracts which are exempt from the equal opportunity clause are listed in 41 CFR § 60-1.5. (Generally only contracts or subcontracts of \$10,000 or under are exempt.)

Currently, Standard Form 100 (EEO-1) is the only report required by the Executive Orders or their implementing regulations.

Proposed prime contractors and subcontractors who have participated in a previous contract or subcontract subject to the Executive Orders and have not filed the required reports should note that 41 CFR § 60-1.7(b)(1) prevents the award of contracts and subcontracts unless such contractor submits a report covering the delinquent period or such other period specified by the Federal Highway Administration or by the Director, Office of Federal Contract Compliance, US Department of Labor.

**Form C-3: Equal Employment Opportunity Certification**

**Equal Employment Opportunity Certificate**

HOCHTIEF Aktiengesellschaft certifies that (1) it has \_\_\_\_\_ has not  [mark one blank] developed affirmative action programs on file at each establishment pursuant to 41 CFR § 60-4 and (2) it has \_\_\_\_\_ has not  [mark one blank] participated in a previous contract or subcontract subject to the equal opportunity clauses, as required by Executive Orders 10925, 11114, or 11246, and that, where required, it has filed with the Joint Reporting Committee, the Director of the Office of Federal Contract Compliance, a Federal Government contracting or administering agency, or the former President's Committee on Equal Employment Opportunity, all reports due under the applicable filing requirements.

Date: August 1, 2017

Core Proposer Team Member Name: HOCHTIEF Aktiengesellschaft

Signature:  \_\_\_\_\_  
Name: Peter Sassenfeld

Title: Chief Financial Officer

Signature:  \_\_\_\_\_  
Name: Elmar Sauter

Title: Head of Executive Board's Office

**Note:** The above certification is required by the Equal Employment Opportunity Regulations of the Secretary of Labor (41 CFR § 60-1.7(b)(1)), and must be submitted by Proposers and proposed subcontractors only in connection with contracts and subcontracts which are subject to the equal opportunity clause. Contracts and subcontracts which are exempt from the equal opportunity clause are listed in 41 CFR § 60-1.5. (Generally only contracts or subcontracts of \$10,000 or under are exempt.)

Currently, Standard Form 100 (EEO-1) is the only report required by the Executive Orders or their implementing regulations.

Proposed prime contractors and subcontractors who have participated in a previous contract or subcontract subject to the Executive Orders and have not filed the required reports should note that 41 CFR § 60-1.7(b)(1) prevents the award of contracts and subcontracts unless such contractor submits a report covering the delinquent period or such other period specified by the Federal Highway Administration or by the Director, Office of Federal Contract Compliance, US Department of Labor.

**Form C-3: Equal Employment Opportunity Certification**

**Equal Employment Opportunity Certificate**

HOCHTIEF PPP Solutions GmbH certifies that (1) it has \_\_\_\_\_ has not  [mark one blank] developed affirmative action programs on file at each establishment pursuant to 41 CFR § 60-4 and (2) it has \_\_\_\_\_ has not  [mark one blank] participated in a previous contract or subcontract subject to the equal opportunity clauses, as required by Executive Orders 10925, 11114, or 11246, and that, where required, it has filed with the Joint Reporting Committee, the Director of the Office of Federal Contract Compliance, a Federal Government contracting or administering agency, or the former President's Committee on Equal Employment Opportunity, all reports due under the applicable filing requirements.

Date: August 1, 2017

Core Proposer Team Member Name: HOCHTIEF PPP Solutions GmbH

Signature: 

Name: Peter Coenen

Title: Chief Executive Officer

Signature: 

Name: Irmgard Jonas

Title: Authorized Signatory

**Note:** The above certification is required by the Equal Employment Opportunity Regulations of the Secretary of Labor (41 CFR § 60-1.7(b)(1)), and must be submitted by Proposers and proposed subcontractors only in connection with contracts and subcontracts which are subject to the equal opportunity clause. Contracts and subcontracts which are exempt from the equal opportunity clause are listed in 41 CFR § 60-1.5. (Generally only contracts or subcontracts of \$10,000 or under are exempt.)

Currently, Standard Form 100 (EEO-1) is the only report required by the Executive Orders or their implementing regulations.

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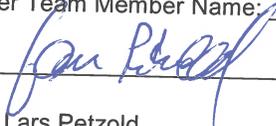
**Form C-3: Equal Employment Opportunity Certification**

**Equal Employment Opportunity Certificate**

HOCHTIEF USA, Inc. certifies that (1) it has \_\_\_\_\_ has not \_\_\_\_\_ ✓ \_\_\_\_\_ [mark one blank] developed affirmative action programs on file at each establishment pursuant to 41 CFR § 60-4 and (2) it has \_\_\_\_\_ has not \_\_\_\_\_ ✓ \_\_\_\_\_ [mark one blank] participated in a previous contract or subcontract subject to the equal opportunity clauses, as required by Executive Orders 10925, 11114, or 11246, and that, where required, it has filed with the Joint Reporting Committee, the Director of the Office of Federal Contract Compliance, a Federal Government contracting or administering agency, or the former President's Committee on Equal Employment Opportunity, all reports due under the applicable filing requirements.

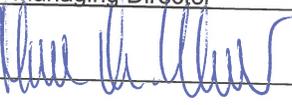
Date: August 1, 2017

Core Proposer Team Member Name: HOCHTIEF USA, Inc.

Signature: 

Name: Lars Petzold

Title: Managing Director

Signature: 

Name: Marc Scheer

Title: Managing Director

**Note:** The above certification is required by the Equal Employment Opportunity Regulations of the Secretary of Labor (41 CFR § 60-1.7(b)(1)), and must be submitted by Proposers and proposed subcontractors only in connection with contracts and subcontracts which are subject to the equal opportunity clause. Contracts and subcontracts which are exempt from the equal opportunity clause are listed in 41 CFR § 60-1.5. (Generally only contracts or subcontracts of \$10,000 or under are exempt.)

Currently, Standard Form 100 (EEO-1) is the only report required by the Executive Orders or their implementing regulations.

Proposed prime contractors and subcontractors who have participated in a previous contract or subcontract subject to the Executive Orders and have not filed the required reports should note that 41 CFR § 60-1.7(b)(1) prevents the award of contracts and subcontracts unless such contractor submits a report covering the delinquent period or such other period specified by the Federal Highway Administration or by the Director, Office of Federal Contract Compliance, US Department of Labor.

**Form C-3: Equal Employment Opportunity Certification**

**Equal Employment Opportunity Certificate**

Dragados S.A. certifies that (1) it has \_\_\_\_\_ has not X developed affirmative action programs on file at each establishment pursuant to 41 CFR § 60-4 and (2) it has \_\_\_\_\_ has not X participated in a previous contract or subcontract subject to the equal opportunity clauses, as required by Executive Orders 10925, 11114, or 11246, and that, where required, it has filed with the Joint Reporting Committee, the Director of the Office of Federal Contract Compliance, a Federal Government contracting or administering agency, or the former President's Committee on Equal Employment Opportunity, all reports due under the applicable filing requirements.

Date: August 1, 2017

Core Proposer Team Member: Dragados S.A.

Signature: \_\_\_\_\_

Name: Jose Luis Mendez Sanchez

Title: Authorized Representative

**Note:** The above certification is required by the Equal Employment Opportunity Regulations of the Secretary of Labor (41 CFR § 60-1.7(b)(1)), and must be submitted by Proposers and proposed subcontractors only in connection with contracts and subcontracts which are subject to the equal opportunity clause. Contracts and subcontracts which are exempt from the equal opportunity clause are listed in 41 CFR § 60-1.5. (Generally only contracts or subcontracts of \$10,000 or under are exempt.)

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Proposed prime contractors and subcontractors who have participated in a previous contract or subcontract subject to the Executive Orders and have not filed the required reports should note that 41 CFR § 60-1.7(b)(1) prevents the award of contracts and subcontracts unless such contractor submits a report covering the delinquent period or such other period specified by the Federal Highway Administration or by the Director, Office of Federal Contract Compliance, US Department of Labor.

**Form C-3: Equal Employment Opportunity Certification**

**Equal Employment Opportunity Certificate**

ACS Servicios y Concesiones, S.L. certifies that (1) it ~~has~~ has not X developed affirmative action programs on file at each establishment pursuant to 41 CFR § 60-4; and (2) it ~~has~~ has not X participated in a previous contract or subcontract subject to the equal opportunity clauses, as required by Executive Orders 10925, 11114, or 11246, and that, where required, it has filed with the Joint Reporting Committee, the Director of the Office of Federal Contract Compliance, a Federal Government contracting or administering agency, or the former President's Committee on Equal Employment Opportunity, all reports due under the applicable filing requirements.

Date: August 1, 2017

Name: ACS Servicios y Concesiones, S.L.

Signature: \_\_\_\_\_



Name: Francisco Reinoso Torres

Title: Attorney-in-Fact

**Note:** The above certification is required by the Equal Employment Opportunity Regulations of the Secretary of Labor (41 CFR § 60-1.7(b)(1)), and must be submitted by Proposers and proposed subcontractors only in connection with contracts and subcontracts which are subject to the equal opportunity clause. Contracts and subcontracts which are exempt from the equal opportunity clause are listed in 41 CFR § 60-1.5. (Generally only contracts or subcontracts of \$10,000 or under are exempt.)

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Proposed prime contractors and subcontractors who have participated in a previous contract or subcontract subject to the Executive Orders and have not filed the required reports should note that 41 CFR § 60-1.7(b)(1) prevents the award of contracts and subcontracts unless such contractor submits a report covering the delinquent period or such other period specified by the Federal Highway Administration or by the Director, Office of Federal Contract Compliance, US Department of Labor.

**Form C-3: Equal Employment Opportunity Certification**

**Equal Employment Opportunity Certificate**

John Laing Group plc certifies that (1) it has \_\_\_\_\_ has not  developed affirmative action programs on file at each establishment pursuant to 41 CFR § 60-4 and (2) it has \_\_\_\_\_ has not  participated in a previous contract or subcontract subject to the equal opportunity clauses, as required by Executive Orders 10925, 11114, or 11246, and that, where required, it has filed with the Joint Reporting Committee, the Director of the Office of Federal Contract Compliance, a Federal Government contracting or administering agency, or the former President's Committee on Equal Employment Opportunity, all reports due under the applicable filing requirements.

Date: August 1, 2017

Name: John Laing Group plc

Signature: C.T. Cattermole

Name: Carolyn Cattermole

Title: Group General Counsel and Company Secretary

**Note:** The above certification is required by the Equal Employment Opportunity Regulations of the Secretary of Labor (41 CFR § 60-1.7(b)(1)), and must be submitted by Proposers and proposed subcontractors only in connection with contracts and subcontracts which are subject to the equal opportunity clause. Contracts and subcontracts which are exempt from the equal opportunity clause are listed in 41 CFR § 60-1.5. (Generally only contracts or subcontracts of \$10,000 or under are exempt.)

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CH2M  
9191 South Jamaica Street  
Englewood CO 80112-5946  
O 303 771.0900  
F 720 286 9250  
www.ch2m.com

**Form C-3: Equal Employment Opportunity Certification**

**Equal Employment Opportunity Certificate**

CH2M HILL Companies, Ltd. certifies that (1) it has X has not \_\_\_ developed affirmative action programs on file at each establishment pursuant to 41 CFR § 60-4 and (2) it has X has not \_\_\_ participated in a previous contract or subcontract subject to the equal opportunity clauses, as required by Executive Orders 10925, 11114, or 11246, and that, where required, it has filed with the Joint Reporting Committee, the Director of the Office of Federal Contract Compliance, a Federal Government contracting or administering agency, or the former President's Committee on Equal Employment Opportunity, all reports due under the applicable filing requirements.

Date: August 1, 2017

Name: CH2M HILL Companies, Ltd.

Signature: 

Name: Steven Mathews

Title: Treasurer

**Note:** The above certification is required by the Equal Employment Opportunity Regulations of the Secretary of Labor (41 CFR § 60-1.7(b)(1)), and must be submitted by Proposers and proposed subcontractors only in connection with contracts and subcontracts which are subject to the equal opportunity clause. Contracts and subcontracts which are exempt from the equal opportunity clause are listed in 41 CFR § 60-1.5. (Generally only contracts or subcontracts of \$10,000 or under are exempt.)

Currently, Standard Form 100 (EEO-1) is the only report required by the Executive Orders or their implementing regulations.

Proposed prime contractors and subcontractors who have participated in a previous contract or subcontract subject to the Executive Orders and have not filed the required reports should note that 41 CFR § 60-1.7(b)(1) prevents the award of contracts and subcontracts unless such contractor submits a report covering the delinquent period or such other period specified by the Federal Highway Administration or by the Director, Office of Federal Contract Compliance, US Department of Labor.

**Form C-3: Equal Employment Opportunity Certification**

**Equal Employment Opportunity Certificate**

AECOM, a Financially Responsible Party, certifies that (1) it has developed affirmative action programs on file at each establishment pursuant to 41 CFR § 60-4 and (2) it has participated in a previous contract or subcontract subject to the equal opportunity clauses, as required by Executive Orders 10925, 11114, or 11246, and that, where required, it has filed with the Joint Reporting Committee, the Director of the Office of Federal Contract Compliance, a Federal Government contracting or administering agency, or the former President's Committee on Equal Employment Opportunity, all reports due under the applicable filing requirements.

Date: July 24, 2017

Core Proposer Team Member Name: AECOM

Signature: \_\_\_\_\_

Name: Marie-Therese Wynne

Title: Corporate Director, HR Compliance/Corporate EEO Officer

**Note:** The above certification is required by the Equal Employment Opportunity Regulations of the Secretary of Labor (41 CFR § 60-1.7(b)(1)), and must be submitted by Proposers and proposed subcontractors only in connection with contracts and subcontracts which are subject to the equal opportunity clause. Contracts and subcontracts which are exempt from the equal opportunity clause are listed in 41 CFR § 60-1.5. (Generally only contracts or subcontracts of \$10,000 or under are exempt.)

Currently, Standard Form 100 (EEO-1) is the only report required by the Executive Orders or their implementing regulations.

Proposed prime contractors and subcontractors who have participated in a previous contract or subcontract subject to the Executive Orders and have not filed the required reports should note that 41 CFR § 60-1.7(b)(1) prevents the award of contracts and subcontracts unless such contractor submits a report covering the delinquent period or such other period specified by the Federal Highway Administration or by the Director, Office of Federal Contract Compliance, US Department of Labor.

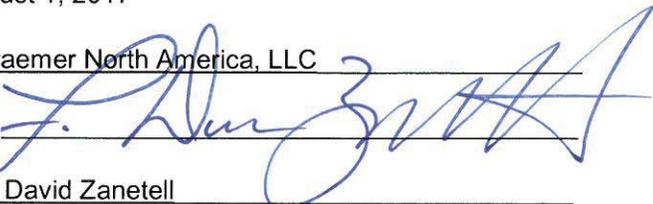
**Form C-3: Equal Employment Opportunity Certification**

**Equal Employment Opportunity Certificate**

Kraemer North America, LLC certifies that (1) it has  X  has not \_\_\_\_\_ developed affirmative action programs on file at each establishment pursuant to 41 CFR § 60-4 and (2)  (it/he/she)  has  X  has not \_\_\_\_\_ participated in a previous contract or subcontract subject to the equal opportunity clauses, as required by Executive Orders 10925, 11114, or 11246, and that, where required, it has filed with the Joint Reporting Committee, the Director of the Office of Federal Contract Compliance, a Federal Government contracting or administering agency, or the former President's Committee on Equal Employment Opportunity, all reports due under the applicable filing requirements.

Date: August 1, 2017

Name:  Kraemer North America, LLC

Signature: 

Name:  F. David Zanetell

Title:  President

**Note:** The above certification is required by the Equal Employment Opportunity Regulations of the Secretary of Labor (41 CFR § 60-1.7(b)(1)), and must be submitted by Proposers and proposed subcontractors only in connection with contracts and subcontracts which are subject to the equal opportunity clause. Contracts and subcontracts which are exempt from the equal opportunity clause are listed in 41 CFR § 60-1.5. (Generally only contracts or subcontracts of \$10,000 or under are exempt.)

Currently, Standard Form 100 (EEO-1) is the only report required by the Executive Orders or their implementing regulations.

Proposed prime contractors and subcontractors who have participated in a previous contract or subcontract subject to the Executive Orders and have not filed the required reports should note that 41 CFR § 60-1.7(b)(1) prevents the award of contracts and subcontracts unless such contractor submits a report covering the delinquent period or such other period specified by the Federal Highway Administration or by the Director, Office of Federal Contract Compliance, US Department of Labor.

**Form C-3: Equal Employment Opportunity Certification**

BT Construction, Inc. certifies that (1) it has  X  has not \_\_\_\_\_ [mark one blank] developed affirmative action programs on file at each establishment pursuant to 41 CFR § 60-4 and (2) [it] has  X  has not \_\_\_\_\_ [mark one blank] participated in a previous contract or subcontract subject to the equal opportunity clauses, as required by Executive Orders 10925, 11114, or 11246, and that, where required, it has filed with the Joint Reporting Committee, the Director of the Office of Federal Contract Compliance, a Federal Government contracting or administering agency, or the former President's Committee on Equal Employment Opportunity, all reports due under the applicable filing requirements.

Date: August 1, 2017

Name: BT Construction, Inc.

Signature:  \_\_\_\_\_

Name:  Harper Daniell

Title:  VP

**Note:** The above certification is required by the Equal Employment Opportunity Regulations of the Secretary of Labor (41 CFR § 60-1.7(b)(1)), and must be submitted by Proposers and proposed subcontractors only in connection with contracts and subcontracts which are subject to the equal opportunity clause. Contracts and subcontracts which are exempt from the equal opportunity clause are listed in 41 CFR § 60-1.5. (Generally only contracts or subcontracts of \$10,000 or under are exempt.)

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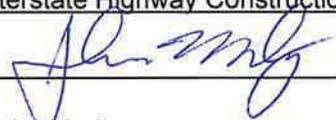
**Form C-3: Equal Employment Opportunity Certification**

**Equal Employment Opportunity Certificate**

Interstate Highway Construction, Inc. certifies that (1) it has  X  has not \_\_\_\_\_ developed affirmative action programs on file at each establishment pursuant to 41 CFR § 60-4 and (2) it has  X  has not \_\_\_\_\_ participated in a previous contract or subcontract subject to the equal opportunity clauses, as required by Executive Orders 10925, 11114, or 11246, and that, where required, it has filed with the Joint Reporting Committee, the Director of the Office of Federal Contract Compliance, a Federal Government contracting or administering agency, or the former President's Committee on Equal Employment Opportunity, all reports due under the applicable filing requirements.

Date: August 1, 2017

Name:  Interstate Highway Construction, Inc.

Signature:  \_\_\_\_\_

Name:  John Medberry

Title:  Vice President

**Note:** The above certification is required by the Equal Employment Opportunity Regulations of the Secretary of Labor (41 CFR § 60-1.7(b)(1)), and must be submitted by Proposers and proposed subcontractors only in connection with contracts and subcontracts which are subject to the equal opportunity clause. Contracts and subcontracts which are exempt from the equal opportunity clause are listed in 41 CFR § 60-1.5. (Generally only contracts or subcontracts of \$10,000 or under are exempt.)

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**Form C-3: Equal Employment Opportunity Certification**

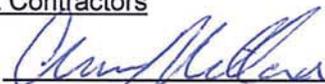
**Equal Employment Opportunity Certificate**

WL Contractors certifies that (1) it has   X   has not \_\_\_\_\_ developed affirmative action programs on file at each establishment pursuant to 41 CFR § 60-4 and (2) She has   X   has not \_\_\_\_\_ participated in a previous contract or subcontract subject to the equal opportunity clauses, as required by Executive Orders 10925, 11114, or 11246, and that, where required, it has filed with the Joint Reporting Committee, the Director of the Office of Federal Contract Compliance, a Federal Government contracting or administering agency, or the former President's Committee on Equal Employment Opportunity, all reports due under the applicable filing requirements.

Date: August 1, 2017

Name: WL Contractors

Signature: \_\_\_\_\_



Name: Anita Millan

Title: EEO Officer

**Note:** The above certification is required by the Equal Employment Opportunity Regulations of the Secretary of Labor (41 CFR § 60-1.7(b)(1)), and must be submitted by Proposers and proposed subcontractors only in connection with contracts and subcontracts which are subject to the equal opportunity clause. Contracts and subcontracts which are exempt from the equal opportunity clause are listed in 41 CFR § 60-1.5. (Generally only contracts or subcontracts of \$10,000 or under are exempt.)

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**Form C-3: Equal Employment Opportunity Certification**

**Equal Employment Opportunity Certificate**

Raba Kistner Infrastructure, Inc. certifies that (1) it has  X  has not \_\_\_\_\_ developed affirmative action programs on file at each establishment pursuant to 41 CFR § 60-4 and (2) it has  X  has not \_\_\_\_\_ participated in a previous contract or subcontract subject to the equal opportunity clauses, as required by Executive Orders 10925, 11114, or 11246, and that, where required, it has filed with the Joint Reporting Committee, the Director of the Office of Federal Contract Compliance, a Federal Employment Opportunity, all reports due under the applicable filing requirements.

Date: August 1, 2017

Name: Raba Kistner Infrastructure, Inc.

Signature: \_\_\_\_\_

Name: Russel W. Lenz, P.E.

Title: Sr. Vice President/COO

**Note:** The above certification is required by the Equal Employment Opportunity Regulations of the Secretary of Labor (41 CFR § 60-1.7(b)(1)), and must be submitted by Proposers and proposed subcontractors only in connection with contracts and subcontracts which are subject to the equal opportunity clause. Contracts and subcontracts which are exempt from the equal opportunity clause are listed in 41 CFR § 60-1.5. (Generally only contracts or subcontracts of \$10,000 or under are exempt.)

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**Form C-3: Equal Employment Opportunity Certification**

**Equal Employment Opportunity Certificate**

[Specify Core Proposer Team Member or Contractor/Subcontractor name] certifies that (1) it has   X   has not \_\_\_\_\_ [mark one blank] developed affirmative action programs on file at each establishment pursuant to 41 CFR § 60-4 and (2) [it/he/she] has \_\_\_\_\_ has not   X   [mark one blank] participated in a previous contract or subcontract subject to the equal opportunity clauses, as required by Executive Orders 10925, 11114, or 11246, and that, where required, it has filed with the Joint Reporting Committee, the Director of the Office of Federal Contract Compliance, a Federal Government contracting or administering agency, or the former President's Committee on Equal Employment Opportunity, all reports due under the applicable filing requirements.

Date: August 1, 2017

[Core Proposer Team Member][Subcontractor] Name:   Vivid Engineering Group, Inc.  

Signature:     

Name:   J. Scott Sammons  

Title:   President/ CEO  

**Note:** The above certification is required by the Equal Employment Opportunity Regulations of the Secretary of Labor (41 CFR § 60-1.7(b)(1)), and must be submitted by Proposers and proposed subcontractors only in connection with contracts and subcontracts which are subject to the equal opportunity clause. Contracts and subcontracts which are exempt from the equal opportunity clause are listed in 41 CFR § 60-1.5. (Generally only contracts or subcontracts of \$10,000 or under are exempt.)

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**Form C-3: Equal Employment Opportunity Certification**

**Equal Employment Opportunity Certificate**

JWBale Inc. certifies that (1) it has \_\_\_\_\_ has not X [mark one blank] developed affirmative action programs on file at each establishment pursuant to 41 CFR § 60-4 and (2) [it/he/she] has \_\_\_\_\_ has not X [mark one blank] participated in a previous contract or subcontract subject to the equal opportunity clauses, as required by Executive Orders 10925, 11114, or 11246, and that, where required, it has filed with the Joint Reporting Committee, the Director of the Office of Federal Contract Compliance, a Federal Government contracting or administering agency, or the former President's Committee on Equal Employment Opportunity, all reports due under the applicable filing requirements.

Date: August 1, 2017

JWBale Inc.

Signature: \_\_\_\_\_

Name: John W. Bale \_\_\_\_\_

Title: President \_\_\_\_\_

**Note:** The above certification is required by the Equal Employment Opportunity Regulations of the Secretary of Labor (41 CFR § 60-1.7(b)(1)), and must be submitted by Proposers and proposed subcontractors only in connection with contracts and subcontracts which are subject to the equal opportunity clause. Contracts and subcontracts which are exempt from the equal opportunity clause are listed in 41 CFR § 60-1.5. (Generally only contracts or subcontracts of \$10,000 or under are exempt.)

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**Form C-3: Equal Employment Opportunity Certification**

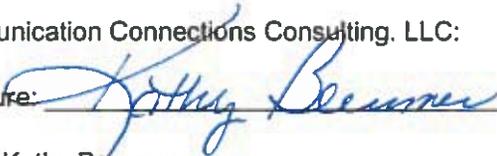
**Equal Employment Opportunity Certificate**

Communication Connections Consulting, LLC certifies that (1) it has developed affirmative action programs on file at each establishment pursuant to 41 CFR § 60-4 and (2) it has participated in a previous contract or subcontract subject to the equal opportunity clauses, as required by Executive Orders 10925, 11114, or 11246, and that, where required, it has filed with the Joint Reporting Committee, the Director of the Office of Federal Contract Compliance, a Federal Government contracting or administering agency, or the former President's Committee on Equal Employment Opportunity, all reports due under the applicable filing requirements.

Date: August 1, 2017

Communication Connections Consulting, LLC:

Signature: \_\_\_\_\_



Name: Kathy Berumen

Title: Owner

**Note:** The above certification is required by the Equal Employment Opportunity Regulations of the Secretary of Labor (41 CFR § 60-1.7(b)(1)), and must be submitted by Proposers and proposed subcontractors only in connection with contracts and subcontracts which are subject to the equal opportunity clause. Contracts and subcontracts which are exempt from the equal opportunity clause are listed in 41 CFR § 60-1.5. (Generally only contracts or subcontracts of \$10,000 or under are exempt.)

Currently, Standard Form 100 (EEO-1) is the only report required by the Executive Orders or their implementing regulations.

Proposed prime contractors and subcontractors who have participated in a previous contract or subcontract subject to the Executive Orders and have not filed the required reports should note that 41 CFR § 60-1.7(b)(1) prevents the award of contracts and subcontracts unless such contractor submits a report covering the delinquent period or such other period specified by the Federal Highway Administration or by the Director, Office of Federal Contract Compliance, US Department of Labor.

# Form C-4

## Use of Contract Funds for Lobbying Certification



**CONNECTING COMMUNITIES**

Use of Contract Funds for  
Lobbying Certification

Form C-4



## Form C-4

### USE OF CONTRACT FUNDS FOR LOBBYING CERTIFICATION

#### Proposer

- » Front Range Mobility Group

#### Equity Members

- » HOCHTIEF PPP Solutions North America, Inc.
- » ACS Infrastructure Development, Inc.
- » AECOM Capital, Inc.
- » John Laing Investments Limited

#### Lead Contractor

- » Flatiron Constructors, Inc.
- » Dragados USA, Inc.
- » AECOM Energy & Construction, Inc.

#### Lead Engineer

- » CH2M Hill Engineers, Inc.
- » AECOM Technical Services, Inc.

#### Lead Operator

- » HOCHTIEF PPP Solutions North America, Inc.
- » ACS Infrastructure Development, Inc.
- » AECOM Capital, Inc.

#### Financially Responsible Parties

- » HOCHTIEF Aktiengesellschaft
- » HOCHTIEF PPP Solutions GmbH
- » HOCHTIEF USA, Inc.
- » Dragados S.A.
- » ACS Servicios y Concesiones S.L.
- » John Laing Group plc
- » CH2M Hill Companies, Ltd.
- » AECOM

**Form C-4: Use of Contract Funds for Lobbying Certification**

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Front Range Mobility Group  
\_\_\_\_\_  
Proposer name

Date: August 1, 2017

  
\_\_\_\_\_  
Signature

Roberto Friedrich  
\_\_\_\_\_  
Name

Official Representative  
\_\_\_\_\_  
Title

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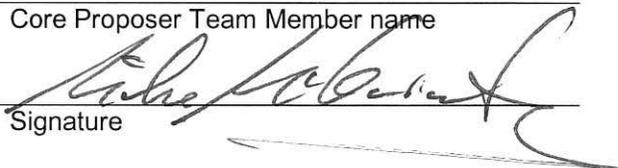
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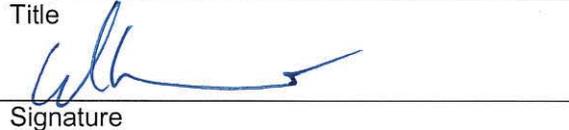
Date: August 1, 2017

HOCHTIEF PPP Solutions North America, Inc.  
Core Proposer Team Member name

  
Signature

Mike McGuinty  
Name

President and Treasurer  
Title

  
Signature

Cecil Kramer  
Name

Secretary  
Title

**Form C-4: Use of Contract Funds for Lobbying Certification**

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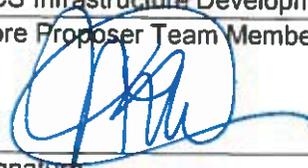
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ACS Infrastructure Development, Inc.  
Core Proposer Team Member



Signature

Date: August 1, 2017

Nuria Haltiwanger  
Name

Chief Executive Officer  
Title

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Date:

August 1<sup>st</sup>, 2017

AECOM Capital, Inc.

Signature

John T. Livingston

Chief Executive Officer

Title

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John Laing Investments Limited  
Core Proposer Team Member name

Date: August 1, 2017

C.T. Call  
Signature

Carolyn Cattermole  
Name

Director  
Title

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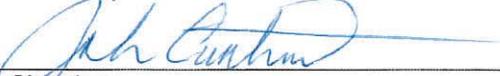
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Date: August 1, 2017

Flatiron Constructors, Inc.  
Core Proposer Team Member name

  
Signature

John Couture  
Name

Vice President  
Title

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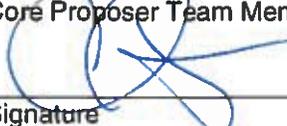
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Date: August 1, 2017

Dragados USA, Inc.  
Core Proposer Team Member name

  
Signature

Chad Mathes  
Name

Executive Vice President  
Title

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Date: August 1, 2017

AECOM Energy & Construction, Inc.  
Core Proposer Team Member name

  
Signature

Steven E. Richards  
Name

Senior Vice President, Global Operations  
Title



CH2M  
 9191 South Jamaica Street  
 Englewood CO 80112-5946  
 O 303.771.0900  
 F 720.286.9250  
 www.ch2m.com

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Date: August 1, 2017

CH2M HILL Engineers, Inc.  
 Core Proposer Team Member name

  
 Signature

Steven Mathews  
 Name

Treasurer  
 Title

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Date: August 1, 2017

AECOM Technical Services, Inc.  
Core Proposer Team Member name

  
Signature

Travis Boone  
Name

Executive Vice President  
Title

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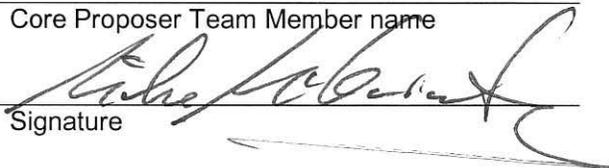
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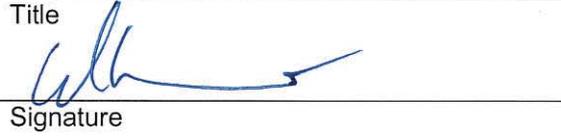
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HOCHTIEF PPP Solutions North America, Inc.  
Core Proposer Team Member name

  
Signature

Mike McGuinty  
Name

President and Treasurer  
Title

  
Signature

Cecil Kramer  
Name

Secretary  
Title

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ACS Infrastructure Development, Inc.  
Core Proposer Team Member



Signature

Date: August 1, 2017

Nuria Haltiwanger  
Name

Chief Executive Officer  
Title

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Date:

August 1<sup>st</sup>, 2017

AECOM Capital, Inc.

Signature

John T. Livingston

Chief Executive Officer

Title

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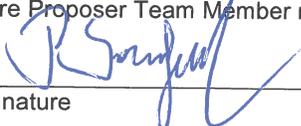
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Date: August 1, 2017

HOCHTIEF Aktiengesellschaft

Core Proposer Team Member name

  
Signature

Peter Sassenfeld

Name

Chief Financial Officer

Title

  
Signature

Elmar Sauter

Name

Head of Executive Board's Office

Title

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The undersigned shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants and contracts under grants, loans and cooperative agreements) and that all subrecipients shall certify and disclose accordingly.

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Date: August 1, 2017

HOCHTIEF PPP Solutions GmbH  
Core Proposer Team Member name



Signature

Peter Coenen  
Name

Chief Executive Officer  
Title



Irmgard Jonas  
Name

Authorized Signatory  
Title

**Form C-4: Use of Contract Funds for Lobbying Certification**

**Use of Contract Funds for Lobbying Certification**

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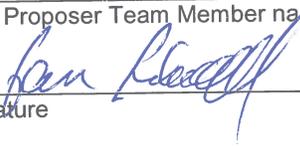
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Date: August 1, 2017

HOCHTIEF USA, Inc.

Core Proposer Team Member name

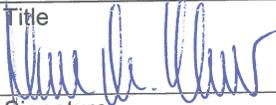
  
Signature

Lars Petzold

Name

Managing Director

Title

  
Signature

Marc Scheer

Name

Managing Director

Title

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Date: August 1, 2017

Dragados S.A.  
Core Proposer Team Member Name

  
Signature

Jose Luis Mendez Sanchez  
Name

Authorized Representative  
Title

**Form C-4: Use of Contract Funds for Lobbying Certification**

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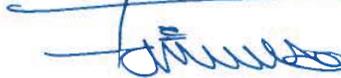
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ACS Servicios y Concesiones, S.L.

Core Proposer Team Member name



Signature

Francisco Reinoso Torres

Name

Attorney-in-Fact

Title

Date: August 1, 2017

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John Laing Group plc

Core Proposer Team Member name

Date: August 1, 2017

  
Signature

Carolyn Cattermole

Name

Group General Counsel and Company  
Secretary

Title



CH2M  
 9191 South Jamaica Street  
 Englewood CO 80112 5946  
 O 303 771.0900  
 F 720 286 9250  
 www.ch2m.com

**Form C-4: Use of Contract Funds for Lobbying Certification**

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Date: August 1, 2017

CH2M HILL Companies, Ltd.  
 Core Proposer Team Member name

  
 Signature

Steven Mathews  
 Name

Treasurer  
 Title

**Form C-4: Use of Contract Funds for Lobbying Certification**

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Date: July 24, 2017

AECOM  
  
Signature

Michael Kostiw  
Name

Senior Vice President, Chief Ethics and Compliance Officer  
Title

# Form C-5

## Debarment and Suspension Certification



**CONNECTING COMMUNITIES**



## Form C-5

### *DEBARMENT AND SUSPENSION CERTIFICATION*

#### Proposer

- » Front Range Mobility Group

#### Equity Members

- » HOCHTIEF PPP Solutions North America, Inc.
- » ACS Infrastructure Development, Inc.
- » AECOM Capital, Inc.
- » John Laing Investments Limited

#### Lead Contractor

- » Flatiron Constructors, Inc.
- » Dragados USA, Inc.
- » AECOM Energy & Construction, Inc.

#### Lead Engineer

- » CH2M Hill Engineers, Inc.
- » AECOM Technical Services, Inc.

#### Lead Operator

- » HOCHTIEF PPP Solutions North America, Inc.
- » ACS Infrastructure Development, Inc.
- » AECOM Capital, Inc.

#### Financially Responsible Parties

- » HOCHTIEF Aktiengesellschaft
- » HOCHTIEF PPP Solutions GmbH
- » HOCHTIEF USA, Inc.
- » Dragados S.A.
- » ACS Servicios y Concesiones S.L.
- » John Laing Group plc
- » CH2M Hill Companies, Ltd.
- » AECOM

**Form C-5: Debarment and Suspension Certification**

**CERTIFICATION REGARDING DEBARMENT, SUSPENSION, INELIGIBILITY  
AND VOLUNTARY EXCLUSION (2 CFR PART 180 & 2 CFR PART 1200)**

Initially capitalized terms used herein shall have the meanings ascribed to them in the Request for Proposals issued by Colorado Bridge Enterprise and High Performance Transportation Enterprise (the "Procuring Authorities") on March 6, 2017, including all Addenda thereto.

The undersigned, under penalty of perjury, certifies that, except as noted below, to the best of its knowledge and belief, neither it nor the Proposer nor their respective principals:

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2. has within a three-year period preceding the Proposal been convicted of or had a civil judgment rendered against it for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, State or local) transaction or contract under a public transaction; violation of Federal or State antitrust statutes; or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property;
3. is presently indicted for or otherwise criminally or civilly charged by a governmental entity (Federal, State or local) with commission of any of the offenses enumerated in paragraph 2 of this certification;
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5. shall knowingly enter into any lower tier covered transaction with a person who is debarred, suspended, declared ineligible or voluntarily excluded from participation in the Project by including a certification in all contracts for lower tier covered transactions and all solicitations for lower tier covered transactions that the prospective lower tier participant certifies that neither it nor its principals is presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participating in covered transactions by any Federal department or agency.

If there are any exceptions to this certification, insert the exceptions in the following space:

Exceptions will not necessarily result in denial of award of the Project Agreement, but will be considered in determining bidder responsibility. For any exception noted above, indicate below to whom it applies, initiating agency, and dates of action.

The undersigned acknowledges and agrees to the provisions set out in Section 1 or Section 2, as applicable to the undersigned, of Part X of Appendix H to Schedule 15 to the Project Agreement.

Note: Providing false information may result in criminal prosecution or administrative sanctions.

Front Range Mobility Group  
Proposer name

Date: August 1, 2017

  
Signature

Roberto Friedrich  
Name

Official Representative  
Title

**Form C-5: Debarment and Suspension Certification**

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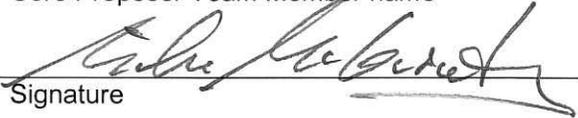
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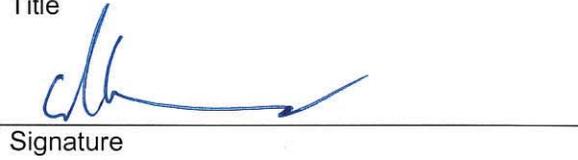
Date: August 1, 2017

HOCHTIEF PPP Solutions North America, Inc.  
Core Proposer Team Member name

  
Signature

Mike McGuinty  
Name

President and Treasurer  
Title

  
Signature

Cecil Kramer  
Name

Secretary  
Title

**Form C-5: Debarment and Suspension Certification**

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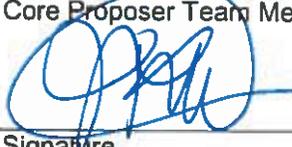
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ACS Infrastructure Development, Inc.  
Core Proposer Team Member name



Date: August 1, 2017

Signature

Nuria Haltiwanger

Name

Chief Executive Officer

Title

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[Specify exceptions (if any)]

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Date:

August 1st, 2017

AECOM Capital, Inc.

Signature

John T. Livingston

Name

Chief Executive Officer

Title

**Form C-5: Debarment and Suspension Certification**

**CERTIFICATION REGARDING DEBARMENT, SUSPENSION, INELIGIBILITY  
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Date: August 1, 2017

John Laing Investments Limited  
Core Proposer Team Member name

C.T. Cattermole  
Signature

Carolyn Cattermole  
Name

Director  
Title

**Form C-5: Debarment and Suspension Certification**

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N/A

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Date: August 1, 2017

Flatiron Constructors, Inc.  
Core Proposer Team Member name

  
Signature

John Couture  
Name

Vice President  
Title

**Form C-5: Debarment and Suspension Certification**

**CERTIFICATION REGARDING DEBARMENT, SUSPENSION, INELIGIBILITY  
AND VOLUNTARY EXCLUSION (2 CFR PART 180 & 2 CFR PART 1200)**

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3. is presently indicted for or otherwise criminally or civilly charged by a governmental entity (Federal, State or local) with commission of any of the offenses enumerated in paragraph 2 of this certification;
4. has within a three-year period preceding the Proposal had one or more public transactions (Federal, State or local) terminated for cause or default; and
5. shall knowingly enter into any lower tier covered transaction with a person who is debarred, suspended, declared ineligible or voluntarily excluded from participation in the Project by including a certification in all contracts for lower tier covered transactions and all solicitations for lower tier covered transactions that the prospective lower tier participant certifies that neither it nor its principals is presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participating in covered transactions by any Federal department or agency.

If there are any exceptions to this certification, insert the exceptions in the following space:

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[Specify exceptions (if any)]

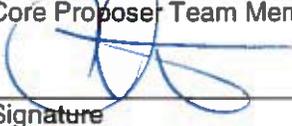
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Note: Providing false information may result in criminal prosecution or administrative sanctions.

Date: August 1, 2017

Dragados USA, Inc.  
Core Proposer Team Member name

  
Signature

Chad Mathes  
Name

Executive Vice President  
Title

**Form C-5: Debarment and Suspension Certification**

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n/a

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[Specify exceptions (if any)]

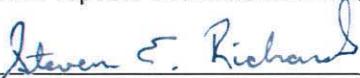
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Date: August 1, 2017

AECOM Energy & Construction, Inc.  
Core Proposer Team Member name

  
Signature

Steven E. Richards  
Name

Senior Vice President, Global Operations  
Title



**CH2M**  
 9191 South Jamaica Street  
 Englewood CO 80112-5946  
 O 303.771.0900  
 F 720.286.9250  
 www.ch2m.com

**Form C-5: Debarment and Suspension Certification**

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CH2M HILL Engineers, Inc.

Core Proposer Team Member name

Date: August 1, 2017

  
Signature

Steven Mathews

Name

Treasurer

Title

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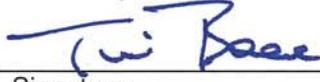
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Date: August 1, 2017

AECOM Technical Services, Inc.  
Core Proposer Team Member name

  
Signature

Travis Boone  
Name

Executive Vice President  
Title

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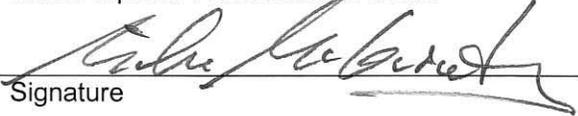
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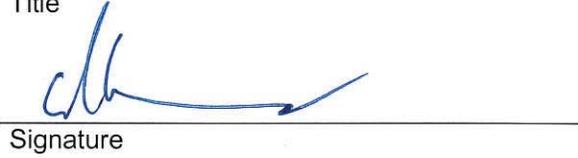
Date: August 1, 2017

HOCHTIEF PPP Solutions North America, Inc.  
Core Proposer Team Member name

  
Signature

Mike McGuinty  
Name

President and Treasurer  
Title

  
Signature

Cecil Kramer  
Name

Secretary  
Title

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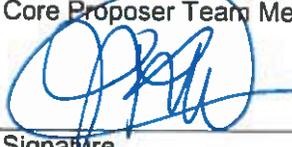
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ACS Infrastructure Development, Inc.  
Core Proposer Team Member name



Date: August 1, 2017

Signature

Nuria Haltiwanger

Name

Chief Executive Officer

Title

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Date:

August 1<sup>st</sup>, 2017

AECOM Capital, Inc.

Signature

John T. Livingston

Name

Chief Executive Officer

Title



### **Confidential Information**

The information intended to be found here has been marked as confidential. It has been identified within the Confidential Contents Index and therefore has been removed.

**Form C-5: Debarment and Suspension Certification**

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Date: August 1, 2017

HOCHTIEF PPP Solutions GmbH  
Core Proposer Team Member name

  
Signature

Peter Coenen  
Name

Chief Executive Officer  
Title

  
Signature

Irmgard Jonas  
Name

Authorized Signatory  
Title

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HOCHTIEF USA, Inc.

Core Proposer Team Member name

Signature

Lars Petzold

Name

Managing Director

Title

Signature

Marc Scheer

Name

Managing Director

Title

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Dragados S.A.  
Core Proposer Team Member name

Date: August 1, 2017

  
Signature

Jose Luis Mendez Sanchez  
Name

Authorized Representative  
Title

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N/A  
\_\_\_\_\_

*[Signature page follows]*

ACS Servicios y Concesiones, S.L.  
Core Proposer Team Member name

Date: August 1, 2017

  
Signature

Francisco Reinoso Torres  
Name

Attorney-in-Fact  
Title

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AND VOLUNTARY EXCLUSION (2 CFR PART 180 & 2 CFR PART 1200)**

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The undersigned, under penalty of perjury, certifies that, except as noted below, to the best of its knowledge and belief, neither it nor the Proposer nor their respective principals:

1. is presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participating in covered transactions by any Federal department or agency;
2. has within a three-year period preceding the Proposal been convicted of or had a civil judgment rendered against it for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, State or local) transaction or contract under a public transaction; violation of Federal or State antitrust statutes; or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property;
3. is presently indicted for or otherwise criminally or civilly charged by a governmental entity (Federal, State or local) with commission of any of the offenses enumerated in paragraph 2 of this certification;
4. has within a three-year period preceding the Proposal had one or more public transactions (Federal, State or local) terminated for cause or default; and
5. shall knowingly enter into any lower tier covered transaction with a person who is debarred, suspended, declared ineligible or voluntarily excluded from participation in the Project by including a certification in all contracts for lower tier covered transactions and all solicitations for lower tier covered transactions that the prospective lower tier participant certifies that neither it nor its principals is presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participating in covered transactions by any Federal department or agency.

If there are any exceptions to this certification, insert the exceptions in the following space:

\_\_\_\_\_  
[Specify exceptions (if any)]

Exceptions will not necessarily result in denial of award of the Project Agreement, but will be considered in determining bidder responsibility. For any exception noted above, indicate below to whom it applies, initiating agency, and dates of action.

The undersigned acknowledges and agrees to the provisions set out in Section 1 or Section 2, as applicable to the undersigned, of Part X of Appendix H to Schedule 15 to the Project Agreement.

Note: Providing false information may result in criminal prosecution or administrative sanctions.

Date: August 1, 2017

John Laing Group plc  
Core Proposer Team Member name

C. T. Calk  
Signature

Carolyn Cattermole  
Name

Group General Counsel and Company Secretary  
Title



**CH2M**  
 9191 South Jamaica Street  
 Englewood, CO 80112-5946  
 O 303.771.0900  
 F 720.286.9250  
 www.ch2m.com

**Form C-5: Debarment and Suspension Certification**

**CERTIFICATION REGARDING DEBARMENT, SUSPENSION, INELIGIBILITY  
 AND VOLUNTARY EXCLUSION (2 CFR PART 180 & 2 CFR PART 1200)**

Initially capitalized terms used herein shall have the meanings ascribed to them in the Request for Proposals issued by Colorado Bridge Enterprise and High Performance Transportation Enterprise (the "Procuring Authorities") on March 6, 2017, including all Addenda thereto.

The undersigned, under penalty of perjury, certifies that, except as noted below, to the best of its knowledge and belief, neither it nor the Proposer nor their respective principals:

1. is presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participating in covered transactions by any Federal department or agency;
2. has within a three-year period preceding the Proposal been convicted of or had a civil judgment rendered against it for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, State or local) transaction or contract under a public transaction; violation of Federal or State antitrust statutes; or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property;
3. is presently indicted for or otherwise criminally or civilly charged by a governmental entity (Federal, State or local) with commission of any of the offenses enumerated in paragraph 2 of this certification;
4. has within a three-year period preceding the Proposal had one or more public transactions (Federal, State or local) terminated for cause or default; and
5. shall knowingly enter into any lower tier covered transaction with a person who is debarred, suspended, declared ineligible or voluntarily excluded from participation in the Project by including a certification in all contracts for lower tier covered transactions and all solicitations for lower tier covered transactions that the prospective lower tier participant certifies that neither it nor its principals is presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participating in covered transactions by any Federal department or agency.

If there are any exceptions to this certification, insert the exceptions in the following space:

None

\_\_\_\_\_  
 [Specify exceptions (if any)]

Exceptions will not necessarily result in denial of award of the Project Agreement, but will be considered in determining bidder responsibility. For any exception noted above, indicate below to whom it applies, initiating agency, and dates of action.

The undersigned acknowledges and agrees to the provisions set out in Section 1 or Section 2, as applicable to the undersigned, of Part X of Appendix H to Schedule 15 to the Project Agreement.

Note: Providing false information may result in criminal prosecution or administrative sanctions.

CH2M HILL Companies, Ltd.

Core Proposer Team Member name

Date: August 1, 2017

*Steven Mathews*

Signature

Steven Mathews

Name

Treasurer

Title

**Form C-5: Debarment and Suspension Certification**

**CERTIFICATION REGARDING DEBARMENT, SUSPENSION, INELIGIBILITY  
AND VOLUNTARY EXCLUSION (2 CFR PART 180 & 2 CFR PART 1200)**

Initially capitalized terms used herein shall have the meanings ascribed to them in the Request for Proposals issued by Colorado Bridge Enterprise and High Performance Transportation Enterprise (the "Procuring Authorities") on March 6, 2017, including all Addenda thereto.

The undersigned, under penalty of perjury, certifies that, except as noted below, to the best of its knowledge and belief, neither it nor the Proposer nor their respective principals:

1. is presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participating in covered transactions by any Federal department or agency;
2. has within a three-year period preceding the Proposal been convicted of or had a civil judgment rendered against it for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, State or local) transaction or contract under a public transaction; violation of Federal or State antitrust statutes; or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property;
3. is presently indicted for or otherwise criminally or civilly charged by a governmental entity (Federal, State or local) with commission of any of the offenses enumerated in paragraph 2 of this certification;
4. has within a three-year period preceding the Proposal had one or more public transactions (Federal, State or local) terminated for cause or default; and
5. shall knowingly enter into any lower tier covered transaction with a person who is debarred, suspended, declared ineligible or voluntarily excluded from participation in the Project by including a certification in all contracts for lower tier covered transactions and all solicitations for lower tier covered transactions that the prospective lower tier participant certifies that neither it nor its principals is presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participating in covered transactions by any Federal department or agency.

If there are any exceptions to this certification, insert the exceptions in the following space:

Exceptions will not necessarily result in denial of award of the Project Agreement, but will be considered in determining bidder responsibility. For any exception noted above, indicate below to whom it applies, initiating agency, and dates of action.

The undersigned acknowledges and agrees to the provisions set out in Section 1 or Section 2, as applicable to the undersigned, of Part X of Appendix H to Schedule 15 to the Project Agreement.

Note: Providing false information may result in criminal prosecution or administrative sanctions.

Date:

July 24, 2017

AECOM

Michael Kostiw

Signature

Michael Kostiw

Name

Senior Vice President, Chief Ethics and  
Compliance Officer

Title

# 4.5 Support Letters



CONNECTING COMMUNITIES

# Equity Member Support Letters



**CONNECTING COMMUNITIES**



### **Confidential Information**

The information intended to be found here has been marked as confidential. It has been identified within the Confidential Contents Index and therefore has been removed.

# Financially Responsible Party Letters of Support



**CONNECTING COMMUNITIES**

August 1, 2017

High Performance Transportation Enterprise and Colorado Bridge Enterprise  
c/o High Performance Transportation Enterprise  
4201 East Arkansas Avenue  
Denver, Colorado 80222  
Attn: Keith Stefanik, Procuring Authorities' Contact Person

**Re. Financially Responsible Party Letter of Support  
in connection with the Instruction to Proposers for the Central 70 Project ("ITP")**

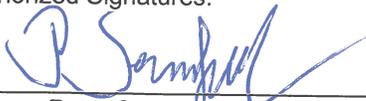
Dear Mr. Stefanik:

HOCHTIEF Aktiengesellschaft (the "Company"), the ultimate parent company of HOCHTIEF PPP Solutions North America, Inc., an Equity Member of Front Range Mobility Group (the "Proposer"), is submitting this letter pursuant to Section 4.5.2 of the Financial Proposal Submission Requirements and hereby confirm the following:

Subject to receipt of all required investment approvals and negotiation and execution of acceptable legal documentation, the Company hereby confirms its intention to provide its financial support to HOCHTIEF PPP Solutions North America, Inc. ("HOCHTIEF"), to ensure that, should Front Range Mobility Group be selected as the Preferred Proposer, HOCHTIEF will have the necessary financial resources to successfully carry out its obligations with respect to the Proposal, and further confirms its intent that, if required, the Company will guarantee or provide a guarantee of the obligations of HOCHTIEF with respect to the Proposal. The obligations under such guarantee are limited to HOCHTIEF's portion of the equity contribution, as set out in Front Range Mobility Group's Proposal.

Capitalized terms used herein and not otherwise defined have the meanings given to such terms in the ITP.

Respectfully submitted,  
for **HOCHTIEF Aktiengesellschaft**  
Authorized Signatures:



Name: Peter Sassenfeld  
Title: Chief Financial Officer



Name: Elmar Sauter  
Title: Head of Executive Board's Office

August 1, 2017

High Performance Transportation Enterprise and Colorado Bridge Enterprise  
c/o High Performance Transportation Enterprise  
4201 East Arkansas Avenue  
Denver, Colorado 80222  
Attn: Keith Stefanik, Procuring Authorities' Contact Person

**Re. Financially Responsible Party Letter of Support  
in connection with the Instruction to Proposers for the Central 70 Project ("ITP")**

Dear Mr. Stefanik:

HOCHTIEF PPP Solutions GmbH (the "Company"), the parent company of HOCHTIEF PPP Solutions North America, Inc., a member of the Lead Operator of Front Range Mobility Group (the "Proposer"), is submitting this letter pursuant to Section 4.5.2 of the Financial Proposal Submission Requirements and hereby confirm the following:

Subject to receipt of all required investment approvals and negotiation and execution of acceptable legal documentation, the Company hereby confirms its intention to provide its financial support to HOCHTIEF PPP Solutions North America, Inc. ("HOCHTIEF"), to ensure that, should Front Range Mobility Group be selected as the Preferred Proposer, HOCHTIEF will have the necessary financial resources to successfully carry out its obligations with respect to the Proposal, and further confirms its intent that, if required, the Company will guarantee or provide a guarantee of the obligations of HOCHTIEF with respect to the Proposal. The obligations under such guarantee are limited to HOCHTIEF's proportional liability for its obligations with respect to the Proposal, calculated by reference to the price of the operations and maintenance works, as set out in Front Range Mobility Group's Proposal.

Capitalized terms used herein and not otherwise defined have the meanings given to such terms in the ITP.

Respectfully submitted,  
for **HOCHTIEF PPP Solutions GmbH**

Authorized Signatures:



Name: Peter Coenen  
Title: Chief Executive Officer



Name: Irmgard Jonas  
Title: Authorized Signatory

HOCHTIEF USA, Inc. – New York

375 Hudson Street  
New York, NY 10014

Phone: 212 229 6479  
Fax: 212 229 6416

August 1, 2017

High Performance Transportation Enterprise and Colorado Bridge Enterprise  
c/o High Performance Transportation Enterprise  
4201 East Arkansas Avenue  
Denver, Colorado 80222  
Attn: Keith Stefanik, Procuring Authorities' Contact Person

**Re. Financially Responsible Party Letter of Support  
in connection with the Instruction to Proposers for the Central 70 Project ("ITP")**

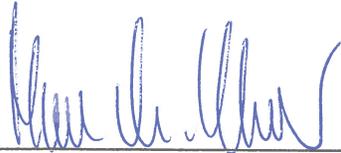
Dear Mr. Stefanik:

HOCHTIEF USA, Inc. (the "Company"), the ultimate parent company of Flatiron Constructors, Inc., a member of the Lead Contractor of Front Range Mobility Group (the "Proposer"), is submitting this letter pursuant to Section 4.5.2 of the Financial Proposal Submission Requirements and hereby confirm the following:

Subject to receipt of all required investment approvals and negotiation and execution of acceptable legal documentation, the Company hereby confirms its intention to provide its financial support to Flatiron Constructors, Inc. ("Flatiron"), to ensure that, should Front Range Mobility Group be selected as the Preferred Proposer, Flatiron will have the necessary financial resources to successfully carry out its obligations with respect to the Proposal, and further confirms its intent that, if required, the Company will guarantee or provide a guarantee of the obligations of Flatiron with respect to the Proposal. The obligations under such guarantee are limited to Flatiron's proportional liability for its obligations with respect to the Proposal, calculated by reference to a percentage of the price of the construction works, as set out in Front Range Mobility Group's Proposal.

Respectfully submitted,  
for **HOCHTIEF USA, Inc.**  
Authorized Signatures:

  
Name: Lars Petzold  
Title: Managing Director

  
Name: Marc Scheer  
Title: Managing Director

August 1, 2017

High Performance Transportation Enterprise and Colorado Bridge Enterprise  
c/o High Performance Transportation Enterprise  
Colorado Department of Transportation  
4201 East Arkansas Avenue  
Denver, Colorado 80222  
Attn: HPTE Director and Colorado Bridge Enterprise Director

**Re. Financially Responsible Party Letter of Support of Dragados, S.A.  
in connection with the Central 70 Project**

Dragados, S.A. (the "**Company**"), parent company and Financially Responsible Party of Dragados USA, Inc. ("**DUSA**"), a member of the Lead Contractor of Front Range Mobility Group (the "**Proposer**"), is submitting this letter pursuant to Section 3.2.2 of Part F of the Request for Proposals to Design, Build, Finance, Operate and Maintain the Central 70 Project issued September 15 and 29, 2015 (as amended by Addendum Nos. 1, 2, 3, 4, 5, and 6 (such Addendum No. 6 being the "**Final RFP**") thereto, and by Addendum Nos. 1 and 2 to the Final RFP, and by any other Addendum to the Final RFP issued up to and including the date hereof, the "**RFP**") issued by the High Performance Transportation Enterprise ("**HPTE**") and the Colorado Bridge Enterprise ("**BE**") (HPTE and BE, together, the "**Procuring Authorities**") in relation to the Project.

The Company hereby confirms to the Procuring Authorities that, should the Proposer be selected as the Preferred Proposer, the Company will guarantee all of the obligations of DUSA (in its capacity as a member of the Lead Contractor) with respect to the Project. Such guarantee will be provided pursuant to a parent company guarantee in favor of the Developer to be delivered on the date of execution of the Construction Contract for the Project. The dollar value of the support to be provided by the Company pursuant to such parent company guarantee will be limited to the maximum aggregate liability of DUSA (in its capacity as a member of the Lead Contractor) pursuant to the Construction Contract.

Capitalized terms used herein and not otherwise defined have the meanings given to them in the Instructions to Proposers that is included in the RFP.

Respectfully submitted,



Name: Ignacio Segura Surifach  
Title: Chief Executive Officer  
Dragados, S.A.

August 1, 2017

High Performance Transportation Enterprise and Colorado Bridge Enterprise  
c/o Colorado Department of Transportation  
2000 S. Holly Street  
Denver, CO, 80222  
Attn: Keith Stefanik, Deputy Director of Project Delivery

Re: **Financially Responsible Letter of Support  
in connection with the Instruction to Proposers for the Central 70 Project  
("ITP")**

Dear Mr. Stefanik:

ACS Servicios y Concesiones, S.L. (the "**Company**"), indirect parent company of ACS Infrastructure Development, Inc. ("**ACSID**"), an Equity Member and member of the Lead Operator of Front Range Mobility Group (the "**Proposer**"), is submitting this letter to the Procuring Authorities pursuant to Part F, Section 4.5.2 of the Financial Proposal Submission Requirements of the Instruction to Proposers (as amended or supplemented from time to time, the "**ITP**") issued by the Procuring Authorities on September 15, 2015 to Design, Build, Finance, Operate and Maintain the I-70 East Project (the "**Project**") and hereby confirm the following:

Subject to completion of satisfactory due diligence, receipt of all required investment approvals and negotiation and execution of acceptable legal documentation, the Company hereby confirms its current intention to provide its financial support to ACSID to ensure that it will have the necessary financial resources to successfully carry out its obligations as an Equity Member of the Proposer, with respect to the Project, if it is selected as the Preferred Proposer.

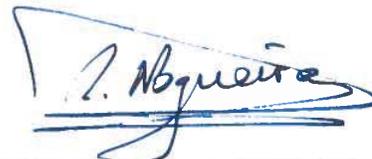
Capitalized terms used herein and not otherwise defined have the meanings given to such terms in the ITP.

Respectfully submitted,



---

Francisco Reinoso Torres  
Attorney in Fact  
**ACS SERVICIOS Y CONCESIONES, S.L.**



---

Luis Nogueira Miguelsanz  
Attorney in Fact  
**ACS SERVICIOS Y CONCESIONES, S.L.**

High Performance Transportation Enterprise and Colorado Bridge Enterprise  
c/o Keith Stefanik, Procuring Authorities' Contact Person  
4201 East Arkansas Avenue  
Denver, Colorado 80222

Attn: Keith Stefanik, Procuring Authorities' Contact Person

August 1, 2017

**Re. John Laing Group plc Financially Responsible Party Letter of Support**

To Whom It May Concern:

I, Patrick O'D Bourke, in my capacity as Group Finance Director of John Laing Group plc, deliver this letter pursuant to the requirements of Section 3.2.2 of Part F of the Instructions to Proposers as part of the Request for Proposal (as amended) to Design, Build, Finance, Operate and Maintain the Central 70 Project issued by the High Performance Transportation Enterprise ("HPTE") and the Colorado Bridge Enterprise ("BE") (HPTE and BE, together, the "Procuring Authorities").

John Laing Group plc, in its capacity as the parent company of John Laing Investments Limited (an Equity Member of the Proposer), is fully supportive of John Laing Investments Limited, as a wholly owned subsidiary, in carry out its obligations for the Project. John Laing Group plc and John Laing Investments Limited are both borrowers under John Laing Group's corporate borrowing facilities. Up to USD\$24 million (representing John Laing Investments Limited's approved equity commitment in the Project) will be available to John Laing Investments Limited from the facilities to ensure that, should the Proposer be selected as Preferred Proposer, it will have the necessary financial resources to successfully carry out its obligations with respect to the requirements as an Equity Member.

John Laing Group plc is pleased to confirm its strong support for the Project and its commitment to support its subsidiary, John Laing Investments Limited, as a responsive and diligent team member of Front Range Mobility Group.

John Laing Group plc  
1 Kingsway  
London  
WC2B 6AN  
Tel: +44 (0)20 7901 3200  
Fax: +44 (0)20 7901 3520  
[www.laing.com](http://www.laing.com)

Respectfully submitted,



**Patrick O'D Bourke**  
**Group Finance Director**

John Laing Group plc  
1 Kingsway  
London  
WC2B 6AN  
Tel: +44 (0)20 7901 3200  
Fax: +44 (0)20 7901 3520  
[www.laing.com](http://www.laing.com)



CH2M Denver  
9191 South Jamaica Street  
Englewood CO 80112-5946  
O 303.771.0900  
F 720.286.9250  
www.ch2m.com

August 1, 2017

High Performance Transportation Enterprise and Colorado Bridge Enterprise  
c/o High Performance Transportation Enterprise  
4201 East Arkansas Avenue  
Denver, Colorado 80222  
Attn: Keith Stefanik, Procuring Authorities' Contact Person

Re: **CH2M HILL COMPANIES, LTD**  
**FINANCIALLY RESPONSIBLE PARTY LETTER OF SUPPORT**  
for the Request for Proposals to Design, Build, Finance, Operate and Maintain the Central 70 Project

---

Dear Mr. Stefanik:

CH2M HILL Companies, Ltd (the "**Company**"), parent company of CH2M HILL Engineers, Inc., a member of the Lead Engineer of Front Range Mobility Group (the "**Proposer**"), is submitting this letter to the Procuring Authorities pursuant to Section 4.5.2 of the Financial Proposal Submission Requirements of the Instruction to Proposers (as amended or supplemented from time to time, the "**ITP**") issued by the Procuring Authorities to Design, Build, Finance, Operate and Maintain the Central 70 Project (the "**Project**") and hereby confirm the following:

Subject to being selected as Preferred Proponent by the Procuring Authorities and the negotiation and execution of an acceptable project agreement, the Company hereby confirms its current intention to provide its financial support to CH2M HILL Engineers, Inc., to ensure that CH2M HILL Engineers, Inc. will have the necessary financial resources to successfully carry out its obligations with respect to such proposal, and further confirms its intent that, if required, the Company will guarantee the obligations of CH2M HILL Engineers, Inc. with respect to the Project.

Capitalized terms used herein and not otherwise defined have the meanings given to such terms in the ITP.

Respectfully submitted,

Name: Steven Mathews  
Title: Treasurer  
CH2M HILL Companies, Ltd



AECOM.  
1999 Avenue of the Stars,  
Suite 2600  
Los Angeles, CA 90067  
www.aecom.com

213.593.8000 tel  
213.593.8730 fax

August 1, 2017

High Performance Transportation Enterprise and Colorado Bridge Enterprise  
c/o High Performance Transportation Enterprise  
4201 East Arkansas Avenue  
Denver, Colorado 80222  
Attn: Keith Stefanik, Procuring Authorities' Contact Person

Re: **AECOM**  
**FINANCIALLY RESPONSIBLE PARTY LETTER OF SUPPORT**  
for the Request for Proposals to Design, Build, Finance, Operate and Maintain the Central 70  
Project

Dear Mr. Stefanik:

AECOM (the "Company"), parent company of AECOM Capital, Inc., an Equity Member and member of the Lead Operator of Front Range Mobility Group (the "Proposer"), is submitting this letter to the Procuring Authorities pursuant to the Request for Proposals to Design, Build, Finance, Operate and Maintain the Central 70 Project (as amended or supplemented from time to time, the "RFP") issued by the Procuring Authorities and hereby confirms:

- a) that the Company will provide its financial support to AECOM Capital, Inc. to ensure that AECOM Capital, Inc. will have the necessary financial resources to successfully carry out its obligations as an Equity Member and member of the Lead Operator of the Proposer; and
- b) that such financial support is limited to the dollar value necessary to complete AECOM Capital, Inc.'s obligations as Equity Member and Proposer.

Capitalized terms used herein and not otherwise defined have the meaning given to such terms in the RFP.

Respectfully submitted,

Signature:



Name:

Keenan E. Driscoll

Title:

Senior Vice President, Treasurer  
AECOM

# 4.6 Financial Capacity Updates



CONNECTING COMMUNITIES

# Form G-1 Material Changes



**CONNECTING COMMUNITIES**



## Material Changes in Financial Condition Statements

### Equity Members

- » HOCHTIEF PPP Solutions North America, Inc.
- » ACS Infrastructure Development, Inc.
- » AECOM Capital, Inc.
- » John Laing Investments Limited

### Lead Contractor

- » Flatiron Constructors, Inc.
- » Dragados USA, Inc.
- » AECOM Energy & Construction, Inc.

### Lead Engineers

- » CH2M Hill Engineers, Inc.
- » AECOM Technical Services, Inc.

### Lead Operator

- » HOCHTIEF PPP Solutions North America, Inc.
- » ACS Infrastructure Development, Inc.
- » AECOM Capital, Inc.

### Financially Responsible Parties

- » HOCHTIEF Aktiengesellschaft
- » HOCHTIEF PPP Solutions GmbH
- » HOCHTIEF USA, Inc.
- » Dragados S.A.
- » ACS Servicios y Concesiones S.L.
- » John Laing Group plc
- » CH2M Hill Companies, Ltd.
- » AECOM

HOCHTIEF PPP Solutions North America, Inc.

Office Toronto:  
2 Bloor Street East, Suite 701  
Toronto, ON M4W 1A8  
Canada

Phone: 647 259 3740  
Fax: 647 259 3741

Office New York:  
375 Hudson Street, 6<sup>th</sup> Floor  
New York, NY 10014  
USA

Phone: 212 229 6479  
Fax: 212 229 6416

**Form G-1: Material Changes**

August 1, 2017

High Performance Transportation Enterprise and Colorado Bridge Enterprise  
c/o High Performance Transportation Enterprise  
4201 East Arkansas Avenue  
Denver, Colorado 80222  
Attn: Keith Stefanik, Procuring Authorities' Contact Person

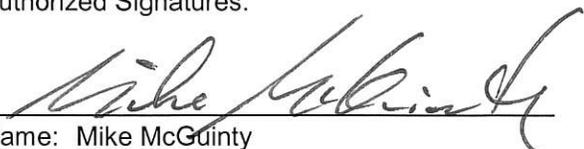
**Re. Material Changes Letter  
in connection with the Instruction to Proposers for the Central 70 Project ("ITP")**

We, Mike McGuinty, in my capacity as President, and Cecil Kramer, in my capacity as Secretary of HOCHTIEF PPP Solutions North America, Inc. (the "Company"), an Equity Member and a member of the Lead Operator in Front Range Mobility Group, and not in our personal capacities, deliver this letter pursuant to Section 4.6.1 of the Financial Proposal Submission Requirements and hereby confirm as follows.

There have been no material changes in the Company's financial capacity since Proposer submitted its Administrative and Technical Proposal and no material changes are anticipated to occur during the remainder of the Company's current fiscal year.

Unless defined herein, capitalized terms used in this letter have the meanings given to them in the ITP.

Yours sincerely,  
for **HOCHTIEF PPP Solutions North America, Inc.**  
Authorized Signatures:

  
Name: Mike McGuinty  
Title: President and Treasurer

  
Name: Cecil Kramer  
Title: Secretary



August 1, 2017

High Performance Transportation Enterprise and Colorado Bridge Enterprise  
c/o High Performance Transportation Enterprise  
4201 East Arkansas Avenue  
Denver, Colorado 80222  
Attn: Keith Stefanik, Procuring Authorities' Contact Person

**Re. Material Changes Letter**  
**in connection with the Instructions to Proposers for the Central 70 Project ("ITP")**

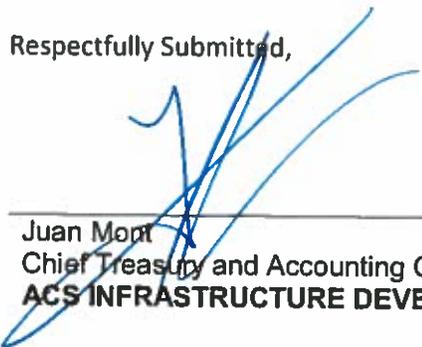
**Mr. Stefanik:**

I, Juan Mont, in my capacity as Chief Treasury and Accounting Officer of ACS Infrastructure Development, Inc. (the "Company"), an Equity Member and member of the Lead Operator in Front Range Mobility Group, and not in my personal capacity, deliver this letter pursuant to Section 4.6.1 of the Financial Proposal Submission Requirements and hereby confirm as follows.

There have been no material changes in the Company's financial capacity since Proposer submitted its Administrative and Technical Proposal and no material changes are anticipated to occur during the remainder of the Company's current fiscal year.

Unless defined herein, capitalized terms used in this letter have the meanings given to them in the ITP.

Respectfully Submitted,

  
\_\_\_\_\_  
Juan Mont  
Chief Treasury and Accounting Officer  
**ACS INFRASTRUCTURE DEVELOPMENT, INC.**

August 1, 2017

High Performance Transportation Enterprise and Colorado Bridge Enterprise  
c/o High Performance Transportation Enterprise  
4201 East Arkansas Avenue  
Denver, Colorado 80222  
Attn: Keith Stefanik, Procuring Authorities' Contact Person

**Re. Material Changes Letter  
in connection with the Instruction to Proposers for the Central 70 Project (“ITP”)**

I, John T. Livingston, in my capacity as Chief Executive Officer of AECOM Capital, Inc. (the “Company”), an Equity Member and a member of the Lead Operator of Front Range Mobility Group, and not in my personal capacity, deliver this letter pursuant to Section 4.6.1 of the Financial Proposal Submission Requirements and hereby confirm as follows.

There have been no undisclosed material changes in the Company’s financial capacity since Proposer submitted its Administrative and Technical Proposal and no undisclosed material changes are anticipated to occur during the remainder of the Company’s current fiscal year.

Unless defined herein, capitalized terms used in this letter have the meanings given to them in the ITP.

[signature page to follow]

Yours Truly,

A handwritten signature in black ink, appearing to read "John T. Livingston". The signature is written in a cursive, flowing style.

John T. Livingston Chief Executive Officer

**Form G-1: Material Changes**

August 1, 2017

High Performance Transportation Enterprise and Colorado Bridge Enterprise  
c/o High Performance Transportation Enterprise  
4201 East Arkansas Avenue  
Denver, Colorado 80222

Attn: Keith Stefanik, Procuring Authorities' Contact Person

**Re. Material Changes Letter  
in connection with the Instruction to Proposers for the Central 70 Project ("ITP")**

I, Patrick O'D Bourke, in my capacity as Director of John Laing Investments Limited (the "Company"), a Equity Member in Front Range Mobility Group, and not in my personal capacity, deliver this letter pursuant to Section 4.6.1 of the Financial Proposal Submission Requirements and hereby confirm as follows.

There have been no material changes in the Company's financial capacity since Proposer submitted its Administrative and Technical Proposal and no material changes are anticipated to occur during the remainder of the Company's current fiscal year.

Unless defined herein, capitalized terms used in this letter have the meanings given to them in the ITP.

Yours,

Patrick O'D Bourke



### **Confidential Information**

The information intended to be found here has been marked as confidential. It has been identified within the Confidential Contents Index and therefore has been removed.

# DRAGADOS USA

**Form G-1: Material Changes**

August 1, 2017

High Performance Transportation Enterprise and Colorado Bridge Enterprise  
c/o High Performance Transportation Enterprise  
4201 East Arkansas Avenue  
Denver, Colorado 80222  
Attn: Keith Stefanik, Procuring Authorities' Contact Person

**Re. Material Changes Letter  
in connection with the Instruction to Proposers for the Central 70 Project ("ITP")**

I, Ignacio Segura, in my capacity as CEO of Dragados USA, Inc. (the "Company"), a member of the Lead Contractor in Front Range Mobility Group, and not in my personal capacity, deliver this letter pursuant to Section 4.6.1 of the Financial Proposal Submission Requirements and hereby confirm as follows.

There have been no material changes in the Company's financial capacity since Proposer submitted its Administrative and Technical Proposal and no material changes are anticipated to occur during the remainder of the Company's current fiscal year.

Unless defined herein, capitalized terms used in this letter have the meanings given to them in the ITP.

Yours,



Ignacio Segura  
Chief Executive Officer  
Dragados USA, Inc.

August 1, 2017

High Performance Transportation Enterprise and Colorado Bridge Enterprise  
c/o High Performance Transportation Enterprise  
4201 East Arkansas Avenue  
Denver, Colorado 80222  
Attn: Keith Stefanik, Procuring Authorities' Contact Person

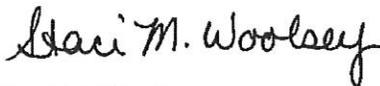
**Re. Material Changes Letter  
in connection with the Instruction to Proposers for the Central 70 Project ("ITP")**

I, Staci Woolsey, in my capacity as Vice President, Controllership of AECOM Energy & Construction, Inc. (the "Company"), a member of the Lead Contractor in Front Range Mobility Group, and not in my personal capacity, deliver this letter pursuant to Section 4.6.1 of the Financial Proposal Submission Requirements and hereby confirm as follows.

There have been no material changes in the Company's financial capacity since Proposer submitted its Administrative and Technical Proposal and no material changes are anticipated to occur during the remainder of the Company's current fiscal year.

Unless defined herein, capitalized terms used in this letter have the meanings given to them in the ITP.

Yours,



Staci M. Woolsey  
Vice President, Controllership  
AECOM  
T: 303.843.2325  
M: 303.843.2000  
E: staci.woolsey@aecom.com



CH2M  
9191 South Jamaica Street  
Englewood CO 80112-5946  
O 303.771.0900  
F 720.286.9250  
www.ch2m.com

August 1, 2017

High Performance Transportation Enterprise and Colorado Bridge Enterprise  
c/o High Performance Transportation Enterprise  
4201 East Arkansas Avenue  
Denver, Colorado 80222  
Attn: Keith Stefanik, Procuring Authorities' Contact Person

**Re. Material Changes Letter  
in connection with the Instruction to Proposers for the Central 70 Project ("ITP")**

I, Steven Mathews, in my capacity as Treasurer of CH2M HILL Engineers, Inc. (the "Company"), a member of the Lead Engineer in Front Range Mobility Group, and not in my personal capacity, deliver this letter pursuant to Section 4.6.1 of the Financial Proposal Submission Requirements and hereby confirm as follows.

There have been no material changes in the Company's financial capacity since Proposer submitted its Administrative and Technical Proposal and no material changes are anticipated to occur during the remainder of the Company's current fiscal year.

Unless defined herein, capitalized terms used in this letter have the meanings given to them in the ITP.

Respectfully submitted,

A handwritten signature in blue ink that reads "Steven Mathews". The signature is written in a cursive, flowing style.

Name: Steven Mathews  
Title: Treasurer  
CH2M HILL Engineers, Inc.

August 1, 2017

High Performance Transportation Enterprise and Colorado Bridge Enterprise  
c/o High Performance Transportation Enterprise  
4201 East Arkansas Avenue  
Denver, Colorado 80222

**Attn:** Keith Stefanik, Procuring Authorities' Contact Person

**RE: Material Changes Letter in connection with the Instruction to Proposers for the Central 70 Project ("ITP")**

Dear Mr. Stefanik,

I, Keenan Driscoll, in my capacity as Chief Financial Officer of AECOM Technical Services, Inc. (the "Company"), the Lead Engineer in Front Range Mobility Group, and not in my personal capacity, deliver this letter pursuant to Section 4.6.1 of the Financial Proposal Submission Requirements and hereby confirm as follows.

There have been no material changes in the Company's financial capacity since Proposer submitted its Administrative and Technical Proposal and no material changes are anticipated to occur during the remainder of the Company's current fiscal year.

Unless defined herein, capitalized terms used in this letter have the meanings given to them in the ITP.

Respectfully submitted,

**AECOM Technical Services, Inc.**



Name: Keenan Driscoll  
Title: Senior Vice President, Chief Financial Officer & Treasurer

HOCHTIEF PPP Solutions North America, Inc.

Office Toronto:  
2 Bloor Street East, Suite 701  
Toronto, ON M4W 1A8  
Canada

Phone: 647 259 3740  
Fax: 647 259 3741

Office New York:  
375 Hudson Street, 6<sup>th</sup> Floor  
New York, NY 10014  
USA

Phone: 212 229 6479  
Fax: 212 229 6416

**Form G-1: Material Changes**

August 1, 2017

High Performance Transportation Enterprise and Colorado Bridge Enterprise  
c/o High Performance Transportation Enterprise  
4201 East Arkansas Avenue  
Denver, Colorado 80222  
Attn: Keith Stefanik, Procuring Authorities' Contact Person

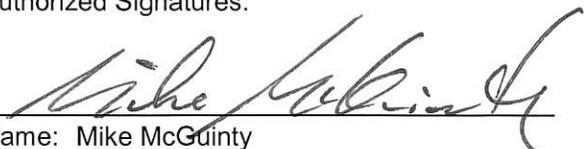
**Re. Material Changes Letter  
in connection with the Instruction to Proposers for the Central 70 Project ("ITP")**

We, Mike McGuinty, in my capacity as President, and Cecil Kramer, in my capacity as Secretary of HOCHTIEF PPP Solutions North America, Inc. (the "Company"), an Equity Member and a member of the Lead Operator in Front Range Mobility Group, and not in our personal capacities, deliver this letter pursuant to Section 4.6.1 of the Financial Proposal Submission Requirements and hereby confirm as follows.

There have been no material changes in the Company's financial capacity since Proposer submitted its Administrative and Technical Proposal and no material changes are anticipated to occur during the remainder of the Company's current fiscal year.

Unless defined herein, capitalized terms used in this letter have the meanings given to them in the ITP.

Yours sincerely,  
for **HOCHTIEF PPP Solutions North America, Inc.**  
Authorized Signatures:

  
Name: Mike McGuinty  
Title: President and Treasurer

  
Name: Cecil Kramer  
Title: Secretary



August 1, 2017

High Performance Transportation Enterprise and Colorado Bridge Enterprise  
c/o High Performance Transportation Enterprise  
4201 East Arkansas Avenue  
Denver, Colorado 80222  
Attn: Keith Stefanik, Procuring Authorities' Contact Person

**Re. Material Changes Letter**  
**in connection with the Instructions to Proposers for the Central 70 Project ("ITP")**

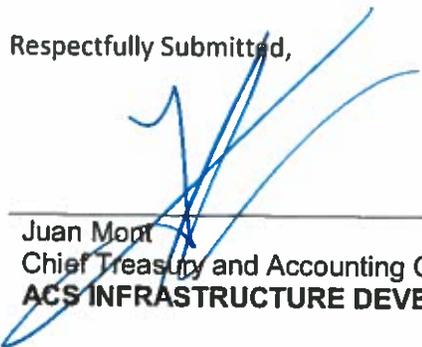
**Mr. Stefanik:**

I, Juan Mont, in my capacity as Chief Treasury and Accounting Officer of ACS Infrastructure Development, Inc. (the "Company"), an Equity Member and member of the Lead Operator in Front Range Mobility Group, and not in my personal capacity, deliver this letter pursuant to Section 4.6.1 of the Financial Proposal Submission Requirements and hereby confirm as follows.

There have been no material changes in the Company's financial capacity since Proposer submitted its Administrative and Technical Proposal and no material changes are anticipated to occur during the remainder of the Company's current fiscal year.

Unless defined herein, capitalized terms used in this letter have the meanings given to them in the ITP.

Respectfully Submitted,

  
\_\_\_\_\_  
Juan Mont  
Chief Treasury and Accounting Officer  
**ACS INFRASTRUCTURE DEVELOPMENT, INC.**

August 1, 2017

High Performance Transportation Enterprise and Colorado Bridge Enterprise  
c/o High Performance Transportation Enterprise  
4201 East Arkansas Avenue  
Denver, Colorado 80222  
Attn: Keith Stefanik, Procuring Authorities' Contact Person

**Re. Material Changes Letter  
in connection with the Instruction to Proposers for the Central 70 Project (“ITP”)**

I, John T. Livingston, in my capacity as Chief Executive Officer of AECOM Capital, Inc. (the “Company”), an Equity Member and a member of the Lead Operator of Front Range Mobility Group, and not in my personal capacity, deliver this letter pursuant to Section 4.6.1 of the Financial Proposal Submission Requirements and hereby confirm as follows.

There have been no undisclosed material changes in the Company’s financial capacity since Proposer submitted its Administrative and Technical Proposal and no undisclosed material changes are anticipated to occur during the remainder of the Company’s current fiscal year.

Unless defined herein, capitalized terms used in this letter have the meanings given to them in the ITP.

[signature page to follow]

Yours Truly,

A handwritten signature in black ink, appearing to read "John T. Livingston". The signature is fluid and cursive, with a large initial "J" and "L".

John T. Livingston Chief Executive Officer

**Form G-1: Material Changes**

August 1, 2017

High Performance Transportation Enterprise and Colorado Bridge Enterprise  
c/o High Performance Transportation Enterprise  
4201 East Arkansas Avenue  
Denver, Colorado 80222  
Attn: Keith Stefanik, Procuring Authorities' Contact Person

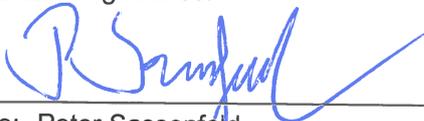
**Re. Material Changes Letter  
in connection with the Instruction to Proposers for the Central 70 Project ("ITP")**

We, Peter Sassenfeld, in my capacity as Chief Financial Officer, and Elmar Sauter, in my capacity as Head of Executive Board's Office of HOCHTIEF Aktiengesellschaft (the "Company"), a Financially Responsible Party in Front Range Mobility Group, and not in our personal capacities, deliver this letter pursuant to Section 4.6.1 of the Financial Proposal Submission Requirements and hereby confirm as follows.

There have been no material changes in the Company's financial capacity since Proposer submitted its Administrative and Technical Proposal and no material changes are anticipated to occur during the remainder of the Company's current fiscal year.

Unless defined herein, capitalized terms used in this letter have the meanings given to them in the ITP.

Yours sincerely,  
for **HOCHTIEF Aktiengesellschaft**  
Authorized Signatures:



Name: Peter Sassenfeld  
Title: Chief Financial Officer



Name: Elmar Sauter  
Title: Head of Executive Board's Office



### **Confidential Information**

The information intended to be found here has been marked as confidential. It has been identified within the Confidential Contents Index and therefore has been removed.

HOCHTIEF USA, Inc. – New York

375 Hudson Street  
New York, NY 10014Phone: 212 229 6479  
Fax: 212 229 6416**Form G-1: Material Changes**

August 1, 2017

High Performance Transportation Enterprise and Colorado Bridge Enterprise  
c/o High Performance Transportation Enterprise  
4201 East Arkansas Avenue  
Denver, Colorado 80222  
Attn: Keith Stefanik, Procuring Authorities' Contact Person

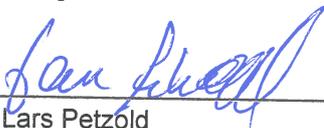
**Re. Material Changes Letter  
in connection with the Instruction to Proposers for the Central 70 Project ("ITP")**

We, Lars Petzold, in my capacity as Managing Director, and Marc Scheer, in my capacity as Managing Director of HOCHTIEF USA, Inc. (the "Company"), a Financially Responsible Party in Front Range Mobility Group, and not in our personal capacities, deliver this letter pursuant to Section 4.6.1 of the Financial Proposal Submission Requirements and hereby confirm as follows.

There have been no material changes in the Company's financial capacity since Proposer submitted its Administrative and Technical Proposal and no material changes are anticipated to occur during the remainder of the Company's current fiscal year.

Unless defined herein, capitalized terms used in this letter have the meanings given to them in the ITP.

Yours sincerely,  
for **HOCHTIEF USA, Inc.**  
Authorized Signatures:



Name: Lars Petzold  
Title: Managing Director



Name: Marc Scheer  
Title: Managing Director

**Form G-1: Material Changes**

August 1, 2017

High Performance Transportation Enterprise and Colorado Bridge Enterprise  
c/o High Performance Transportation Enterprise  
4201 East Arkansas Avenue  
Denver, Colorado 80222  
Attn: Keith Stefanik, Procuring Authorities' Contact Person

**Re. Material Changes Letter  
in connection with the Instruction to Proposers for the Central 70 Project ("ITP")**

I, Ignacio Segura, in my capacity as CEO of DRAGADOS, S.A. (the "Company"), the Financially Responsible Party in Front Range Mobility Group, and not in my personal capacity, deliver this letter pursuant to Section 4.6.1 of the Financial Proposal Submission Requirements and hereby confirm as follows.

There have been no material changes in the Company's financial capacity since Proposer submitted its Administrative and Technical Proposal and no material changes are anticipated to occur during the remainder of the Company's current fiscal year.

Unless defined herein, capitalized terms used in this letter have the meanings given to them in the ITP.

Yours,



Ignacio Segura  
Chief Executive Officer  
Dragados, S.A.

August 1, 2017

High Performance Transportation Enterprise and Colorado Bridge Enterprise  
c/o High Performance Transportation Enterprise  
4201 East Arkansas Avenue  
Denver, Colorado 80222  
Attn: Keith Stefanik, Procuring Authorities' Contact Person

**Re. Material Changes Letter  
in connection with the Instructions to Proposers for the Central 70 Project  
("ITP")**

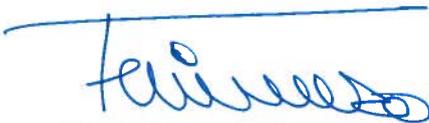
**Mr. Stefanik:**

I, Francisco Reinoso Torres, in my capacity as Chief Financial Officer of ACS Servicios y Concesiones, S.L. (the "Company"), the Financially Responsible Party of the Equity Member ACS Infrastructure Development Inc., in Front Range Mobility Group, and not in my personal capacity, deliver this letter pursuant to Section 4.6.1 of the Financial Proposal Submission Requirements and hereby confirm as follows:

There have been no material changes in the Company's financial capacity since the Material Changes Letter of June 1, 2017 for the submission of Proposer's Administrative and Technical Proposal on June 1, 2017 and no material changes are anticipated to occur during the remainder of the Company's current fiscal year.

Unless defined herein, capitalized terms used in this letter have the meanings given to them in the ITP.

Respectfully Submitted,



---

Francisco Reinoso Torres  
Chief Financial Officer  
**ACS Servicios y Concesiones, S.L.**

**Form G-1: Material Changes**

August 1, 2017

High Performance Transportation Enterprise and Colorado Bridge Enterprise  
c/o High Performance Transportation Enterprise  
4201 East Arkansas Avenue  
Denver, Colorado 80222

Attn: Keith Stefanik, Procuring Authorities' Contact Person

**Re. Material Changes Letter  
in connection with the Instruction to Proposers for the Central 70 Project ("ITP")**

I, Patrick O'D Bourke, in my capacity as Group Finance Director of John Laing Group plc (the "Company"), a Financially Responsible Party in Front Range Mobility Group, and not in my personal capacity, deliver this letter pursuant to Section 4.6.1 of the Financial Proposal Submission Requirements and hereby confirm as follows.

There have been no material changes in the Company's financial capacity since Proposer submitted its Administrative and Technical Proposal and no material changes are anticipated to occur during the remainder of the Company's current fiscal year.

Unless defined herein, capitalized terms used in this letter have the meanings given to them in the ITP.

Yours,

Patrick O'D Bourke

John Laing Group plc  
1 Kingsway  
London  
WC2B 6AN  
Tel: +44 (0)20 7901 3200  
Fax: +44 (0)20 7901 3520  
www.laing.com



**CH2M**  
9191 South Jamaica Street  
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O 303.771.0900  
F 720.286.9250  
www.ch2m.com

August 1, 2017

High Performance Transportation Enterprise and Colorado Bridge Enterprise  
c/o High Performance Transportation Enterprise  
4201 East Arkansas Avenue  
Denver, Colorado 80222  
Attn: Keith Stefanik, Procuring Authorities' Contact Person

**Re. Material Changes Letter  
in connection with the Instruction to Proposers for the Central 70 Project ("ITP")**

I, Steven Mathews, in my capacity as Treasurer of CH2M HILL Companies, Ltd. (the "Company"), a Financially Responsible Party in Front Range Mobility Group, and not in my personal capacity, deliver this letter pursuant to Section 4.6.1 of the Financial Proposal Submission Requirements and hereby confirm as follows.

There have been no material changes in the Company's financial capacity since Proposer submitted its Administrative and Technical Proposal and no material changes are anticipated to occur during the remainder of the Company's current fiscal year.

Unless defined herein, capitalized terms used in this letter have the meanings given to them in the ITP.

Respectfully submitted,

A handwritten signature in blue ink that reads "Steven Mathews". The signature is fluid and cursive.

Name: Steven Mathews  
Title: Treasurer  
CH2M HILL Companies, Ltd.

August 1, 2017

High Performance Transportation Enterprise and Colorado Bridge Enterprise  
c/o High Performance Transportation Enterprise  
4201 East Arkansas Avenue  
Denver, Colorado 80222  
Attn: Keith Stefanik, Procuring Authorities' Contact Person

**Re. Material Changes Letter  
in connection with the Instruction to Proposers for the Central 70 Project ("ITP")**

I, Keenan E. Driscoll, in my capacity as Senior Vice President, Treasurer of AECOM (the "Company"), a Financially Responsible Party in Front Range Mobility Group, and not in my personal capacity, deliver this letter pursuant to Section 4.6.1 of the Financial Proposal Submission Requirements and hereby confirm as follows.

There have been no undisclosed material changes in the Company's financial capacity since Proposer submitted its Administrative and Technical Proposal and no undisclosed material changes are anticipated to occur during the remainder of the Company's current fiscal year.

Unless defined herein, capitalized terms used in this letter have the meanings given to them in the ITP.

[signature page to follow]

Yours Truly,



Keenan E. Driscoll  
Senior Vice President, Treasurer

# Form G-3 Credit Ratings



**CONNECTING COMMUNITIES**



**Form G-3: Credit Ratings**

**Proposer Name:** Front Range Mobility Group

**Credit Ratings**

Role	Entity Name	Fitch	Moody's	S&P	DBRS	Change(s) in any credit ratings since SOQ?	Describe Change(s)
FRP	HOCHTIEF Aktiengesellschaft	Not rated	Not rated	BBB	Not rated	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	As per ITP instructions checkmark refers to "No updates since Administrative and Technical Proposal Submission".
FRP	AECOM	Not rated	Ba2	BB	Not rated	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	As per ITP instructions checkmark refers to "No updates since Administrative and Technical Proposal Submission".