



Kiewit

SUBCONTRACTOR AND SUPPLIER OUTREACH EVENT

JULY 23, 2025 • 11:00 AM (EDT)

MARYLAND TRANSPORTATION AUTHORITY'S

KEY BRIDGE REBUILD

I-695/MD 695 OVER THE PATAPSCO RIVER/ BALTIMORE HARBOR

The presentation will begin shortly.

Please “sign in” by typing your name and company in the Q&A panel at the right side of the screen.



Kiewit

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I-695/MD 695 OVER THE PATAPSCO RIVER/ BALTIMORE HARBOR

JULY 23, 2025

KEY BRIDGE REBUILD

AGENDA

- Welcome Remarks
- Kiewit Company Overview
- Project Overview
- Project Update
- Procurement Update
 - Bid Opportunities
 - Bid Submittal Instructions
- Working with Kiewit
- Questions and Answers

MEET OUR PRESENTERS



Kelli Kelly
Economic Inclusion Lead



Jeff Cole
Commercial Manager



Jacob Grier
Procurement Manager

KIEWIT COMPANY OVERVIEW

➤ \$17.1 BILLION EARNED REVENUE IN 2023

- Largest Transportation Contractor in North America

➤ FORTUNE 500 COMPANY FOR 20+ YEARS

➤ 31,100 CRAFT AND STAFF EMPLOYEES

FOUNDED IN 1884, KIEWIT OFFERS SERVICES IN A VARIETY OF MARKETS.

ENR
Engineering News-Record
2024 Rankings

#1 Domestic Heavy Civil Contractor
#1 Transportation Contractor
#2 Overall Contractor

OUR CORE VALUES:



PEOPLE



INTEGRITY

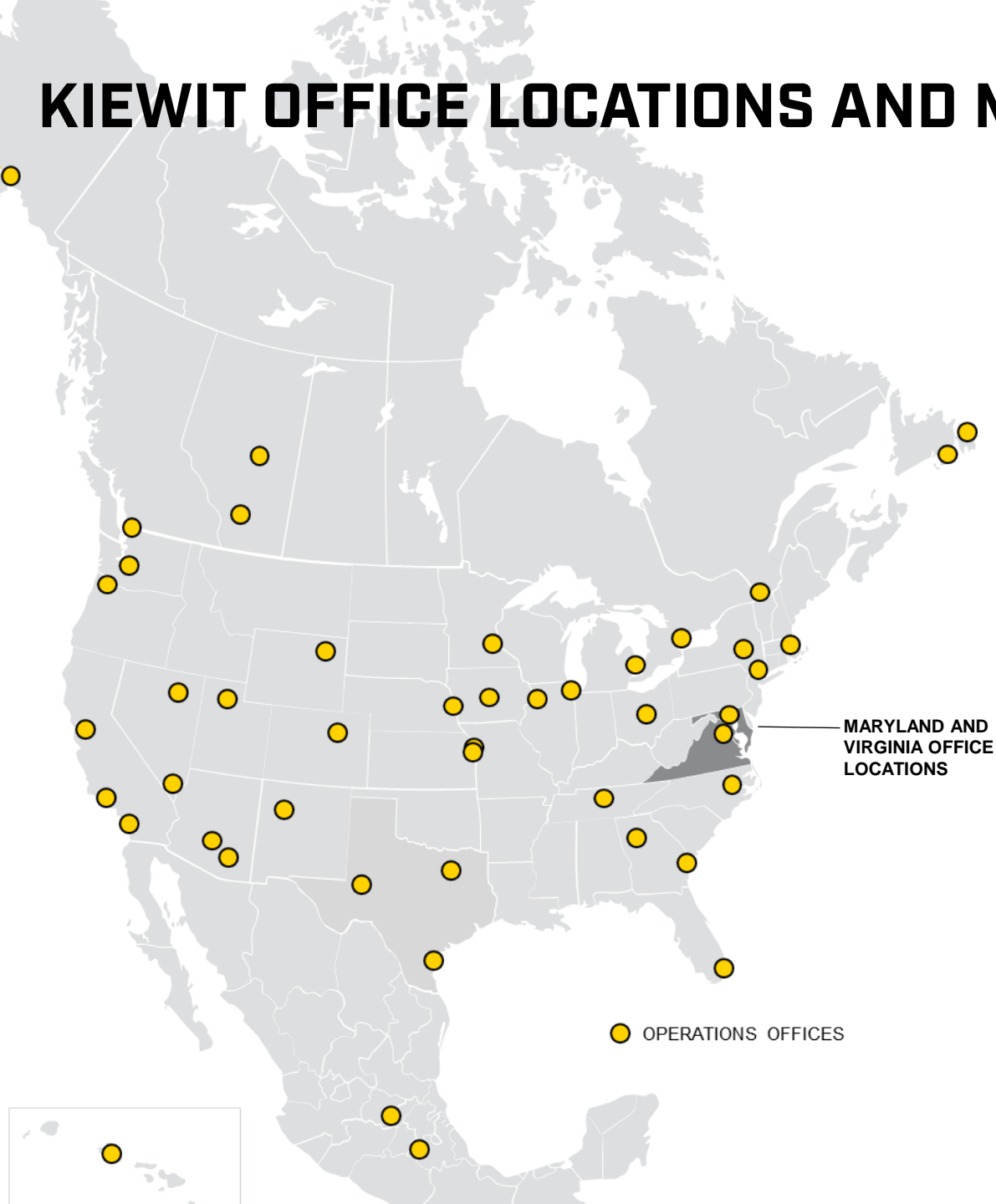


EXCELLENCE



STEWARDSHIP

KIEWIT OFFICE LOCATIONS AND MARKETS



Kiewit has been a Baltimore-Area Contractor for over 50 Years

- Amtrak Frederick Douglass Memorial Tunnel - Package A Ellicott City North Tunnel, Howard County (Ongoing)
- University of Maryland NextGEN (Ongoing)
- Chesapeake Bay Bridges
- The Historic Arlington Memorial Bridge
- WMATA Yellow Line Tunnel and Bridge Repairs & Multiple other WMATA, DC & DMV Area Projects
- BWI Airport Pier A Extension
- Baltimore Phoenix Shot Tower Tunnel
- Fort McHenry Tunnel



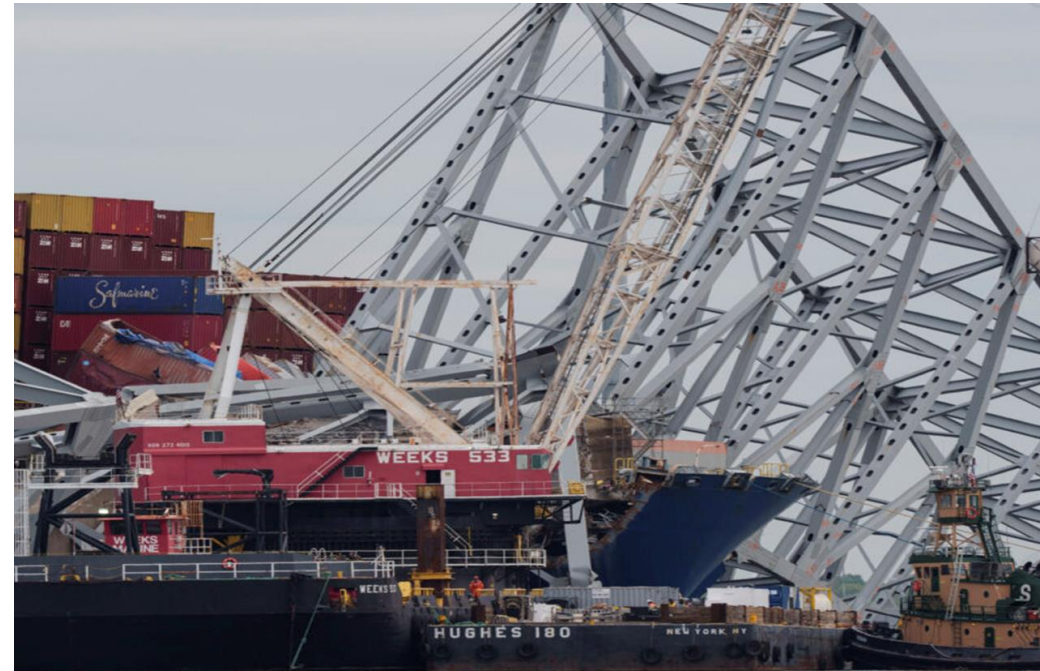


KEY BRIDGE REBUILD PROJECT OVERVIEW

**SUBCONTRACTOR/
SUPPLIER OUTREACH**

FRANCIS SCOTT KEY BRIDGE DETAILS

- The Francis Scott Key Bridge (FSK) was a 1.7-mile-long bridge on I-695/MD 695 spanning the navigable Patapsco River providing a critical connection to the Port of Baltimore.
- I-695/MD 695 is a fully access controlled highway, forming the southeastern section of the beltway loop around Baltimore City.
- FSK was a divided four-lane typical section with two lanes in each direction and was on the National Highway System (NHS).
- March 26, 2024- Tragic event led to bridge collapse



PROJECT DESCRIPTION



The purpose of Maryland Transportation Authority's (MDTA) Key Bridge Rebuild (I-695/MD 695 over the Patapsco River/Baltimore Harbor) Design-Build Project is to reconstruct the Francis Scott Key Bridge.

The Project will be delivered via the Progressive Design-Build delivery method with anticipated scope to include the construction of a new bridge, along with work necessary to tie the new bridge into the existing infrastructure.

- The Project is advancing in two phases: Phase 1 – Project Development services and Phase 2 – Project Delivery services.
- Phase 1 effort has been underway since September 2024.
- Early Work Packages, associated with Phase 2, have commenced.

UNDERSTANDING PROGRESSIVE DESIGN BUILD

One contract with 2 phases:

- 1) Phase 1: Project Development (Pre-const. & design – design to ~ 50%, Cost Estimate & Sched.)
- 2) Phase 2: Project Delivery (Finalize design, permitting and Complete Construction)

Phase 1 – Project Development

Phase 1 Work typically includes completing Design Documents and providing recommendations regarding constructability, risk allocation, cost, and schedule, and preparation and submittal to the Agency of a Phase 2 Proposal for the Phase 2 Work.

Other Phase 1 areas of focus may include:

- Recommendations for Early Works Packages
- Subcontracting plan development
- Coordination with Third Parties
- Interface coordination; community outreach

Phase 2 – Project Delivery

Phase 2 Work typically includes providing recommendations to the Agency on the planning, design, and proposed construction of the Project as they apply to the Final Design Documents

Other Phase 2 areas of focus may include:

- Site preparation work
- Procurement of materials and equipment
- Interface coordination
- Continued coordination with Third Parties, implementation of subcontracting plan; community outreach Construction of all elements of the Project
- Warranty services

PROJECT REQUIREMENTS: DBE PARTICIPATION GOALS*



Kiewit is committed to meeting or exceeding the Disadvantaged Business Enterprise (DBE) goal established for this project.

For participation to count toward the goal, firms must be certified by MDOT as a Maryland DBE.

For more information regarding MDOT DBE certifications

- Visit: [MBE/DBE/ACDBE/SBE Certification - MDOT \(maryland.gov\)](https://www.maryland.gov/mbesbce/certification) or
- Contact MDOT's Office of Minority Business Enterprise (OMBE) at: (410) 865-1269 or mbe@mdot.maryland.gov

****Phase 2 DBE goal has been established at 21%***



KEY BRIDGE REBUILD PROJECT UPDATE

**SUBCONTRACTOR/
SUPPLIER OUTREACH**

PREVIOUS BRIDGE VS NEW BRIDGE DESIGN



Previous Steel Arch Continuous Truss Bridge



New Cable-stayed Bridge

VERTICAL CLEARANCE



Vertical clearance from water to bridge deck above the federal channel

185-foot

TOTAL BRIDGE LENGTH



Total bridge length was approximately

1.7 miles

BRIDGE/PIER TOWER HEIGHT



Main truss was approximately

358 feet tall

MAIN SPAN DISTANCE



Distance between the main span piers was

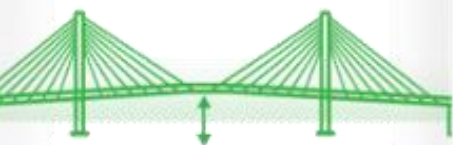
1,209 feet

TOTAL SPAN LENGTH



Total length of continuous truss span

2,643 feet



Minimum clearance from water to bridge deck above the federal channel

230-foot



Total bridge length more than

2 miles



Two bridge towers more than

600 feet tall



Distance between main span pylons exceeding

1,600 feet



Total length of cable-stayed main span exceeding

3,300 feet

KEY MILESTONES

Activity	2024				2025				2026 +			
	Q1	Q2	Q3	Phase 1 Q4	Q1	Q2	Q3	Q4	Phase 2 Q1	Q2	Q3	Q4
Design Builder Selection			X									
Proof of Concept Design (15%)			X	X								
Design Progression					X	X	X	X				
GMP Estimating/Execution								X	X			
Test Pile Procurement/Install (EW)			Bid Packages Released Subcontractor Outreach			X	X					
Trestle Procurement/Install (EW)							X	X	X			
Demolition (EW)							X	X	X	X		
Major Bridge Construction									Bid Packages Released Subcontractor Outreach		X	X

PROGRESS UPDATE

Schedule

- **15% Proof of Design Concept Submission – 1/3/25**
- **MDTA Reveal to Public – 2/4/25**
- **50% Design Submission – 4/18/25**
- **Binding Price Proposal Submission – Winter 2025-2026**
- **NTP for Major Construction – Spring 2026**

Early Works (Summer-Fall 2025)

- Land Demolition and Long Lead Item Procurement Packages
- Test Pile Program
- Geotech Foundation Program/Probing

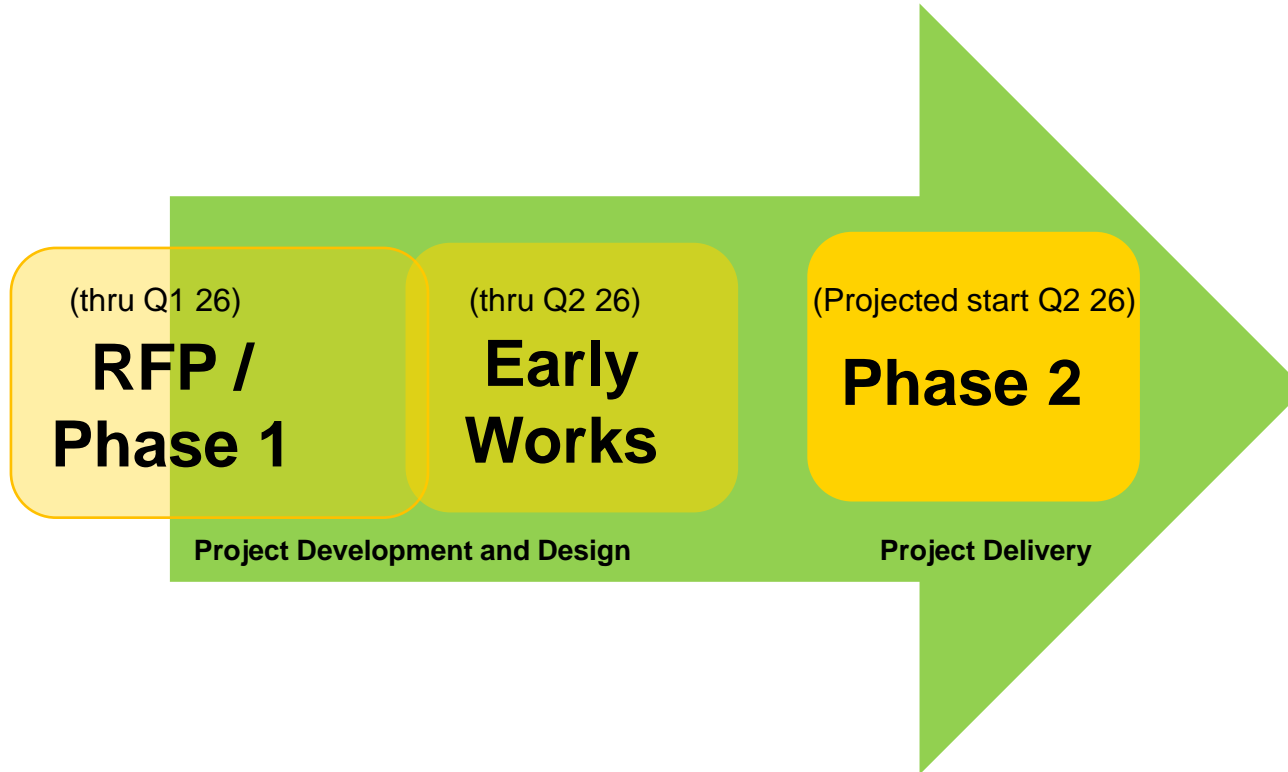




PROCUREMENT UPDATE: CURRENT BID OPPORTUNITIES

**SUBCONTRACTOR/
SUPPLIER OUTREACH**

PROJECT PHASES



During this stage of the project, Kiewit is seeking to engage firms whose services align with Phase 2 scopes of work.

Information on future opportunities will be shared via email, the DBE database, and our project website.

PROJECT UPDATE

In anticipation of Phase 2, Kiewit will be issuing bid packages.

- As part of Phase 1, Kiewit is preparing the cost estimate for Phase 2.
- In Q3/Q4 2025 (as design packages mature with enough detail to solicit quotes), we will be soliciting subcontractor pricing for inclusion in our Phase 2 cost estimate - which is due later this year to MDTA.
- Bid documents for Phase 2 will be issued based on 50-70% design details.
- Kiewit is also issuing bid packages associated with Early Work Packages

IMMEDIATE BID OPPORTUNITIES

PACKAGE RELEASE DATE: JULY 25, 2025 | BID DUE DATE: AUGUST 8, 2025, 4PM EDT

PACKAGE NAME	NAICS CODE	NAICS CODE DESCRIPTION	SHORT PACKAGE SUMMARY
Pylon Boxes - Rebar	238120	Rebar contractors	The furnishing and installation of stainless steel and plain rebar for the main span pylon pier boxes. This includes the furnishing and installation of all accessories associated with the reinforcement of the elements including but not limited to standees, chairs, bolsters, tie wire, etc...
Pylon Boxes - Concrete	327320	Ready-mix concrete manufacturing and distributing	The furnishing of ready-mix concrete for the main span pylon pier boxes
Pylon Boxes - Concrete Pumping	238110	Concrete pumping (i.e., placement)	The furnishing and operation of concrete pump trucks to place the concrete for the main span pylon pier boxes. Anticipated need of a 55 meter
Pylon Boxes - Formwork	332312	Fabricated structural metal manufacturing	The supply and design of concrete formwork to construct the main span pylon pier boxes.
Pylon Boxes - Steel Fabrication	332312	Structural steel, fabricated, manufacturing	The fabrication and delivery of structural steel struts, pipe struts, and push bracing to construct the main span pylon pier boxes.
Pylon Boxes - Dimensional Lumber	321912	Dimension lumber, resawing purchased lumber	The supply and delivery of the 3/4" BB form ply and dimensional S4S lumber for use in fabricating the main span pylon pier boxes.

IMMEDIATE BID OPPORTUNITIES

PACKAGE RELEASE DATE: JULY 25, 2025 | BID DUE DATE: AUGUST 8, 2025, 4PM EDT

PACKAGE NAME	NAICS CODE	NAICS CODE DESCRIPTION	SHORT PACKAGE SUMMARY
Pylon Boxes - Crane Mats	321113	Dimension lumber, hardwood, made from logs or bolts	The supply and delivery of approximately 30ft x 4ft long 12" x 12" mixed hardwood crane mats to be used for the construction of the main span pylon pier boxes.
Pylon Boxes - Stair Towers	238990 532490	Scaffold erecting and dismantling Scaffolding rental or leasing	The furnishing and installation of the access stair towers to the fabrication site for the main span pylon pier boxes.
Pylon Boxes - Sawcutting	238990	Concrete sawing and drilling (except demolition)	The green cut sawing of the freshly poured concrete for the main span pylon pier boxes.
Pylon Boxes - Pile Top Bulkhead Fabrication	332312	Structural steel, fabricated, manufacturing	The fabrication and delivery of the pile top bulkhead "Top Hats" consisting of a corrugated metal pipe, fabricated steel lid, and fittings allowing for the unit to be pressurized.
Yard Fence Installation	238990	Fence installation (except electronic containment fencing for pets)	The installation of 10ft tall, galvanized chain link security fence with driven posts and rolling gates.
Pile Driving - Pile Lifters	332312	Structural steel, fabricated, manufacturing	The fabrication and delivery of 2(ea.) pile lifter assemblies for the pile driving operation.

IMMEDIATE BID OPPORTUNITIES

PACKAGE RELEASE DATE: JULY 25, 2025 | BID DUE DATE: AUGUST 8, 2025, 4PM EDT

PACKAGE NAME	NAICS CODE	NAICS CODE DESCRIPTION	SHORT PACKAGE SUMMARY
Pile Driving - Tripping Frames	332312	Structural steel, fabricated, manufacturing	The fabrication and delivery of 2(ea.) pile tripping frames for the pile driving operation.
Pile Driving - Pile Templates	332312	Structural steel, fabricated, manufacturing	The fabrication and delivery of 2(ea.) pile driving templates for the pile driving operation.
Pile Driving - Bubble Curtain	332312	Structural steel, fabricated, manufacturing	The fabrication and delivery of an additional bubble curtain assembly for the pile driving operation.
Pile Driving - Spreader Bar	332312	Structural steel, fabricated, manufacturing	The fabrication and delivery of an additional spreader bar for the pile driving operation.
Pylon Boxes – Crack injection)	238110	Concrete repair	The epoxy crack injection and repair of the precast main span pylon pier boxes prior to mobilization and delivery onsite.

BEST VALUE SELECTION CRITERIA/CONSIDERATIONS

We evaluate companies on different criteria based on specific project requirements. This may include, but is not limited to:

- Demonstrated experience performing similar scope of work
- Firm capacity to perform work as specified in RFP
- Ability to provide the number of qualified personnel, materials, tools, and equipment to complete the required work on time
- Possession of the requisite licenses to perform the required work
- Safety record
- Ability to commence construction consistent with schedule requirements provided in solicitation
- Bid Price (by comparing schedule of values)

Other Possible Considerations:

- ✓ Proven quality record
- ✓ Certifications/Licenses
- ✓ Insurance and bonding capability
- ✓ On-time performance
- ✓ Years in business
- ✓ Reputation
- ✓ Past performance with Kiewit/Team members
- ✓ Value-added products and services



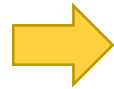
ACCESSING BID OPPORTUNITIES

**SUBCONTRACTOR/
SUPPLIER OUTREACH**

PROCUREMENT AND SOLICITATION PROCESS



Scope Packages
Developed by Kiewit



Sub/Supplier Outreach
Event



Bid Solicitations
Issued/Advertised*

Notification Methods

Direct email to
firms that have
completed Sub
Questionnaire

Bid invitations
issued directly to
firms registered in
BuildingConnected

Email sent to all firms
in certified database
with applicable NAICS
codes via B2gNow

Notification/
distribution
request sent to
local industry orgs

Bid opportunities
advertised in local
publications



Sub requests/
receives
invitation to bid
for bid package



Sub prepares
bid/proposal



Bids Received
by Kiewit



Notification of
Subs and
Suppliers



Contract Award/
Negotiation

**Bid response period is generally 2 weeks from solicitation/advertisement*

SOLICITATION COMMUNICATIONS

- Notification to targeted NAICS codes in certified DBE database
- Bid invitations and communications issued via BuildingConnected
- Direct email to project mailing list & scope specific bidders list
- Notification to community organizations
- Announcement on website



JOIN OUR DATABASE

STEP 1:

Complete our **Subcontractor Questionnaire** to provide your capabilities and experience.

STEP 2:

Create an account with BuildingConnected at: **<https://app.buildingconnected.com/create-account>**

Need help with BuildingConnected?

Visit: <https://support.buildingconnected.com/hc/en-us>



Key Bridge Rebuild Project Subcontractor & Supplier Database

Company Information

1. Contact First Name *

Please provide first name of preferred company contact

2. Contact Last Name *

Please provide last name of preferred company contact

3. Company Name *

4. Email Address *

5. Phone Number *

ACCESS BID OPPORTUNITIES

EXPRESS YOUR BIDDING INTEREST*

View the list of current solicitations and indicate the scope packages your company is interested in bidding at: <https://bit.ly/KeyBridge-BidderInterest>

Once Kiewit has received your completed interest form (for current bid opportunity), you will receive an invitation to bid from BuildingConnected to access scope documents.

**** Bid opportunities are updated regularly. Please be sure to resubmit a bidder interest form to indicate your interest as scope packages are issued.***

Key Bridge Rebuild Project - Bidder Interest Form

Bid opportunities are updated regularly, please be sure to resubmit a bidder interest form to indicate your interest as scope packages are issued.

Company Name *

Name *

First Name

Last Name

E-mail *

ex: email@yahoo.com

example@example.com

Phone Number

(000) 000-0000

Please enter a valid phone number.

CURRENT BID PACKAGES

Please select the scope packages you are interested in bidding: *

- ☐ Temporary Travelers (Bids Due: July 18, 2025)
- ☐ Pylon Boxes - Rebar (Bids Due: August 8, 2025)
- ☐ Pylon Boxes - Concrete (Bids Due: August 8, 2025)
- ☐ Pylon Boxes - Concrete Pumping (Bids Due: August 8, 2025)
- ☐ Pylon Boxes - Formwork (Bids Due: August 8, 2025)
- ☐ Pylon Boxes - Steel Fabrication (Bids Due: August 8, 2025)
- ☐ Pylon Boxes - Dimensional Lumber (Bids Due: August 8, 2025)
- ☐ Pylon Boxes - Crane Mats (Bids Due: August 8, 2025)
- ☐ Pylon Boxes - Stair Towers (Bids Due: August 8, 2025)
- ☐ Pylon Boxes - Sawcutting (Bids Due: August 8, 2025)
- ☐ Pylon Boxes - Pile Top Bulkhead Fabrication (Bids Due: August 8, 2025)
- ☐ Yard Fence Installation (Bids Due: August 8, 2025)
- ☐ Pile Driving - Pile Lifters (Bids Due: August 8, 2025)
- ☐ Pile Driving - Tripping Frames (Bids Due: August 8, 2025)
- ☐ Pile Driving - Pile Templates (Bids Due: August 8, 2025)
- ☐ Pile Driving - Bubble Curtain (Bids Due: August 8, 2025)
- ☐ Pile Driving - Spreader Bar (Bids Due: August 8, 2025)
- ☐ Pylon Boxes - Crack Injection (Bid Due: August 8, 2025)



WORKING WITH KIEWIT

**SUBCONTRACTOR/
SUPPLIER OUTREACH**

SAFETY REQUIREMENTS

We take seriously our responsibility to keep each other and the public safe on our jobs. Our commitment to safety is demonstrated by:

- Craft and staff collaboration to lead safety efforts on our projects.
- Site-specific orientations and trainings to prepare all team members for the work.
- Hazard analysis requirement before any operation can begin and safety meeting with foremen and crews at start of each shift.
- Project safety inspection tours and assessments to identify areas for improvement and best practices.



NONDISCRIMINATION POLICY

Rooted by our corporate core values, Kiewit is committed to inclusive employment and business practices that reflect respect and accountability.

- Respectful behavior extends to everyone in the company, as well as prospective employees, subcontractors, vendors and clients.
- We believe in an inclusive environment and community.



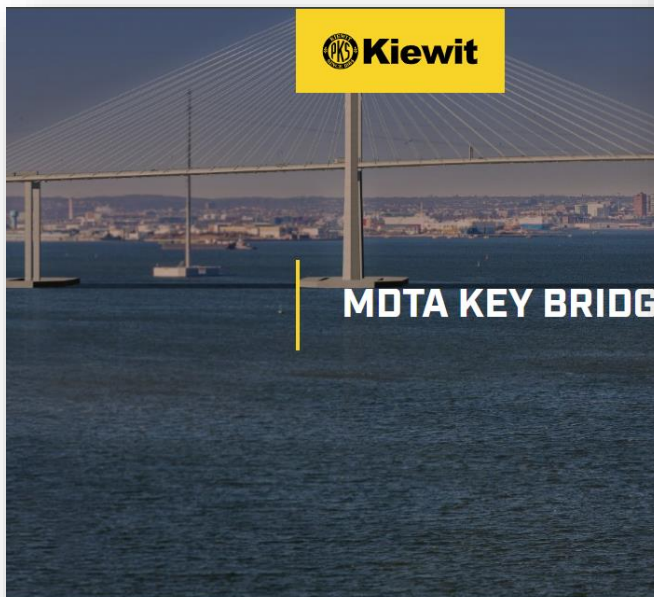
➤ **KIEWIT HAS ZERO TOLERANCE FOR DISCRIMINATION OR HARASSMENT.**



RESOURCES AND ASSISTANCE

**SUBCONTRACTOR/
SUPPLIER OUTREACH**

RESOURCES AND ASSISTANCE



MOTa KEY BRIDGE

Project
Overview

Our Team

Supplier and
Subcontractor
Participation

VIRTUAL TECHNICAL ASSISTANCE HUB RESOURCES TO HELP YOU GET "BID-READY!"

Click on topics below to access resources and training!

ACCOUNTING

- Article: Construction Accounting 101 (Foundation Software)
- Template: Balance Sheet Sample (LouisianaSBDC)
- Template: Income Statement Sample (LouisianaSBDC)
- Webinar: 7 Best Tax Write-Offs for Small Business & Self Employed to Cut Your Taxes (FedAccess)
- Webinar: Small Business Tax Workshop Series (IRS)

ALTERNATIVE DELIVERY

- Article: The Emergence of Progressive Design Build (DBIA)
- PDF: Primer Progressive Design Build (DBIA)

BACK TO BASICS

- PDF: Business Plan Template (SCORE)
- PDF: Guidelines for Business Plan Submissions (ST. Bernard)
- Webinar: Developing Your Marketing Plan (SCORE)
- Webinar: Registering New Entities for Government Contracts (SAM)
- Website: NAICS & SIC Identification Tools (USMCA)
- Website: North American Industry Classification System NAICS (Census)
- Webinar: 10 steps to start your business - Small Businesses Administration (SBA)

BONDING

- Article: Surety Bonds for Small Business (Forbes)
- PDF: AGC Surety Claims Guide (AGC)
- PDF: How to Obtain Surety Bonds (SIO)
- PDF: The Importance of Surety Bonds in Construction (SIO)
- Webinar: SBA Surety Bonds for Small

- Website: Surety bonds (SBA)

BUSINESS DEVELOPMENT

- Article: How to Write a Capability Statement: Guide & Sample for Contractors (Foundation Software)
- Webinar: Find Government Contracts to Bid On (SAM)
- Webinar: Find Your Target Customers (FedAccess)
- Webinar: How to Write a Proposal to the Government Step-by-Step (FedAccess)
- Webinar: How to Write a Winning Capability Statement (FedAccess)
- Webinar: System for Award Management Tips for Registering (SAM)
- Webinar: The 4 Stages of Winning (and Getting Paid for) a Government Contract (FedAccess)
- Webinar: Your 1st Government Contract (FedAccess)

CERTIFICATION

- PDF: DBE Application Tripwires (USDOT)
- Webinar: Federal Government Certifications for Small Business Owners (FedAccess)
- Website: Business Certifications (LouisianaSBDC)

CONTRACTS

- Article: Contract Review Reminders (CE)
- Webinar: Contract Types Simplified: Fixed-Price, Time-and-Materials, and Cost-Plus (FedAccess)
- Webinar: How to Read a Federal Government Solicitation for a Contract RFP/RFQ (FedAccess)
- Webinar: Which Parts of the Federal Acquisition Regulation Matter? (FedAccess)

EMERGING TECHNOLOGY

- Article: The Future and Limitations of

- Article: Use Technology Inclusive and Effective
- Website: Best Practices for Cybersecurity (LouisianaSBDC)

ESTIMATING

- Webinar: Price to Win (FedAccess)
- Webinar: Construction Estimating (ConstructIQ)

HR BEST PRACTICE

- Article: Best Small Business Insurance Providers (FedAccess)
- Article: Diversity in Construction for Successful DEI Programs (FedAccess)
- Article: Do Small Business Compensation Insurance (FedAccess)
- Article: Employee Benefits (FedAccess)
- Article: The Complete Resources For Small Business (FedAccess)
- Article: What is the Average Business Health Insurance (FedAccess)
- Webinar: Employee Retention Overview (FedAccess)
- Webinar: HR Best Practices Consider (ROUTE)

INSURANCE

- Webinar: Contractor's Insurance (Norcal PTAC)

OCIP

- Article: Construction OCIP Programs (CE)
- Article: OCIP And Construction Overview (CE)

PREVAILING WAGE

- PDF: Prevailing Wage Report (Power Summary)
- Webinar: Completing

KEY BRIDGE REBUILD MARYLAND TRANSPORTATION AUTHORITY

BUSINESS ASSISTANCE ORGANIZATIONS & RESOURCES

Kiewit is committed to providing resources, information, and support to local, small, and disadvantaged businesses seeking opportunities to participate on the Project. Scan the QR code above to access links to the organizations and resources listed below.

ARE YOU BID READY?

VISIT OUR VIRTUAL TECHNICAL ASSISTANCE HUB

DBE CERTIFICATION ASSISTANCE

For information about certification and monthly Certification Application Assistance Workshops through MDOT's Office of Small and Minority Business Policy (OSMBP), visit: bit.ly/MDOT-OSMBP

FEDERAL

- U.S. Department of Commerce, Minority Business Development Agency (MBDA)
- U.S. Department of Transportation (U.S. DOT)
- U.S. Department of Veterans Affairs (VA)
- U.S. Small Business Administration (SBA)
- Veterans Business Development Programs (VBDP)

LOCAL/REGIONAL

- Asian American Chamber of Commerce
- Associated Builders and Constructors (ABC) Baltimore
- Associated Builders and Constructors (ABC) Virginia
- Associated Builders and Constructors (ABC) Metro Washington
- Capital Region Minority Supplier Development Council (CRMSDC)
- Conference of Minority Transportation Officials (COMTO) DC Chapter

- Conference of Minority Transportation Officials (COMTO) Maryland
- Conference of Minority Transportation Officials (COMTO) Virginia - Hampton Roads
- DC Building Industry Association (DCBIA)
- DC Chamber of Commerce
- DC Department of Small and Local Business Development
- DC APEX Accelerator
- DC Women's Business Center
- Governor's Office of Small, Minority & Women Business Affairs
- Maryland APEX Accelerator
- Maryland Black Caucus Foundation
- Maryland Black Chamber of Commerce
- Maryland Hispanic Chamber of Commerce
- MDOT's Office of Minority Business Enterprise
- Md. Washington Minority Contractors Association (MWMCA)
- Minority Business Development Agency (MBDA) Business Center - MD

- Minority Business Development Agency (MBDA) Business Center - VA
- National Association of Minority Contractors (NAMC) DC Metro Roads
- National Association of Minority Contractors (NAMC) DMV
- National Association of Women Business Owners Greater DC (NAWBO)
- Northern Virginia Hispanic American Chamber (NOVA)
- Prince George's County Chamber of Commerce
- Prince George's County Economic Development Corporation
- SCORE Washington DC
- Small Business Transportation Resource Center (SBTRC) Mid-Atlantic Region
- VDOT Business Opportunity Workforce Development Center (BOWD) Center
- Virginia Hispanic Chamber
- Women in Transportation Seminar (WTS) DC
- Women in Transportation Seminar (WTS) Baltimore



Kiewit is committed to meeting or exceeding the business inclusion goals established for the project. We will maximize opportunities through: dividing work into economically feasible packages to ensure meaningful participation; providing timely notification of opportunities through various outreach methods; and partnering with industry and community assist agencies to provide support and resources to firms seeking assistance.

Kiewit is an Equal Opportunity Employer.

How can we assist?



Tomi Adeleke

Kiewit DBE Compliance Consultant

Tomi.Adeleke@kiewit.com





QUESTIONS AND ANSWERS

**SUBCONTRACTOR/
SUPPLIER OUTREACH**

WE'RE BUILDING MORE THAN A BRIDGE

Kiewit maximizes opportunities for local DBE firms through:

- Dividing work into economically feasible packages for meaningful participation
- Actively seeking out a wide range of businesses that bring value to our projects
- Building upon subcontractor relationships to foster long-term partnerships
- Fostering development and growth of existing and potential business partners
- Partnering with community and industry organizations focused on supporting small and disadvantaged businesses

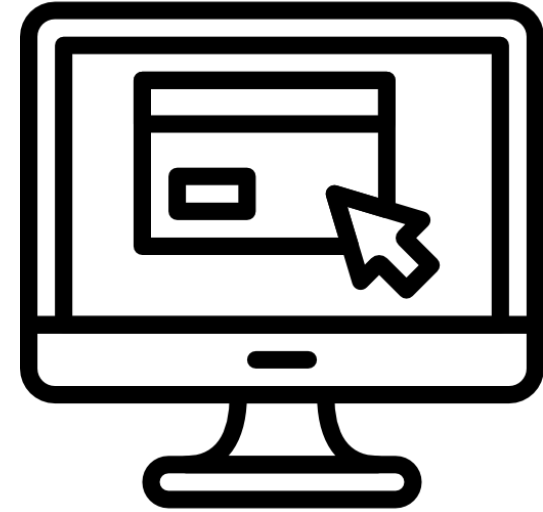


INCLUSION • OPPORTUNITY • GROWTH

GET CONNECTED. STAY CONNECTED.



RebuildKeyBridge@Kiewit.com



Visit the Kiewit Project website at:
<https://bit.ly/Kiewit-KeyBridgeRebuild>

**For general information about the project, visit:
<https://keybridgerebuild.com/>**



THANK YOU FOR JOINING US!

**SUBCONTRACTOR/
SUPPLIER OUTREACH**