



Michael Baker
INTERNATIONAL



August 27, 2020

Scott Dalton, Project Director
Region 2 Bridge Bundle Design Build Project, SA 23558
Scott.dalton@state.co.us
1480 Quail Lake Loop, Suite A
Colorado Springs, CO 80906

Subject: Letter of Interest for the Region 2 Bridge Bundle Design-Build Project

Dear Mr. Dalton,

Please accept this as the Graham Contracting Ltd's (Graham), Michael Baker International (Michael Baker), and EST, Inc. (EST) formal Letter of Interest in response to the Request for Letters of Interest dated July 31, 2020. Graham will be responding as a sole venture with Michael Baker as our subcontracted prime design firm in association with EST to provide design-build services for the Region 2 Bridge Bundle Design Build Project.

Graham is a premier North American heavy civil and commercial contractor with more than 90 years of experience. We have successfully delivered over \$30 billion in alternative delivery projects of all sizes, including 250 design-build projects. Through our design-build expertise, we customize project controls and construction management procedures to meet your needs and provide real time data on progress, cost, and schedule.

Michael Baker International, founded in 1940, has completed more than 80 large scale Design-Build transportation projects nationwide. We are committed to pursuing innovative and collaborative Design-Build projects and identifying solutions that efficiently address our clients' needs. Michael Baker's experience includes traditional design-build, progressive design-build, P3, and CM/GC projects.

EST is committed to providing CDOT innovative and specialized solutions that are tailored to their specific needs and challenges. Our staff of seasoned experts serve as a one-stop shop by providing the full spectrum of civil engineering services from a project's inception with environmental studies to the construction management and materials testing at the project's completion.

Our team has proven past performance on CDOT design-build projects and will collaborate with CDOT and project stakeholders to develop and deliver an optimized design for this project. We bring a "Project First" mentality and combined with our collective experience, proven tools, and means and methods for successful project delivery, Graham and Michael Baker are committed to a seamless startup, execution, and closeout of the Region 2 Bridge Bundle Design Build Project.

Our contact information for this project is:

Matt Barnes
Graham Contracting Ltd.
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Westminster, CO 80234
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Email: mattbar@grahamus.com

Sincerely,

Matt Barnes
District Manager