



### 1.3.1. SOQ SUBMISSION PUBLIC STATEMENT

Colorado Department of Transportation and the Procuring Authorities are embarking on one of the largest and most significant transportation projects in Colorado's history — the replacement of the aging I-70 East viaduct and adding capacity to I-70 between downtown Denver and the Denver International Airport. To deliver the Project, CDOT has elected to use a P3 model which brings a very high level of certainty for an on-time and on-budget delivery, with an optimized long-term value for the benefit of the State of Colorado. As such, CDOT and the Procuring Authorities, HTPe and CBE, issued a Request for Qualifications on March 25, 2015 to design, build, finance, operate and maintain the I-70 East Project.

**Front Range Mobility Group (FRMG)** is a tailor-made team that came together to meet the specific challenges of the I-70 East Project. Our team members will provide CDOT and the Procuring Authorities with an ideal blend of local involvement, world-class transportation infrastructure expertise and proven experience in delivering highway infrastructure projects in partnership with public agencies.

FRMG team members combine some of the most capable and successful developers, contractors, designers and operators in the national and global P3 market. Our demonstrated success is based on technical expertise and proven capability to innovate and deliver sound solutions to the construction and long-term management of highway projects, as well as decades of experience in successfully raising project financing, for projects similar to the I-70 East Project.

 <b>Team Structure</b>	
<b>Equity Members</b>	
HOCHTIEF PPP Solutions North America, Inc.	
ACS Infrastructure Development, Inc.	
AECOM Capital, Inc.	
John Laing Investments Limited	
<b>Lead Contractor Members</b>	
Flatiron Constructors Inc.	
Dragados USA Inc.	
URS Energy & Construction, Inc. (AECOM Construction)	
<b>Lead Engineer Members</b>	
CH2M HILL Engineers, Inc.	
AECOM Technical Services, Inc.	
<b>Lead Operator Members</b>	
HOCHTIEF PPP Solutions North America, Inc.	
ACS Infrastructure Development, Inc.	
AECOM Capital, Inc.	
<b>Financially Responsible Parties</b>	
HOCHTIEF Aktiengesellschaft	
ACS Servicios y Concesiones, S.L.	
Dragados S.A.	
AECOM	
CH2M HILL Companies, LTD	
<b>Major Subcontractors and Consultants</b>	
Kraemer North America, LLC	
BT Construction, Inc.	
Interstate Highway Construction Inc.	
Tsiouvaras Simmons Holderness Inc.	

## Our Relevant Experience

### Equity Team

- » Unmatched experience having reached financial close on 11 transportation availability payment P3s in North America
- » Successful track record of delivering more than 220 P3 projects around the world, including the Eagle P3 project, right here in Denver

### Construction Team

- » Qualified and skilled in Design-Build projects, with more than 50 P3 / Design - Build projects constructed across North America
- » Experienced in the construction of more than 13,000 miles of highways
- » Comprehensive local know-how having constructed more than 1,500 projects in Colorado, over the last 20 years

### Design Team

- » Provided Design and Management expertise for more than 50 P3 projects in North America
- » Delivered more than 15,000 projects in Colorado

### Operations Team

- » Industry leaders with more than 40 P3 and 20 non-P3 transportation projects under operation worldwide
- » Provides Operations and Maintenance Services for more than 15,000 lane miles of roads and highways across North America

## Why have we submitted this SOQ?

FRMG team members have a deep rooted Colorado presence that includes designers, contractors and personnel who live and work in this community. We are excited to be part of a project that takes place in our own “backyard” and are committed to ensuring its success.

We understand that this project is not just about delivering more capacity and safer infrastructure – it is also about the livelihood of the local community, its role in the larger North Denver Cornerstone Collaborative, and its place as the gateway for one of the nation’s top tourist destinations.

Collectively, FRMG Team Members employ over 3,500 employees in Colorado and we have delivered more than 16,500 projects in the State. Locally, our design and construction team has been delivering CDOT projects for more than 30 years and we are enthusiastic about the prospect of participating on a large project at home.

The collective local experience of our team members has allowed us to cultivate a strong working relationship with CDOT and other Project stakeholders, making us highly qualified to successfully deliver this Project. We look forward to having the opportunity to work together with CDOT to develop a comprehensive community outreach and workforce development program to ensure the full benefits of this Project are realized in the local community.

Through a transparent and committed partnership with CDOT, FRMG looks forward to developing a corridor where neighborhoods are once again reconnected, and drivers experience shorter and more reliable journey times and improved road safety.