

Michael Peter Lewis, Director
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SUMMARY

Director of Rhode Island Department of Transportation and Board member of Rhode Island Public Transit Authority, Rhode Island Turnpike and Bridge Authority and Rhode Island Public Rail Corporation since March, 2008. Prior to appointments in Rhode Island, served as the Director of Boston's Central Artery Tunnel Project (The Big Dig) from April 2000 until Project completion in 2007. Reporting directly to the Chairman of the Massachusetts Turnpike Authority, was responsible for the day to day management of all aspects of the \$14.8 billion planning, design and construction program widely recognized as the most complex and technologically challenging public works project in the nation's history. Was lead Project interface with all federal, state and local legislative, regulatory, permitting and oversight entities. Led project coordination and issue resolution with Project stake holders including the Boston business community, local neighborhood groups and environmental advocacy organizations. Developed a reputation for decision making through systematically analyzing issues, building relationships and reaching consensus among staff, decision makers and outside stakeholders in order to select, defend and implement practical solutions.

PROFESSIONAL ASSOCIATIONS

President - American Association of State Highway and Transportation Officials (AASHTO)

Chair – Sub Committee on Construction (AASHTO)

Executive Committee Member – Northeast Corridor Infrastructure and Operations

Advisory Commission (NEC)

Executive Committee Member – Transportation Research Board (TRB)

Executive Committee Member – Strategic Highway Research Program II (SHRP II)

PROFESSIONAL EXPERIENCE

Rhode Island Department of Transportation Director

March 2008-Present

Responsible for the development, implementation and management of transportation policy and infrastructure programs for the State of Rhode Island. Successfully expanded commuter rail operations in Rhode Island including the opening of a new multi-modal station at T.F. Green airport. Led a public awareness campaign on the state of transportation investment in Rhode Island resulting in significant legislative and policy reforms including less reliance on debt, increased revenues to transportation and an expansion of toll opportunities. Implemented Department management and policy reforms resulting in significant improvements in project budget and schedule performance. Initiated performance management business practices in the Department including the development of performance metrics across all divisions. Created an office of Asset Management to coordinate the development of a Department wide system for tracking Department assets for improved efficiency and funding prioritization.

MASSACHUSETTS TURNPIKE AUTHORITY (MTA) Project Director, Central Artery/Tunnel Project

April 2000-December 2007

Responsible for management of all aspects of design, construction and administration of the \$14.8 billion Central Artery/Tunnel project including:

- **Design:** Led multi-discipline teams to develop unique design solutions to resolve complex geometric, geotechnical and structural challenges necessitated by the creation of 161 lane miles of interstate highway, including five interchanges, within Boston's existing densely developed, historic urban setting. Utilized innovative technologies to maximize efficiency, minimize disruption, and mitigate environmental and community impacts. Oversaw the management of over sixty individual design contracts in an integrated management plan.
- **Construction:** Oversaw management of over 150 construction contracts of up to \$ 400 million each with a combined value of over \$ 9 billion. Directed the Project's contract administration group in the resolution of contract claims using innovative and traditional dispute resolution procedures including the contractually required use of Dispute Review Boards, as well as mediation, arbitration and when necessary litigation.

- Administration: Supervised Project administration including:
 1. MTA Board of Directors liaison- Presented all Project policy and contract issues requiring Board authorization.
 2. Budget management- Led the development of annual Cost and Schedule Updates resulting in publication of annual Finance Plan which was referred to as a “national model” by the Inspector General of the United States Department of Transportation. Refined the Project Management Monthly (PMM) report as an improved tool to track key Project schedule, cost, safety and other vital progress metrics. Reported results in monthly public meetings attended by oversight agencies, media and general public.
 3. Owner Controlled Insurance Program (OCIP) - Directed the Risk Manager for the MTA in the oversight and administration of the \$ 600 million OCIP which provided hundreds of millions of dollars in savings (compared to traditional contractor supplied workers compensation and general liability insurance) while expediting claim resolution, minimizing litigation and contributing to the Project’s exemplary safety record.

Deputy Project Director, Central Artery/Tunnel Project

May 1999-April 2000

- Reporting to the Project Director, responsible for oversight of engineering and construction including completion of the Leverett Circle Connector Ramps in October 1999, the first major project milestone since the opening of the Ted Williams Tunnel in 1995 .
- Oversaw an updated project cost and schedule assessment that led to a significantly revised project budget and a reorganization of project management and leadership.

Various positions, Central Artery/Tunnel Project

February 1992-May 1999

(Note: Per legislation, project management of the CA/T was transferred from MHD to MTA in July 1997 requiring a change in employer status with no change in my functional or reporting responsibilities)

- Led the public Master Planning process for the redevelopment of thirty acres of open space created by the removal of the elevated Central Artery. Worked cooperatively with the Boston Redevelopment Authority (BRA), The Artery Business Committee and The Boston Green space Alliance through a community based planning process to develop the park designs that have now become the Rose Fitzgerald Kennedy Greenway.
- Led multi-discipline design team to redesign the I-90 Fort Point Channel section of the project avoiding over \$ 500 million in projected construction cost escalation.
- Successfully directed the design, led the community consultation process, prepared and filed the state and federal environmental impact statements for the redesign of the I-90/Route 1A Interchange in the politically charged neighborhood of East Boston. Coordinated implementation with all affected agencies including the Massachusetts Port Authority's Logan Airport, the MBTA and the City of Boston. Successfully defended a federal lawsuit and appeal challenging the design thereby avoiding any construction delays.
- Led the Project design and environmental re-evaluation of the Charles River Crossing portion of the Project including the Leonard P. Zakim Bunker Hill Bridge. Achieved broad community consensus on the concept through an extensive consultation process. Led an international bridge design review panel to ensure the constructability of the unprecedented Zakim Bridge, ensuring federal funding approvals.

MASSACHUSETTS HIGHWAY DEPARTMENT (MHD)

Various positions

June 1984-January 1992

EDUCATION

University of Vermont: Bachelor of Science in Civil Engineering - 1983

Chi Epsilon National Civil Engineering Honor Society

McGill University: Civil Engineering program 1981- 1982

PROFESSIONAL AFFILIATIONS

American Society of Civil Engineers

Boston Society of Civil Engineers