

INTERNATIONAL INDUSTRY FORUM

I-495 AND I-270 PUBLIC-PRIVATE PARTNERSHIP (P3) PROGRAM

DECEMBER 13, 2018

Hilton Baltimore BWI Airport



WELCOME TO THE MDOT INTERNAT



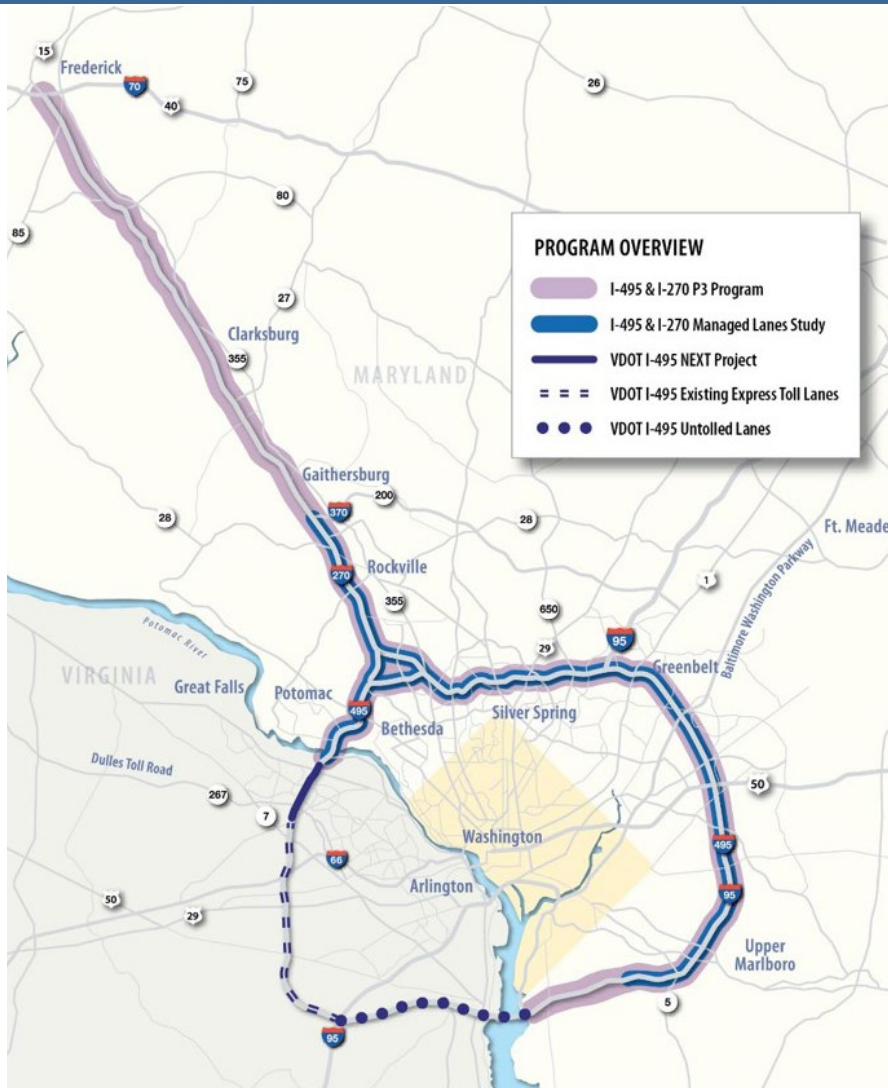
“ THIS PROGRAM WILL BENEFIT THE
DAILY LIVES OF HUNDREDS OF
THOUSANDS OF MARYLANDERS BY
DRAMATICALLY REDUCING CONGESTION
THROUGHOUT THE REGION AND GIVING
MOTORISTS BACK PRECIOUS TIME TO
SPEND WITH THEIR FAMILIES. ”

— Maryland Governor Larry Hogan

AGENDA FOR TODAY'S FORUM

- Welcome
- MDOT P3 Video
- Secretary's Remarks
- Traffic Relief Plan Overview
- I-495 & I-270 P3 Program Update
- Opportunities for Minority Business Enterprises (MBEs) and Disadvantaged Business Enterprises (DBEs)
- Next Steps
- Networking

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ABOUT THE I-495 & I-270 P3 PROGRAM

The I-495 & I-270 P3 Program is the largest initiative under Governor Larry Hogan's Traffic Relief Plan (TRP). The Program seeks to deliver traffic relief as quickly and efficiently as possible along nearly 70 miles of I-495 and I-270 in Maryland.

The cost of congestion in the National Capital Region grew to nearly \$1.3 billion in 2016. The cost will only continue to grow as the population in the region is expected to increase by 1.2 million by 2040.

We need innovative solutions to relieve congestion now. MDOT invites private industry to help us address the transportation challenges on Maryland's most congested roads.

Currently, MDOT is evaluating P3s to finance needed improvements. The P3 could create innovative opportunities to fund improvements with the least financial burden on Marylanders. Our approach is to implement improvements that will provide congestion relief to the region, without additional state tax dollars—that is, at no net-cost to the state.



I-495 & I-270 P3 PROGRAM LEADERSHIP TEAM

MDOT contributes an outstanding team of executive leadership, engineering professionals, and financial and environmental experts to create and sustain the I-495 & I-270 P3 Program.

Already, MDOT maintains the largest transit P3 in the nation. Now, this team is paralleling that successful P3 with the nation's largest highway P3 to provide real traffic relief.

On the following pages, we invite you to learn more about the leadership team's unique skills, expertise, accolades, and previous experience. You will hear some of these talented professionals present at today's forum, while others will be on hand to meet and greet you during the day.

TODAY'S SPEAKERS FROM THE LEADERSHIP TEAM

Pete K. Rahn
MDOT Secretary

Greg Slater
MDOT State Highway Administration (MDOT SHA) Administrator

Lisa Choplin
Director of the MDOT SHA I-495 & I-270 P3 Office

Jeff Folden
Deputy Director of the MDOT SHA I-495 & I-270 P3 Office

OTHER MEMBERS OF THE LEADERSHIP TEAM

R. Earl Lewis, Jr.
MDOT Deputy Secretary of Policy, Planning and Enterprise Services

Lisa Webb
P3 Manager, MDOT Office of Finance

Caryn J. G. Brookman
Environmental Program Manager of the MDOT SHA I-495 & I-270 P3 Office



PETE K. RAHN

Maryland Department of Transportation (MDOT)
Secretary of Transportation and Maryland
Transportation Authority (MDTA) Chairman



WHAT PETE DOES AT MDOT



Appointed Transportation Secretary and MDTA Chairman in 2015



Oversees a \$5.1 billion annual budget (FY 2018) and manages more than 10,000 employees



Leads MDOT's direct supervision over all aspects of transportation including: the state's highway, transit and rail networks; toll facilities; motor vehicles; Baltimore/Washington International Thurgood Marshall Airport (BWI); and the Port of Baltimore



Challenges contractors to be as innovative as possible and stresses the importance of Disadvantaged Business Enterprises (DBEs)

EDUCATION



Bachelor of Arts in Government and Bachelor of Science in Planning New Mexico State University

“P3s are the right solution for large infrastructure challenges like tackling one of our nation's worst congested regions – here in the National Capital Region. For I-495 & I-270, we're partnering with the private industry to develop an innovative solution that engages local businesses, while delivering congestion relief faster with no additional cost to the state or our residents.”

RELEVANT EXPERIENCE AND SKILLS

- Nationally-recognized expert in the management of billion-dollar transportation investments to create jobs and enhance economic development
- First person who has served as Secretary of Transportation in three states (Missouri, New Mexico and Maryland)
- Public-Private Partnerships (P3) leader, who brought the \$5.6 billion MDOT Purple Line Project – the nation's largest transit P3 – to fruition in Maryland
- Provided critical leadership and financial acumen in delivering Governor Hogan's \$1.97 billion Investment in Highways and Bridges (IHB) priority projects to further advance Maryland's economic development, safety and traffic flow
- Provides senior oversight and guidance for the Governor's ambitious Traffic Relief Plan (TRP) addressing Maryland's most congested roads statewide, including I-495, I-270, MD 295, I-695 and I-95 to bring transformative relief to congestion times and improve the quality of life for hundreds of thousands of Marylanders
- Collaboratively developed “The Missouri Model” of community partnering, which exceeded goals for minority business participation, and completed the I-64 project \$11 million under budget and three weeks ahead of schedule
- President of AASHTO from 2007 to 2008; Chair of Committee on Funding and Finance (2017); member of Board of Directors, Chairman of Standing Committee on Performance Management; Chairman of Standing Committee on Highway Traffic Safety
- Served on Executive Committee of TRB, President of NASTO, and Chair of the USDOT's Aviation Consumer Protection Advisory Committee (ACPAC)



R. EARL LEWIS, JR.

Deputy Secretary of Policy, Planning and Enterprise Services, Maryland Department of Transportation (MDOT)

WHAT EARL DOES AT MDOT



Chairs MDOT's Public Private Partnerships Steering Committee, reporting directly to the Secretary on the oversight of P3 initiatives by MDOT's transportation business units



Oversees the administration of 11 offices

- Diversity and Equity
- Environment
- Fleet, Facilities, and Administrative Services
- Government Affairs
- Human Resources
- Minority Business Enterprise
- Small and Minority Business Policy
- Planning and Capital Programming
- Policy and Regulations
- Real Estate and Economic Development
- Transportation Technology Services



Leadership role in MDOT's Agile Human Resources Initiative, to enhance the efficiency and effectiveness of the department's talent management

EDUCATION

Bachelor's degree in Mechanical Engineering
University of Virginia

MBA and Master's degree in Information Systems
University of Maryland's Smith School of Business

RELEVANT EXPERIENCE AND SKILLS

- Certification as a P3 Foundations Professional by APMG International, a global accreditation agency, in 2017
- Veteran of state transportation senior management, with 15 years of experience at MDOT including:
 - MDOT MTA from 2006-2015, serving as Deputy Administrator for Operations and Deputy Chief of Emergency Preparedness
 - Assistant Secretary for Administration at MDOT, from 2004 to 2006
 - Communications and Technology Officer at MDOT, from 2003 to 2004, leading efforts to improve public safety communications systems at the county and state levels
- Nearly 20 years in various technical, analyst, and management posts with utility companies including Baltimore Gas and Electric
- Professional, results-oriented leader with strong people skills who strives to get things done on time and on budget
- Proven coalition builder bringing together regional groups for a common purpose
- Works with regional networking groups and business owners to connect local small business to contractors and to contracting opportunities on MDOT projects

“ As Chair of MDOT's P3 Steering Committee, I am excited about Maryland's cutting edge P3 approaches and innovative project delivery teams. ”

GREGORY SLATER

Administrator
Maryland Department of Transportation
State Highway Administration (MDOT SHA)



WHAT GREGORY DOES AT MDOT



Directs the agency in its 24/7 365 day a year responsibility to manage 17,000 lanes miles of highways in a state with 60 billion vehicle miles of travel of which 70 percent is on state roads



Leads the MDOT State Highway Administration (MDOT SHA) to deliver a record construction program, keeping Maryland's highways and bridges safe, supporting economic development, reducing congestion and enhancing safety for Maryland's six million residents



Prioritizes innovation, modernization, communication and customer experience, while keeping the needs of Maryland residents at the center of every decision

EDUCATION



Graduate of Towson University

Graduate of Leadership Maryland Class of 2015

Graduate of UMUC National Leadership Institute

“ The I-495 and I-270 P3 Program will change the region's travel and customer experience for decades to come. The way we intend to deliver this project—with innovation, flexibility and efficiency, in partnership with the private sector—will keep the people we serve at the focus of our program. ”

RELEVANT EXPERIENCE AND SKILLS

- Twenty-two years of dedicated service with experience at all levels of MDOT/SHA including eight years as the Director of Planning and Programming before moving up the ranks to Deputy Administrator overseeing all project development, then finally as Administrator leading the agency for the last two years
- Delivers a proven track record of innovative approaches to provide critical transportation solutions while overseeing a \$2 billion annual budget and managing 3,200 employees as the MDOT SHA Administrator
- Dynamic leader changing the culture of the highway industry and delivery of projects and programs, where he is the driving force in implementing innovative solutions in planning, design and finance of infrastructure needs
- A career focus on driving change and implementing innovative practices on integrating technology and data-driven initiatives in government structures to get maximum benefit and value for Maryland travelers
- National leader in key transportation arenas
 - Chair, newly structured AASHTO Committee on Data Management and Analytics
 - Serves on the leadership team for the National Academy of Sciences Transportation Research Board Committee on Transportation Asset Management
 - Current Chair of the 13th National Conference on Transportation Asset Management
 - Former Board member of the Census Transportation Planning Program overseeing the national assessment of Commuting in America
- Big picture, strategic, creative, customer-focused leader uniquely positioned with the requisite experience, work ethic and dedication to deliver the elements of Governor Hogan's Traffic Relief Plan in innovative ways and collaborative means



LISA B. CHOPLIN, DBIA

Director, I-495 & I-270 P3 Office
Maryland Department of Transportation
State Highway Administration (MDOT SHA)

WHAT LISA DOES AT THE P3 OFFICE



Appointed as the Director for MDOT SHA's I-495 & I-270 Public-Private Partnership (P3) Program



Responsible for overall successful delivery of the program



Provides expertise in leadership over a large diverse team of consulting professionals and advisors in all activities required to deliver the I-495 and I-270 P3 Program, including:

- Environmental and engineering
- P3 solicitation and contract management
- Tolling coordination



Oversight of final design, construction, operations, and maintenance activities that will be performed by the future private partners

RELEVANT EXPERIENCE AND SKILLS

- Thirty-one years' experience in transportation, with the last 20 years focused on alternative project delivery methods including Design-Build, Construction Management at Risk, and Progressive Design-Build
- Key contributor advising project delivery and procurement strategies during development of MDOT SHA's \$2.4 billion Intercounty Connector project, Maryland's largest design-build project to date
- Twenty-nine years at MDOT SHA
 - Instrumental in bringing Design-Build to Maryland and leading MDOT SHA's alternative project delivery program from its infancy in 1999
 - Held the position of Chief of Innovative Contracting Division until 2015
 - Led successful delivery of over 30 projects valued in excess of \$400 million
- Deputy Executive Director of the Design-Build Institute of America (DBIA) from 2015-2017
- Founding member of DBIA's Mid-Atlantic Region Maryland Chapter Board of Directors (2013-2015)
- National subject matter expert in alternative project delivery methods, including participation in several National Cooperative Highway Research Program (NCHRP) Panels
- Designated Design-Build Professional

EDUCATION



Bachelor of Science in Civil Engineering
Clemson University

“ We’ve been studying the National Capital Region’s congestion issues for decades and have used all the tools in the transportation tool box—except a P3. Now is the time.”

JEFF FOLDEN, P.E., DBIA

Deputy Director, I-495 & I-270 P3 Office,
Maryland Department of Transportation
State Highway Administration (MDOT SHA)



WHAT JEFF DOES AT THE P3 OFFICE



Responsible for leading the development and delivery of the I-495 & I-270 P3 Program



Provides expertise in alternative project delivery, program management, engineering, and leadership



Serves as a bridge across the diverse areas required to develop and deliver the I-495 & I-270 P3 Program, including environmental and engineering issues, commercial development of P3 agreements, tolling coordination, and communications planning

EDUCATION

Bachelor of Science in Civil Engineering
West Virginia University

“ At MDOT SHA, I challenge the team to look at things differently and explore issues from all angles – including ways in which MDOT SHA has never tried before – to be innovative to find the best solutions to design and deliver effective traffic relief for the region for decades to come. ”

RELEVANT EXPERIENCE AND SKILLS

- Seventeen years' experience at MDOT focused on transportation project development and delivery
- Fourteen years' focus on alternative project delivery methods such as Design-Build
- Recent experience as Chief of Innovative Contracting Division and Assistant Chief, leading MDOT SHA's efforts in planning, implementation, and coordination of \$500 million Design-Build Program
- Led development and delivery (including selection and oversight of Design-Builder) for the \$105 million “fast-track” MD 404 project, widening nine miles of MD 404 from a 2-lane to 4-lane divided highway in less than two years
- Led development and delivery of first major Progressive Design-Build highway project in the nation, the I-270 Innovative Congestion Management Project, focused on performance-based, creative solutions to best move traffic for fixed value of \$100 million
- Development of MDOT SHA's Construction Management at Risk program from the ground up, including:
 - Developing processes and solicitation documents for procurement and overseeing the successful implementation of the first project
- National service on:
 - The National Transportation Markets Committee of the Design-Build Institute of America (DBIA)
 - The Technical Committee on Alternative Project Delivery Methods of the American Association of State Highway and Transportation Officials
- State service on the Maryland DBIA Chapter Board of Directors



LISA WEBB, CECD, MBA

Manager, Public Private Partnerships (P3)
Maryland Department of Transportation (MDOT)
Office of Finance

WHAT LISA DOES AT MDOT



Manages the MDOT P3 Program to ensure the integrity of the P3 program and process



Assesses viability of projects; guides and implements strategies for success



Develops policies, standard operating procedures, and regulatory obligations



Leads long-term performance-based agreements



Monitors legislation



Leverages federal innovation infrastructure investment

RELEVANT EXPERIENCE AND SKILLS

- Twenty years in Economic Development
- Past Director of Economic Development for Cecil County Government
 - Generated 1,000+ jobs, \$800 million in capital investment, and significant tax revenue via a P3 project in Cecil County
 - Secured funding for Incubator Feasibility Study to support small, entrepreneurial businesses
- Past Business Development Director for the Anne Arundel Economic Development Corporation
 - Led outreach campaigns resulting in \$300 million capital investment and creation of 1,400+ jobs
 - Chaired the Fort Meade Regional Partnership with outreach missions to California, Florida, Tennessee, Texas, and Virginia
- Long-time service on the Board of Directors for the Maryland Economic Development Association
- Collaborative spirit, assuring tasks are addressed as both a problem solver and relationship builder among industry and government

EDUCATION



MBA

University of Phoenix

Bachelor of Business Management

University of Maryland

“ While I was specifically brought on to support the I-495 and I-270 P3, as MDOT P3 Manager, my role is to work with all of the agencies, their long-range planners, finance personnel and leadership to evaluate their delivery approach for projects to meet their transportation needs. My goal is to build a successful program, assess market opportunities, and engage with stakeholders to deliver the best program for the state. ”

CARYN J. G. BROOKMAN

Environmental Program Manager I-495 & I-270 P3
Office, Maryland Department of Transportation
State Highway Administration (MDOT SHA)



WHAT CARYN DOES AT THE P3 OFFICE



Leads the environmental program for the I-495 & I-270 P3 office



Currently leads the National Environmental Policy Act (NEPA) effort for the I-495 & I-270 Managed Lanes Study



Provides extensive experience in:

- NEPA and Section 4(f) compliance and documentation
- Environmental Program Management
- Process streamlining
- Agency coordination and consultation
- Public involvement
- Environmental impact analysis

EDUCATION



Master of Science in Environmental Sciences and Policy Johns Hopkins University

Bachelor of Science in Environmental Analysis and Planning Frostburg State University

“It’s exciting to realize we have the ability to positively impact the lives of Maryland residents by reducing congestion, while developing potential improvements with sensitivity to the many important human, natural, and cultural resources in the study area. ”

RELEVANT EXPERIENCE AND SKILLS

- Over 20 years of experience in the environmental and transportation industries
- Unique perspective, having worked at MDOT SHA and the Federal Highway Administration (FHWA)
 - Led the NEPA and environmental compliance effort for numerous highway and bridge projects in Montgomery and Prince George’s counties
 - Part of the multi-agency team that developed the first environmental and regulatory streamlining process
 - NEPA policy advisor to MDOT SHA since 2011, developing programmatic agreements and approaches to help streamline NEPA and environmental regulatory processes
- Participation on national transportation/environmental policy teams and involvement in implementing aspects of federal transportation bills
 - As an Environmental Protection Specialist at FHWA, provided federal oversight on large, complex highway projects – such as the Intercounty Connector, MD 210, MD 32, MD 97 Brookeville, MD 3, US 1/MD 201 and US 50 among others
 - Assisted with implementing environmental aspects of SAFETEA-LU, developing a statewide collaborative problem-solving process to improve transportation program development and environmental reviews, and participating in a national, multi-state study of best practices for implementing environmental commitments on highway projects

Larry Hogan
Governor

Boyd K. Rutherford
Lieutenant Governor

Pete K. Rahn
MDOT Secretary

**Maryland Department of Transportation
State Highway Administration**

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