



TOLLING. MOVING SMARTER.

Organization Name: Maryland Transportation Authority

Project or Program Name: Harry W. Nice/ Thomas "MAC" Middleton Bridge Replacement

Goal that best reflects your Project or Program's achievements: Demonstrates our organization's procurement efforts to provide partnership opportunities to People of Color and disadvantaged populations

Launch date for the Project or Program

10/20/2018

How many months of proven experience is this submission based upon?

The Design-Build project officially advertised the Request for Qualifications on October 20, 2018. However, the MDTA's outreach efforts to engage small, minority, veteran-owned and disadvantaged businesses started much earlier, starting immediately after the project received programmed funding. The MDTA's procurement efforts to engage and prepare the disadvantaged business community to participate on the nearly \$500 million Nice-Middleton Bridge mega-project in Southern Maryland began in November 2016 upon receiving program funding and continued until the procurement phase was completed in January 2020 (38 months).

Is this Project or Program complete? If no, when will it be completed?

No. The procurement phase for the project (i.e. the focus of this application) was completed with the Contract award on January 24, 2020. However, construction continues for the new replacement bridge, which is planned to open to traffic by the end of 2022. Demolition of the existing bridge will follow with an anticipated completion at the end of 2024.

Briefly describe the Project or Program

The Nice-Middleton Bridge Design-Build project replaces the 1.9-mile crossing of the Potomac River on US 301 between Newburg, Maryland and Dahlgren Virginia. The existing and new bridge are owned, operated and maintained by the MDTA, and the new bridge project is fully funded by toll revenues. The total program cost is \$636 million, which primarily includes the \$463 million bridge replacement project, and also includes improvements to the existing maintenance campus, offsite environmental mitigation, utility relocations, and consultant services. The existing bridge is 81 years old and carries 6.6 million vehicles with only one lane in each direction. The new bridge will address functional, traffic and safety issues by constructing a new 4-lane bridge (two-lanes in each direction). The project has a 15% Disadvantaged-Business Enterprise (DBE) goal, and the Contractor has submitted a DBE plan that exceeds the goal. For additional details on the project, visit www.newnicebridge.com.

What objective(s) was the Project or Program designed to accomplish?

Related to the project procurement, the MDTA early in the process set the objective of setting a challenging DBE goal for the project pushing industry to leverage this unique mega-project opportunity to advance as many small, minority, veteran and disadvantaged businesses as possible. However, this project is in a rural area more than an hour away from metropolitan centers, like Richmond and DC, and with neighboring populations in Newburg and Dahlgren under 10,000 people. This demanded an extensive outreach program with clear communications and networking strategies to connect DBE firms with potential major Contractors proposing on the project.

How did the Project or Program accomplish the stated objectives?

Immediately following receipt of project funding in November 2016, the project team went into action communicating with industry through a variety of venues about the project scope, anticipated subcontractable opportunities, and the means for subcontractors to be prepared to do business with the State of Maryland. Between November 2016 and December 2018, the MDTA participated in 15 national and local industry and trade conferences and project specific events, including 3 separate "Getting Your Foot in the Door" events and 2 Business Opportunities summits specifically focused on improving awareness and preparedness for the DBE community for the project. These events were well in advance of the actual project advertisement to get industry fully ready for this opportunity. The MDTA presented on the project in the Baltimore, Washington DC and Richmond metro areas to cast a wide net of inclusion for the project. Additionally, we presented on opportunities for both professional services and construction subcontracting with national organizations, such as the Construction Management Association of America (CMAA), the Design-Build Institute of America (DBIA), the American Road & Transportation Builders Association (ARTBA), the American Council of Engineering Companies (ACEC), and the American Society of Highway Engineers (ASHE). In addition to the industry events, the team coordinated a project specific Pre-Solicitation Conference and Site visit, which were widely advertised through local media and with DBE specific venues, like American DBE. The June 6, 2018 Pre-Solicitation Conference had 136 firms register for the event, including 76 DBE firms. The June 12, 2018 Pre-Solicitation Site Visit had 103 firms register for the event, including 42 DBE firms. These pre-solicitation activities were very DBE focused, where every firm was given time during the event to provide an "elevator speech" about the type of services they performed, networking breaks were provided, and the MDTA enthusiastically responded to questions and answers to ensure that DBE firms understood the project and processes. Additionally, representatives from Maryland and Virginia attended the events to assist Virginia-based DBE companies with understanding the reciprocity processes to get DBE certified in Maryland. Despite MDTA's incredible early efforts to get the word out about the project, we did not stop once the project advertised. On November 9, 2018, the MDTA hosted a Pre-Proposal conference, which had 103 firms register, including 22 DBE firms. Additionally, after we shortlisted the four most highly qualified proposers, the MDTA required the 4 teams to host their own DBE outreach events. These events were also very well attended by DBE firms. The event hosted by the selected team (the Skanska-Corman-McLean Joint Venture) had more than 100 DBE firms in attendance. Finally, after the project award, the selected SCM team hosted a virtual DBE outreach event just after the start of construction which invited 136 DBE firms to learn more about project opportunities as the design-build process had advanced.

What were the successful, demonstrable results of the Project or Program that positively affected the customer, agency and/or the community?

As described above, the magnitude of disadvantaged business engagement for the project and number of firms reached was unprecedented for the MDTA. These efforts enabled the Skanska-Corman-McLean (SCM) team propose a DBE plan of 15.03%, exceeding the contract goal in this remote and rural part of the State. The Contractor has successfully included 19 professional services and 18 construction subcontractors on their team and are on course to exceed the contract goal. Furthermore, the DBE make up is very diverse and includes African, Asian, Hispanic, and Native American firms and women-owned businesses all participating on the project.

Is your Project or Program relevant and applicable to the overall toll industry? If so, how?

Yes, the project is one of the largest bridge construction projects fully funded by toll revenues ongoing in the US. Additionally, the project includes the conversion of the existing toll plaza to highway speed all-



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electronic tolling.

How did this Project or Program achieve or demonstrate excellence?

The project demonstrated excellence in the level of engagement and inclusion of disadvantage businesses. From day one, partnering with industry including maximizing participation of small, minority, veteran-owned, women-owned and disadvantaged business was a critical objective to the MDTA. The MDTA went the extra mile to attract diverse participation to the project both at the local and national levels.

Describe any innovative aspects of your Project or Program

This project included several innovative aspects during the procurement phase, such as being MDTA's first design-build project and including an alternative technical concept (ATC) process. The ATC process allowed proposers to offer innovative solutions that met or exceeded the project requirements, but that were not in compliance with typical MDTA standards. These ATC's reduced impacts to our toll customers, enhanced project safety, speed up construction and saved money. The project also leveraged a bid-alternate approach. The existing bridge does not support cycling today. The approved alternative will allow for cyclists to share the lane on the new bridge with ITS supported devices.

List individuals worthy of special recognition for this Project or Program

Normetha Goodrum – MDTA Civil Rights Program Manager
Jeff Davis – MDTA Procurement Officer
Will Pines – MDTA Project Director (during Procurement)
Brian Wolfe – MDTA Project Director (during Design/Construction)
Melissa Bogdan – MDTA Outreach Coordinator
Mike Blair – JMT/WSP GEC Program Manager