

1.3.1. SOQ Submission Public Statement

Equity Members and Core Team Members

Kiewit Meridiam Partners have assembled a strong team of highly qualified companies to deliver a successful project to the community. The following is a list of our Equity Members and core team members, and their role on Colorado I-70 East Project.

Company Website	Role
Meridiam www.meridiam.com	Equity Member
Kiewit www.kiewit.com	Equity Member and Lead Contractor
Parsons Brinckerhoff www.pbworld.com Jacobs www.jacobs.com	Lead Engineer
Jorgensen www.royjorgensen.com	Lead Operator

OUR SHARED COMMITMENT

...to cultivate growth and independence in our communities

...to provide sustainable solutions that fit the community's needs

...to actively engage with the communities where we live and work

...to partner with local suppliers and contractors

OUR SHARED EXPERIENCE...

...Unparalleled financial strength and capacity

...Nearly 40 P3s ongoing globally

...Extensive design-build experience nationally and in Colorado

...A history of on time and on budget performance

...A RECORD OF CLIENT SATISFACTION

Relevant Experience

Kiewit-Meridiam Partners has the relevant experience to execute I-70 East safely for families and travelers, with minimal impacts to the traveling public, businesses, and nearby communities. Our materials and techniques enhance community values and ensure public interest is achieved. Kiewit-Meridiam Partners has the experience to best perform all phases of the Project.

Our team members have substantial experience with public-private partnerships (P3) in the US and around the world. Globally, Meridiam and Kiewit have successfully reached financial close on over 27 availability payment projects with over \$17.5 billion in financing.

In particular, Meridiam and Kiewit's US P3 experience includes nine transportation projects with a combined Construction Value of over \$9.2 billion. Many of these projects include managed lanes and general purpose lanes.

Our team's success in delivering some of Colorado's most challenging projects, includes I-25 Transportation Expansion Design Build (T-REX), the Pecos over I-70 Bridge Replacement, Denver International Airport South Terminal Redevelopment Program, Denver Union Station Transit Improvements, and I-225 Rail Line (LRT).

Our combined experience financing and delivering Colorado's challenging P3 projects will be valuable to help ensure that I-70 East is not only built on budget and is open to traffic on schedule, but is also efficiently maintained over the long term.

Provided below is information for each of our Core Propose Team Members.



Kiewit is one of the largest transportation contractors in North America and has been

an integral part of the Denver community for over 70 years. The organization successfully completed some of the nation's largest and most complex alternative delivery projects—interstates, highways and bridges; rail lines and rail yards; urban mass transit systems; and airport facilities. Kiewit's capabilities are reinforced by one of the largest privately owned fleets of construction equipment in North America. Kiewit continues to provide Denver with projects of all types and is a proud member of and contributor to the city's development as a place to work, play, and live.

Kiewit also has an experienced staff of development, financial, legal and asset management expertise supporting our proven design build credentials. As a recognized leader in P3s, Kiewit combines extraordinary financial credibility (highest rating in engineering and construction sector) and extensive resources with a creative, solution-oriented approach to make challenging projects a reality for the communities that they serve.



Meridiam is a lead P3 developer and investor focused on the development, investment, and management of public and community infrastructure. Since 2005, Meridiam has reached financial close on 35 P3s globally with a total project value of nearly \$30 billion. A pioneer in the US P3 market, Meridiam has achieved a number of firsts including the first availability-based P3 and the first use of Public Activity Bonds to finance a P3. Meridiam developed and reached financial close on seven transportation infrastructure projects in North America in addition to 14 transportation projects developed across Europe. Each project presents its own technical challenges and complexities with solutions that showcase the schedule and

cost benefits of P3s. Meridiam currently works with Kiewit on the delivery of the Waterloo Light Rail Transit P3 in Ontario, Canada, and on Presidio Parkway in San Francisco. In addition, Meridiam's managed lane experience includes North Tarrant Express and LBJ Express in the Dallas/Fort Worth Metroplex.

PARSONS BRINCKERHOFF

Parsons Brinckerhoff, Inc., in Colorado since 1980, is a global consulting firm assisting public and private clients to plan, develop, design, construct, operate, and maintain critical infrastructure projects around the world. Parsons Brinckerhoff offers full-service engineering and construction support services to some of the most prolific and visible transportation and community development projects in the area including I-70 Twin Tunnels Widening, Denver Union Station, FasTracks, 14th Street Reconstruction, and DIA. Parsons Brinckerhoff's roadway expansion design experience includes I-275 in Tampa, and the substantially complete DFW Connector in the Dallas/Fort Worth Metroplex.

JACOBS

Jacobs is a one of the world's largest and most diverse providers of professional engineering services with 66,000 employees worldwide. Jacobs is committed to a relationship-based model with a focus on safety, quality, and ethics as a foundation. Jacobs has served the Colorado marketplace since 1972 with 240 Denver-based employees that support the infrastructure industry for cities, counties, and municipalities statewide. Experience relevant to roadway expansion design includes the ongoing work on I-4 in Florida and the successful I-15 South Corridor in Utah.





Jorgensen provides a diverse range of facility and highway infrastructure, consulting, maintenance and management services. Their professionals are in the forefront as facility managers, maintenance engineers, trainers, asset managers, and solution providers. Jorgensen’s systematic approach to maintenance management is leading the industry. Jorgensen knows how to identify and implement innovative solutions for the toughest O&M challenges. Operation and maintenance experience on managed lanes for P3 projects includes I-495 Express in northern Virginia and I-595 Express in Florida.

Why We Have Submitted

Community is the “heart” of this project and Kiewit-Meridium Partners is committed to the Colorado I-70 East Project communities. We are committed to support, serve, protect, and develop these communities in the delivery and long-term operations of I-70.

We are a project stakeholder. We live and work in the area.

With many of us living and working within 20 miles of the project location, our team is personally and professionally vested in successfully delivering I-70 East safely, on budget, and on or ahead of schedule. Because Kiewit-Meridium Partners is a true project stakeholder, (that is, key members are already an integral part of the Denver community) and one that offers unprecedented full-service transportation experience, we will be the most responsive in delivering the Project.

This team has experienced, local resources of almost 2,200 employees in Colorado with

varying expertise that can be called upon quickly. We have local offices less than 5 miles from the project footprint. Our team includes other locally based members and subcontractors that are stakeholders in the project with employees and residents living in the corridor. Our team and their family members are current and future I-70 travelers.

Our team has a 75 year history in the region and has completed several projects in the Denver area. As demonstrated by our long history in Denver (**Figure 4**), we bring one of the largest general contractors and we have helped shape the skyline and deliver the infrastructure that is the backbone of the region. We want to continue to improve the Denver area.

One of our strategies to keep connected with the community is hosting “Meet the Staff” events. These events allow us to hear directly from the community and our neighbors about areas where we are doing well and where we could do better. Meet the staff allows us to provide the community with greater insight to operations — a behind-the-scenes look into what we do every day to keep our service running safely and on time. This gives the community a better appreciation of the complexities of operating and maintaining a world-class transportation experience.

We want to have a positive impact on our local community.

Our team will solicit feedback from the community to continuously improve our operation. We will seek input in many different ways that could include formal Mystery Shopper Surveys and community satisfaction reviews.

Figure 4 – Examples of our long history in the Denver area



Eisenhower Memorial Tunnel, Mid-1970's, two long-diameter highway tunnels were constructed at an elevation of 11,000 ft. to improve travel along interstate Highway 70 at Loveland Pass in Colorado.



T-REX



DIA



Denver Union Station



Pecos St. Bridge



I-225

We will review community comments and concerns and use this feedback as a valuable tool to get insight on travelers' needs. We will provide feedback to CDOT to ensure adequate action plans can be devised by all parties.

Our public engagement approach includes strategic coordination for the benefit of the communities. We propose to have joint meetings with CDOT to review all aspects of transportation policies and operations that could have an impact on the final objective of traveler satisfaction.

Our team has a long history of giving back in the region, and we give back to the communities in which we work. On the Denver Union Station Transit Improvement

project, our team held a turkey drive each year to give to the Denver Rescue Mission, located just a few blocks from the project site. We volunteered to serve breakfast over 10 times during the project and held a canned food drive at Christmas.

This giving tradition carried over to the I-225 Light Rail project where the team held a turkey drive, a canned food drive, and made monetary donations. Many of these activities and the generous responses to them have gone to support the Comitis Crisis Center, an organization for the homeless in Aurora.

