



STATE OF MICHIGAN
DEPARTMENT OF TRANSPORTATION
LANSING

RICK SNYDER
GOVERNOR

KIRK T. STEUDLE
DIRECTOR

September 18, 2014

Marty Vitale, Engineering Program Specialist
American Association of State Highway and Transportation Officials
444 N. Capitol St. NW - Suite 249
Washington, D.C. 20001

Dear Ms. Vitale:

Please see the enclosed nomination form for Christian Youngs, Quality and Innovative Design Engineer at the Michigan Department of Transportation (MDOT). As the leader of one of MDOT's newest programs, the Innovative Contracting Unit, his commitment to excellence has been instrumental in securing MDOT's place as a leader in advanced technologies and processes.

With progressive vision, Chris worked with field staff to develop and implement innovative projects and initiatives, some of which allowed him to correspond with Jim McMinimee. His selfless leadership allowed Michigan to successfully pioneer the Construction Manager/General Contractor method under the Every Day Counts initiative. The work Chris does is invaluable to the Michigan Department of Transportation, as we continually face new challenges.

Thank you for your consideration.

Sincerely,

A handwritten signature in black ink, appearing to read "Kirk T. Steudle".

Kirk T. Steudle
Director

Enclosures



Transportation Vanguard Award Nomination Form

2014

INFORMATION ON NOMINEE:

Last Name: Youngs	First Name: Christian (Chris)	Date: September 18, 2014	
Email: youngsc1@michigan.gov		Position Title: Quality and Innovative Design Engineer	
Department: Michigan Department of Transportation		Phone: 517-373-0031	
Street Address: 425 West Ottawa Street	City: Lansing	State: Michigan	Zipcode: 48933
AASHTO Committee Membership (optional) Click here to enter text.			

NOMINATOR INFORMATION:

Last Name: Wieferich	First Name: Bradley	Date: September 18, 2014	
Email: wieferichb@michigan.gov		Position Title: Engineer of Design	
Department: Michigan Department of Transportation		Phone: 517-373-0030	
Street Address: 425 West Ottawa Street	City: Lansing	State: Michigan	Zipcode: 48933
Endorsement of Member Department Secretary/Director: 			

INSTRUCTIONS:

Using a maximum of 2 additional single-sided pages, please provide reasoning as to why this individual should be selected as the Transportation Vanguard Award recipient. Please include as much specific information about the candidate as possible, including special projects, personal attributes, dedication, etc.

Send nominations by **Friday, September 26, 2014**, via e-mail to mvitale@ashto.org. Nominations must be submitted as a single file in MS Word format using **TVA2014_Nomination_Nominee_Name.doc** as the file name.

Transportation Vanguard Award Nomination

Christian Youngs, P.E.

Mr. Christian (Chris) Youngs serves the Michigan Department of Transportation (MDOT) as the Quality & Innovative Design Engineer. Chris currently leads the Innovative Contracting Program for MDOT.

In 2008, Chris was placed on special assignment to develop MDOT's first Design-Build-Finance pilot projects. With no prior experience and little department-wide expertise, he successfully engaged financial, consultant, and contracting partners to deliver these jobs. Chris essentially started from scratch, compiling best practices from across the industry to create the processes and contract documents needed to make this new concept a reality for MDOT. This was a true testament to his intellect, dedication, and ability to effectively communicate with all stakeholders.

It was intended that MDOT would complete the pilot projects and then review outcomes to determine how, or if, the department would consider the implementation of new contracting methods. However, the passage of the American Recovery and Reinvestment Act of 2009 (ARRA) necessitated quick action. It was determined that Design-Build must be employed to help the department meet the "shovel ready" requirements of this program. Consequently, Chris led the development and delivery of eight more projects, with still minimal documented guidance. He ran with the opportunity to seek out other innovative concepts such as best value selections and alternate bidding. This compelled the department to implement many new ideas that would ultimately enhance public investments.

As MDOT gained experience, Chris was instrumental in the development of the *Innovative Construction Contracting Guide*. This was the department's first formal documentation of why alternative delivery method and procurement techniques would be considered.

The Michigan Department of Transportation has since gone through a major organization structure change. One outcome was the creation of the Innovative Contracting Unit, housed in the Design Division. Department leaders understood the value of focusing on alternate project deliver concepts. Given his outstanding performance in guiding MDOT through these initiatives, Chris was promoted to formally lead the effort.

Other methods Chris has helped employ include Construction Manager/General Contractor (CMGC), Fixed Price-Variable Scope (FPVS), and the use of Alternate Technical Concepts (ATCs). Although MDOT has used ATCs on past Design-Build jobs, under Chris's oversight, MDOT has now used these on more traditional Design-Bid-Build jobs as well. During the development of

our use of CM/GC, Chris had multiple conversations with Jim McMinimee and Michigan became one of the first states to advance this contracting method under the Every Day Counts initiative.

Under his watch, Chris has worked with field staff to develop and implement many significant innovative projects. A few examples include:

- M-21 over I-75 bridge replacement, Design-Build Finance, \$8 million
- I-69 freeway reconstruction, Design-Build-Finance, \$40 million
- I-96/M-43 freeway reconstruction, Design-Build, \$45 million
- I-94 freeway reconstruction, Design-Build, \$44 million
- I-75 under 9 Mile Road bridge replacement, \$12 million*
- M-222 slope repair, CMGC, \$11 million
- Jackson area HMA crack seal, FPVS, \$500k

() The 9 Mile Road Bridge over I-75 in Metro Detroit was completely destroyed by a gasoline tanker truck explosion on July 15, 2009. This freeway carries approximately 150,000 vehicles per day and 9 Mile Road serves as a major surface connection for the community. Chris was immediately called upon to coordinate with MDOT, FHWA, consultants and contractors to implement a Design-Build project to replace the bridge. Just five months later, on December 14, 2009, the structure was re-opened to traffic.*

Due to Chris's efforts, MDOT has developed a programmatic approach to innovative contracting. Whereas many of the past projects employed these techniques to save time, he is also looking to the future to see what jobs on the table would best benefit from alternative methods that would ultimately save costs, minimize user delay, and spark innovations that lead to value for the taxpayer. He is an active member of the Design-Build Institute of America and has supported the knowledge transfer on these topics with his involvement in FHWA peer exchanges.

Chris is the type of person that understands his mission, knows the goal, engages with stakeholders, and decisively takes action to make concepts a reality. He is far too modest to boast about his accomplishments. I believe Chris does not comprehend the enormous impact he has had, and will forever have, on how MDOT does business. Due to Chris's relentless efforts what is still innovative for many DOTs has become routine practice for MDOT. He continues to innovate for MDOT and be a leader in the nation on contracting methods. For these reasons, I respectfully submit my nomination for Mr. Christian Youngs to receive the Transportation Vanguard Award.

Bradley C. Wieferich, P.E., Engineer of Design