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SAN JUAN COUNTY

October 23, 2014

Bruce Adams  
San Juan County Commissioner and Co-Chair of the Coalition  
PO Box 748  
Monticello, UT 84535  
Office Address: PO Box 9  
Monticello, Utah 84535

**RE: Letter of Interest in Public-Private Partnerships**

Dear Bruce Adams,

HDR is interested in assisting the Six-County Infrastructure Coalition (SCIC) with the development of public-private partnerships (P3). HDR has had the opportunity to complete recent studies related to infrastructure capacity and need in the six-county area, drawing on both local and national resources to provide the best-value solutions for this area. HDR is a multidiscipline firm with expertise in the design and operation of several types of infrastructure, including all of these areas:

- Oil and gas pipelines out of the Uintah Basin
- Toll roads
- Rail spurs for freight and/or passenger
- Electric transmission lines
- Drinking water collection, treatment, storage and pipelines
- Wastewater infrastructure

Additionally, HDR has more than 35 years of experience successfully delivering P3 projects. We have the ability to help clients understand the risks, misconceptions and benefits of this increasingly popular delivery method. At their best, P3 projects take advantage of the skills and capabilities of both the public and private sectors to deliver high-quality infrastructure at the best value. Our experience with P3 projects led us to create a proprietary approach that we call P3PM® (Public-Private Partnership Program Management). This process can effectively manage any type of

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P3 program and assist public sector entities in achieving the greatest overall quality, efficiency and cost effectiveness. By using this process, we can craft P3 development programs that address critical public needs while incorporating sufficient benefits to attract and secure private sector participation. We can also navigate the potential pitfalls, prudent P3 development strategies, and demands of private party procurement.

We can guide P3s with the following services:

- P3 Feasibility Studies (value for money)
- Business Cases, Market Assessments and Economic Analysis
- P3 Concept Planning, Testing and Public Service Comparator
- Deal Structuring & Developer Solicitations
- Proposal Evaluations & Contract Negotiations
- Implementation Support & Assistance

We are invested in the success of the six-county region. We wish to stay informed on the Coalition's progress and we'd appreciate being contacted anytime we could be of assistance.

Sincerely,

A handwritten signature in cursive script that reads "Brent W. Jensen".

Brent Jensen, PE  
*Utah Area Manager*

CC: Mike McKee