



# Maryland Transportation Authority

FINANCE AND ADMINISTRATION  
COMMITTEE

THURSDAY, JULY 11, 2024

MARYLAND TRANSPORTATION  
AUTHORITY 2310 BROENING HWY  
BALTIMORE, MD 21224

**FINANCE AND ADMINISTRATION COMMITTEE MEETING AGENDA  
JULY 11, 2024 – 9:00 a.m.**

**This meeting will be livestreamed on the [MDTA Finance Committee Page](#)**

**NOTE:** This is an Open Meeting being conducted via livestreaming. The public is welcomed to watch the meeting at the link listed above. *If you wish to comment on an agenda item please email your name, affiliation, and agenda item to [cdickinson@mdta.state.md.us](mailto:cdickinson@mdta.state.md.us) no later than noon on Wednesday, July 10, 2024. You **MUST** pre-register in order to comment.* Once you have pre-registered you will receive an email with all pertinent information.

**AGENDA**

**OPEN SESSION**

Call to Order

- |                             |   |                    |         |
|-----------------------------|---|--------------------|---------|
| 1. <b><u>Approval</u></b> – | June 18, 2024 - Open Meeting Minutes              | Chairman von Paris | 5 min.  |
| 2. <b><u>Approval</u></b> – | MDTA Resolution 24-04 – Continuity of Operations  | Richard Jaramillo  | 10 min. |
| 3. <b><u>Update</u></b> –   | Alternative Delivery and Progressive Design-Build | Jason Stolicny     | 10 min. |
| 4. <b><u>Update</u></b> –   | FSK Bridge Turnaround                             | Chantelle Green    | 5 min.  |

Vote to Adjourn

ITEM

1

FINANCE AND ADMINISTRATION COMMITTEE MONTHLY MEETING  
TUESDAY, JUNE 18, 2024  
OPEN MEETING VIA CONFERENCE CALL

OPEN SESSION

MEMBERS ATTENDING: Cynthia Penny-Ardinger  
Dontae Carroll  
Jeffrey Rosen  
John von Paris

STAFF ATTENDING: Jeffrey Brown  
Percy Dangerfield  
Jeffrey Davis  
Cheryl Dickinson  
Chantelle Green  
Bruce Gartner  
Natalie Henson  
Jeanne Marriott  
Kimberly Millender  
Ken Montgomery  
Ebony Moore  
Deb Sharpless  
Tim Sheets  
Jamaal Turner

OTHERS ATTENDING: Kelly Morison, CDM Smith

At 9:00 a.m., Member John von Paris, Chair of the Finance and Administration Committee, called the Finance and Administration Committee Meeting to order.

**APPROVAL – OPEN MEETING MINUTES FROM MAY 9, 2024 MEETING**

Member John von Paris called for the approval of the meeting minutes from the open meeting held on May 9, 2024. Member Jeffrey Rosen made the motion, and Member Cynthia Penny-Ardinger seconded the motion, which was unanimously approved.

Mr. Richard Jaramillo was not available to present Item No. 2 on the agenda, so the Committee moved to Item No. 3 in the agenda.

**APPROVAL – FY 2024 BUDGET AMENDMENT**

Mr. Jeffrey Brown requested a recommendation of approval from the Finance Committee to present an amendment to the FY 2024 Operating Budget to the full MDTA Board at its next scheduled meeting.

The FY 2024 Amended Operating Budget totals \$460.1 million. This represents an increase of \$60 million, or 15% above the previous FY 2024 budget. As part of the Francis Scott Key Bridge collapse emergency response, the State of Maryland received \$60 million in initial Emergency Relief funding to support the debris and salvage removal cleanup efforts. This amendment requests additional funding in accordance with the provided federal funds. After accounting for the budget amendment, the MDTA remains in compliance with its financial goals and legal standards at fiscal year-end.

Member von Paris called for a motion to recommend approval of this item to the full MDTA Board at its next scheduled meeting. Member Penny-Ardinger made the motion, and Member Carroll seconded the motion, which was unanimously approved.

**APPROVAL – FY 2024 FINAL OPERATING BUDGET**

Mr. Jeffrey Brown requested a recommendation of approval from the Finance Committee to the full MDTA Board for the FY 2025 Final Operating Budget. The Trust Agreement requires the approval of a final budget on or before July 1, 2024.

The FY 2024 Final Operating Budget totals \$434.1 million. This represents an increase of \$13.4 million, or 3.2%, above the FY 2025 Preliminary Operating Budget. The key drivers are mandated personnel expenses, increased collectively bargained police patrol vehicle purchases, higher insurance costs, and additional management study activities. These increases are partially offset by reduced credit card fees.

Mandated personnel changes increased the budget by \$6.8 million compared to the FY 2025 Preliminary Operating Budget. These changes include (1) a longevity step totaling \$1.3 million; (2) annual salary review adjustments totaling \$1.1 million; (3) a 3% COLA totaling \$1.0 million; (4) a \$0.4 million increase for compression salary adjustments; (5) a \$1.9 million increase in Employee and Retirees' Health Insurance; (6) a \$0.8 million increase in Employees' Retirement System costs; (7) a \$0.2 million increase in the Law Enforcement Officers' Pension System costs; (8) a Social Security increase of \$0.3 million; and (9) other miscellaneous expenses totaling \$0.2 million.

The operating budget includes a net \$6.6 million increase in discretionary spending. The key changes are as follows: (1) \$5.7 million in vehicle purchases, primarily due to the purchase of

collectively bargained for police patrol vehicles for commuting and off duty use; (2) \$1.9 million for insurance based on FY 2024 actuals that reflect continued market pressures and an anticipated increase in premiums following the FSK Bridge Collapse; (3) \$1.3 million for management studies & consultants; (4) \$0.5 million for vehicle gas & repair as a result of the additional collectively bargained for police vehicles; (5) \$0.2 million for engineers due to increased activity; (7) \$0.1 million for contractual employee step increases; and (8) \$0.2 million in miscellaneous expenses across various object, including maintenance and building equipment and roadway and maintenance materials. These increases are offset by a \$3.2 million reduction in discretionary spending primarily related to a \$1.8 million decline in credit card fees, \$0.6 million decline in building road repairs and maintenance, \$0.3 million decline in equipment repairs and maintenance, and \$0.2 million reduction in advertising expenses.

Member von Paris called for a motion to recommend approval of this item to the full MDTA Board at its next scheduled meeting. Member Rosen made the motion, and Member Carroll seconded the motion, which was unanimously approved.

**APPROVAL – DRAFT FY 2025-2030 CONSOLIDATED TRANSPORTATION PROGRAM**

Ms. Jeanne Marriott requested a recommendation of approval from the Finance Committee to the full MDTA Board for the Draft FY 2025-2030 Consolidated Transportation Program (CTP). The Draft CTP was reviewed by the Capital Committee on June 6, 2024 and recommended for approval to the full MDTA Board.

The Draft CTP totals \$5.1 billion, which reflects a net increase in the six-year FY 2025-2030 budget of \$2.0 billion. The net increase is the result of a (1) \$1.7 billion increase for the replacement of the Francis Scott Key Bridge (Key Bridge); (2) \$4.7 million increase for the Nice/Middleton Bridge; (3) \$64.1 million increase for the I-95 ETL Northbound Extension; (4) \$132.2 million increase for all projects (excluding the Key Bridge, Nice/Middleton Bridge, I-95 ETL Northbound Extension, and reserves); and (5) \$101.9 million increase in the allocated and unallocated reserves. The increase also reflects the rollover of \$128.5 million in unexpended funds from FY2024 into the Draft FY 2025-2030 CTP.

Member von Paris called for a motion to recommend approval of this item to the full MDTA Board at its next scheduled meeting. Member Carroll made the motion, and Member Penny-Ardinger seconded the motion, which was unanimously approved.

**APPROVAL – FY 2024 – FY 2030 FINANCIAL FORECAST**

Ms. Chantelle Green requested a recommendation of approval from the Finance Committee to the full MDTA Board for the FY 2024 – 2030 Financial Forecast. Ms. Green updated the Finance Committee on the financial affordability of the FY 2025 Final Operating Budget and the Draft FY 2025-2030 CTP. Through FY 2027, the MDTA remains in compliance with its financial goals and legal standards. Despite the loss of the Francis Scott Key (FSK) Bridge, the MDTA has sufficient cashflow and capital reserves in FY 2025 to support additional expenses associated with the FSK Bridge replacement without external support. It is estimated that the MDTA will recapture 40 percent of the passenger and commercial vehicle traffic from the FSK Bridge at the two other harbor crossings. Based on the current forecast estimates, beginning FY 2028, a systemwide toll increase will be necessary to maintain 2.0 times debt service coverage throughout the remainder of the FY 2025-2030 forecast period.

Member von Paris called for a motion to recommend approval of this item to the full MDTA Board at its next scheduled meeting. Member Rosen made the motion, and Member Penny-Ardinger seconded the motion, which was unanimously approved.

**UPDATE – BI-ANNUAL REVIEW OF REVENUE SUFFICIENCY**

Ms. Chantelle Green provided the Finance Committee with an update on the bi-annual review of revenue sufficiency for the FY 2024-2030 financial forecast period. Ms. Green noted that the MDTA’s Board Policy requires a bi-annual review of revenue sufficiency to determine if current rates and fee levels are appropriate based on levels of expected spending. The most recent financial forecast shows that the current toll rates, fees, and discounts provide enough revenue through FY 2027 to meet forecasted spending and to meet all legal and policy requirements.

Mr. Jamaal Turner stepped in for Mr. Jaramillo and presented this Item to the Committee.

**APPROVAL – CONTRACT NO. TE-00210910 – CTI ONTIME TRAFFIC CONTROL SYSTEM MAINTENANCE**

Mr. Jamaal Turner requested a recommendation of approval from the Finance Committee to present Contract No. TE-00210910 with CTI OnTime Traffic Control System Maintenance to the full Maryland Transportation Authority (MDTA) Board at its next scheduled meeting.

This sole source contract is to provide software maintenance services, technical support, quarterly preventive maintenance, and other miscellaneous services for the MDTA-licensed, Control Technologies, Inc. (CTI) - developed “OnTime” traffic control system currently installed on the William Preston Lane, Jr. Memorial (WPL) Bay Bridge. The software views videos from closed-circuit television cameras and controls the lane use signals, enhanced lane use signals, dynamic message signs, two-way flashers, illuminated pavement markers, and gates at the WPL

Bay Bridge. The purpose of this solicitation is to ensure proper operation, support, and maintenance of the OnTime system. This plan includes 24/7 support through a dedicated CTI technical support number and email address.

Member von Paris called for a motion to recommend approval of this item to the full MDTA Board at its next scheduled meeting. Member Penny-Ardinger made the motion, and Member Carroll seconded the motion, which was unanimously approved.

There being no further business, the meeting of the Finance Committee adjourned at 9:43 a.m., following a motion by Member Penny-Ardinger, and seconded by Member Carroll.

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John von Paris, Chairman



ITEM

2



Maryland  
Transportation  
Authority

**Wes Moore, Governor**  
Aruna Miller, Lt. Governor  
Paul J. Wiedefeld, Chairman

**Board Members:**  
Dontae Carroll                      Cynthia D. Penny-Ardinger  
William H. Cox, Jr.                Jeffrey S. Rosen  
W. Lee Gaines, Jr.                Samuel D. Snead, MCP, MA  
Mario J. Gangemi, P.E.            John F. von Paris

Bruce Gartner, Executive Director

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## MEMORANDUM

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**TO:** MDTA Finance & Administration Committee  
**FROM:** Chief Operating Officer Richard Jaramillo  
**SUBJECT:** MDTA Resolution 24-04, Delegated Authority – Continuity of Operations Plan (COOP)  
**DATE:** July 11, 2024

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### **PURPOSE OF MEMORANDUM**

The purpose of this memorandum is to seek the Maryland Transportation Authority (MDTA) Finance & Administration Committee's approval of MDTA Resolution 24-04, Delegated Authority for the Continuity of Operations Plan (COOP).

### **KEY TAKEAWAYS**

**COOP:**

- This COOP develops, implements, and maintains a viable continuity of operations capability for MDTA.
- MDTA COOP components and supporting elements are annually reviewed, evaluated, revised as necessary, and certified annually based on the requirements of Maryland Annotated Code, Public Safety Article, Title 14 Section 116.
- MDTA Resolution 17-04(Continuity of Operations) was approved by the MDTA Board on July 27, 2017.
- The purpose of MDTA Resolution 24-04 is to update the various job positions in the resolution by removing the Deputy Executive Director position and adding the Chief Engineer to the resolution.

### **SUMMARY**

The MDTA provides essential and non-essential governmental functions for the benefit of the people of the State of Maryland. These functions are for the improvement of their health and living conditions, as well as the operation and maintenance of MDTA's projects must be continued at all times. This includes all weather conditions, traffic, and other emergencies both major and minor.

## **BACKGROUND**

The MDTA owns, operates, and maintains eight toll facilities within the State. The facilities owned and operated by the MDTA are vital ground transportation links and constitute a critical component of the infrastructure of this State. Loss of these transportation facilities, even for a brief period of time, would have considerable negative impacts on the economy of Maryland and the surrounding region.

This COOP is prepared to develop, implement, and maintain a viable COOP capability. The COOP capability ensures that the MDTA can continue to execute Primary Mission Essential Functions and to comply with the statutory requirements of the Maryland State Constitution, Maryland Annotated Code, and Executive Orders. The MDTA COOP Plan complies with the requirements of Maryland Annotated Code, Public Safety Article, §14-116, Executive Order 01.01.2009.05, and guidance of the Federal Government.

The MDTA COOP components and supporting elements are annually reviewed, evaluated, revised as necessary, and certified annually based on the requirements of Maryland Annotated Code, Public Safety Article, Title 14 Section 116.

MDTA Resolution 17-04 (Continuity of Operations) was approved by the MDTA Board on July 27, 2017. The purpose of MDTA Resolution 24-04 is to update the job positions by removing the Deputy Executive Director and adding the Chief Engineer to the resolution.

## **ANALYSIS**

MDTA COOP provides a framework, guidance, and concept of operations to enable MDTA staff to continue and/or rapidly restore the organization's essential functions in the event of a disruption to normal operations. This COOP provides an overview of continuity operations, outlines the approach for supporting the MDTA's essential functions, and defines the roles and responsibilities of staff. It also outlines the orders of succession, notification procedures, communication methods, provisions for alternate work locations, and plans for maintaining and restoring access to vital records.

MDTA Resolution 24-04 delegates authority to conduct such government functions and approvals to the Executive Director, in accordance with certain terms and conditions and authorizes the Executive Director, or during the absence or inability of the Executive Director, the Executive Director may designate the Chief of Operations, Chief Administrative Officer, Chief Financial Officer, Chief Engineer, or Chief of Police (each an "Authorized Officer") to discharge or direct the discharge of the executive function of MDTA's staff and employees; and to perform the necessary activities of the MDTA, including the operation and maintenance of its projects, during all weather conditions, traffic, accidents, and other emergencies both major and minor on behalf of the MDTA in exercising the foregoing authority. The Authorized Officer is hereby authorized to take such actions as may be required to continue the business operations of the MDTA.

## **RECOMMENDATION**

Approve MDTA Resolution 24-04 – Delegated Authority – Continuity of Operations – COOP.

**MARYLAND TRANSPORTATION AUTHORITY  
RESOLUTION 24-04**

**A RESOLUTION AUTHORIZING AN OFFICIAL  
TO TAKE ACTIONS ON BEHALF OF THE MARYLAND  
TRANSPORTATION AUTHORITY**

**WHEREAS**, the Maryland Transportation Authority, an agency of the State of Maryland (the “MDTA”) is authorized and empowered under Section 4-101 through 4-406 of the Transportation Article of the Annotated Code of Maryland (the “Act”) to finance, construct, operate, maintain, and repair “transportation facilities projects” (as defined by the Act), to issue revenue bonds for the purpose of financing the cost of transportation facilities projects, and to perform any actions necessary or convenient to carry out the powers granted in the Act; and

**WHEREAS**, transportation facilities projects are defined in the Act as projects that the MDTA authorizes to be acquired or constructed, and any additions, improvements, and enlargements to any of those projects; and

**WHEREAS**, the MDTA provides essential and non-essential governmental functions for the benefit of the people of the State of Maryland and for the improvement of their health and living conditions, and the activities of the MDTA and the operation and maintenance of its projects must be continued at all times, during all weather conditions, traffic, and other emergencies both major and minor; and

**WHEREAS**, the MDTA Board intends to delegate its authority to conduct such government functions and approvals to the Executive Director, in accordance with certain terms and conditions.

**NOW, THEREFORE, BE IT RESOLVED BY THE MARYLAND TRANSPORTATION AUTHORITY THAT:**

**SECTION ONE.** The MDTA Board hereby authorizes the Executive Director, or during the absence or inability of the Executive Director, the Executive Director may designate the Chief Operating Officer, Chief Administrative Officer, Chief Financial Officer, Chief Engineer, or Chief of Police (each an “Authorized Officer”) to discharge or direct the discharge of the executive function of the MDTA’s staff and employees; and to perform the necessary activities of the MDTA, including the operation and maintenance of its projects, during all weather conditions, traffic, accidents, and other emergencies both major and minor on behalf of the MDTA.

**SECTION TWO.** In exercising the foregoing authority, the Authorized Officer is hereby authorized to take such actions as may be required to continue the business operations of the MDTA.

**SECTION THREE.** Any such exercise of the foregoing authorization shall be reported by the Authorized Officer to the Executive Director.

**BE IT FURTHER RESOLVED,** that the authority of the Authorized Officer to take such actions as described above may not be further delegated.

**BE IT FURTHER RESOLVED,** that this Resolution supersedes MDTA Resolution No. 08-04 dated January 23, 2008 and MDTA Resolution No. 17-04 dated July 27, 2017.

Dated as of: \_\_\_\_\_

**WITNESS:**

**MARYLAND TRANSPORTATION AUTHORITY**

\_\_\_\_\_  
Bruce W. Gartner  
Executive Director

\_\_\_\_\_  
Paul J. Wiedefeld  
Chairman

**APPROVED AS TO FORM AND  
LEGAL SUFFICIENCY:**

\_\_\_\_\_  
Kimberly A. Millender  
Principal Counsel

ITEM

3



Maryland  
Transportation  
Authority

**Wes Moore, Governor**  
Aruna Miller, Lt. Governor  
Paul J. Wiedefeld, Chairman

**Board Members:**  
Dontae Carroll  
William H. Cox, Jr.  
W. Lee Gaines, Jr.  
Mario J. Gangemi, P.E.  
Cynthia D. Penny-Ardinger  
Jeffrey S. Rosen  
Samuel D. Snead, MCP, MA  
John F. von Paris

Bruce Gartner, Executive Director

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## MEMORANDUM

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**TO:** MDTA Finance & Administration Committee  
**FROM:** Jason Stolicny, P.E., Highway Manager, Office of Engineering and Construction  
**SUBJECT:** Alternative Project Delivery and Progressive Design-Build  
**DATE:** July 11, 2024

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### PURPOSE OF MEMORANDUM

To present an overview of the typical project delivery approaches utilized on Department of Transportation projects, provide information related to the Progressive Design-Build (PDB) methodology, and how PDB is being utilized on the Key Bridge Rebuild.

### SUMMARY

MDTA has an ongoing procurement for PDB services to support the Key Bridge Rebuild. This project delivery approach incorporates elements of the Construction Manager at Risk (CMAR) project delivery approach into the Design-Build (DB) project delivery model. PDB has become an increasingly common delivery approach for projects of substantial cost and scope to better identify and allocate risk while providing constructor input early in the project development process.

### ATTACHMENT

- PowerPoint Presentation Alternative Project Delivery and Progressive Design-Build



# Alternative Project Delivery and Progressive Design-Build





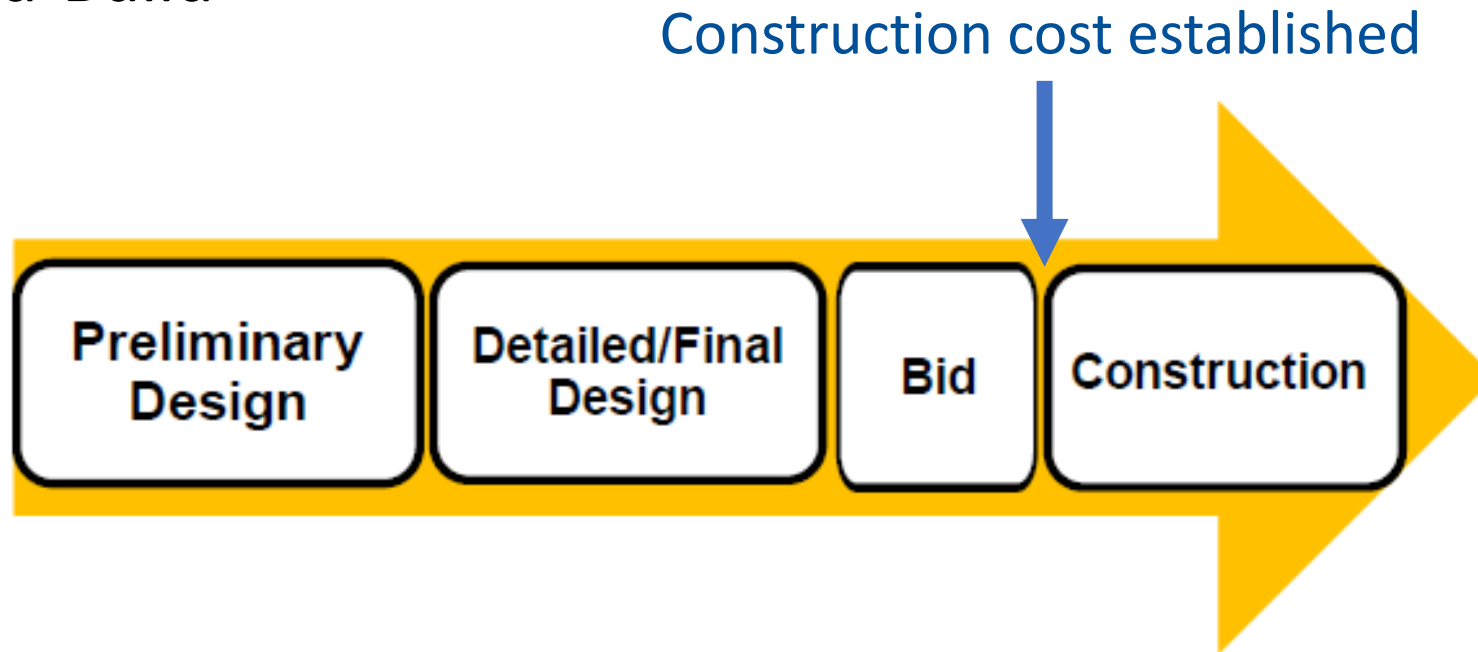
# Key Bridge Rebuild

- Three separate procurements:
  - Progressive Design-Build (PDB):
    - Entity that will design and construct the replacement structure
  - General Engineering Consultant (GEC):
    - Owner's support providing oversight, program support, and review of the PDB team's work product
  - Construction Management & Inspection (CMI):
    - Owner's support providing oversight, program support, and inspection of PDB's materials and construction effort



# Project Delivery Methods

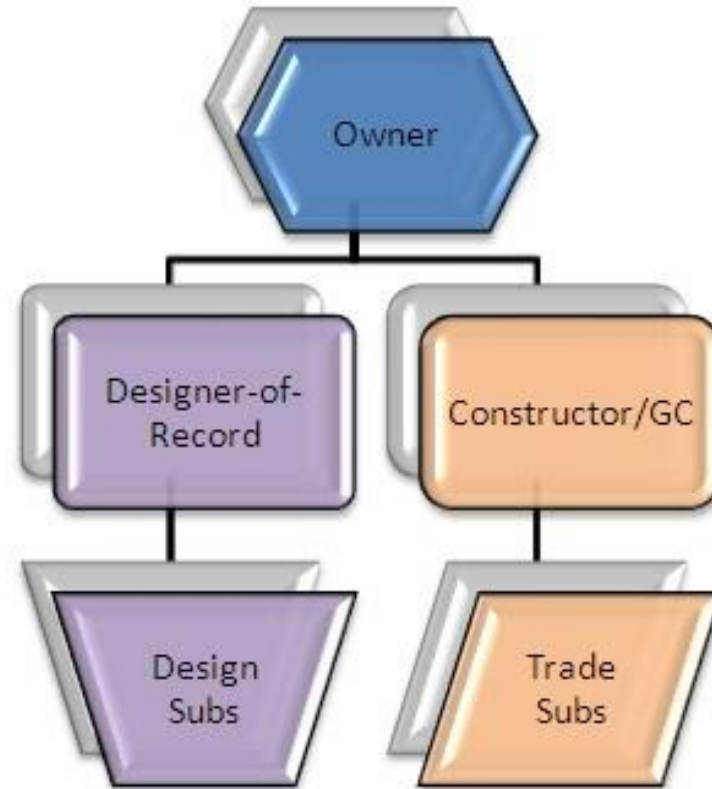
- Design-Bid-Build





# Project Delivery Methods

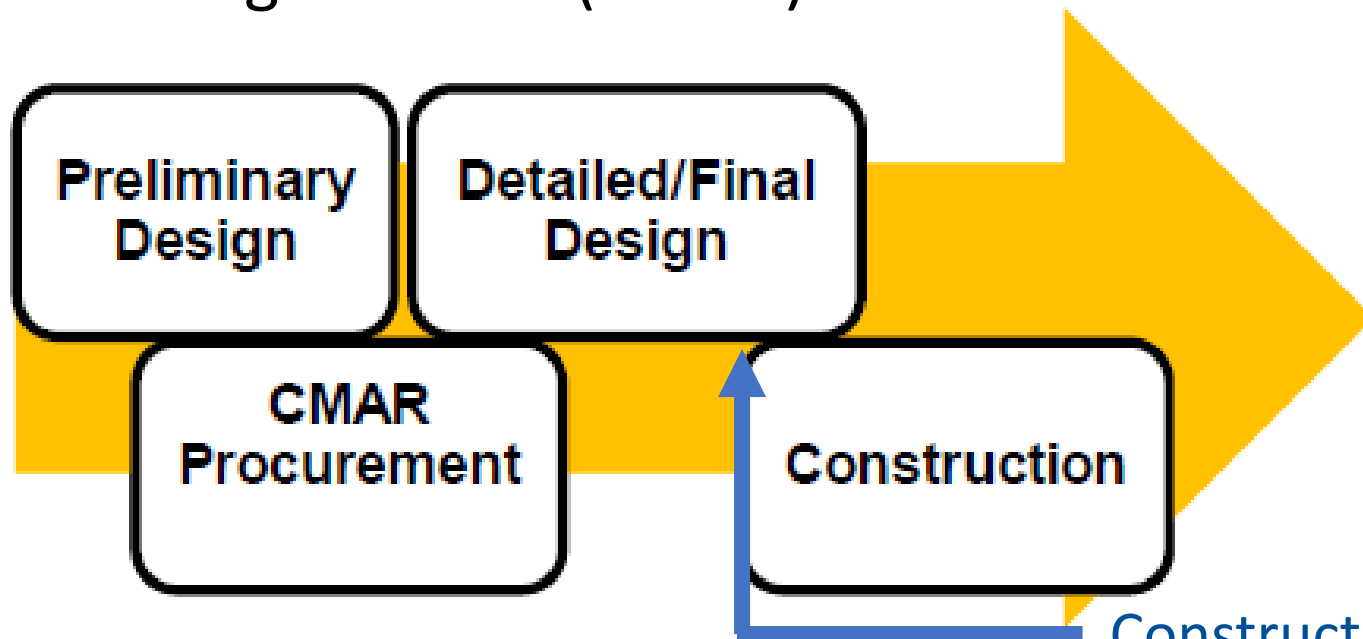
- Design-Bid-Build





# Project Delivery Methods

- Construction Manager at Risk (CMAR)

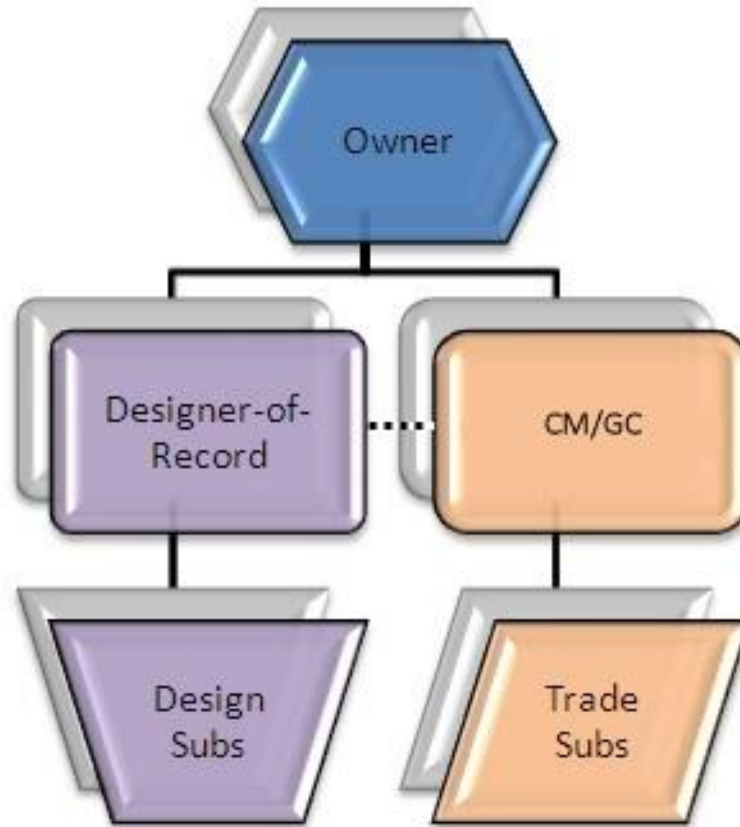


Construction cost established by  
Guaranteed Maximum Price



# Project Delivery Methods

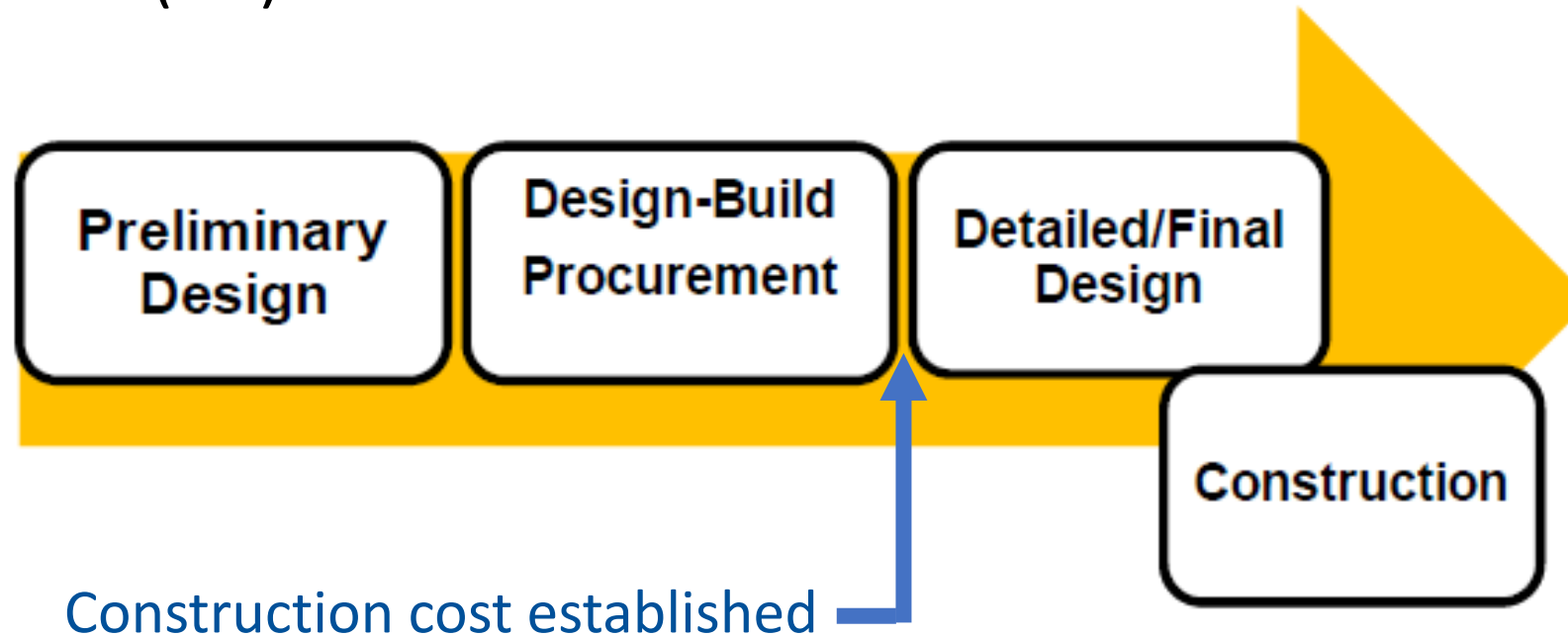
- CMAR





# Project Delivery Methods

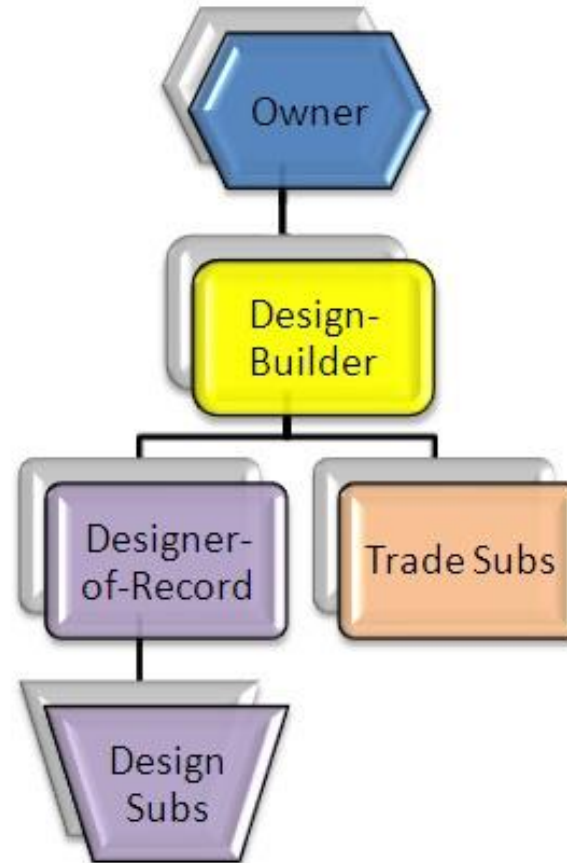
- Design-Build (DB)





# Project Delivery Methods

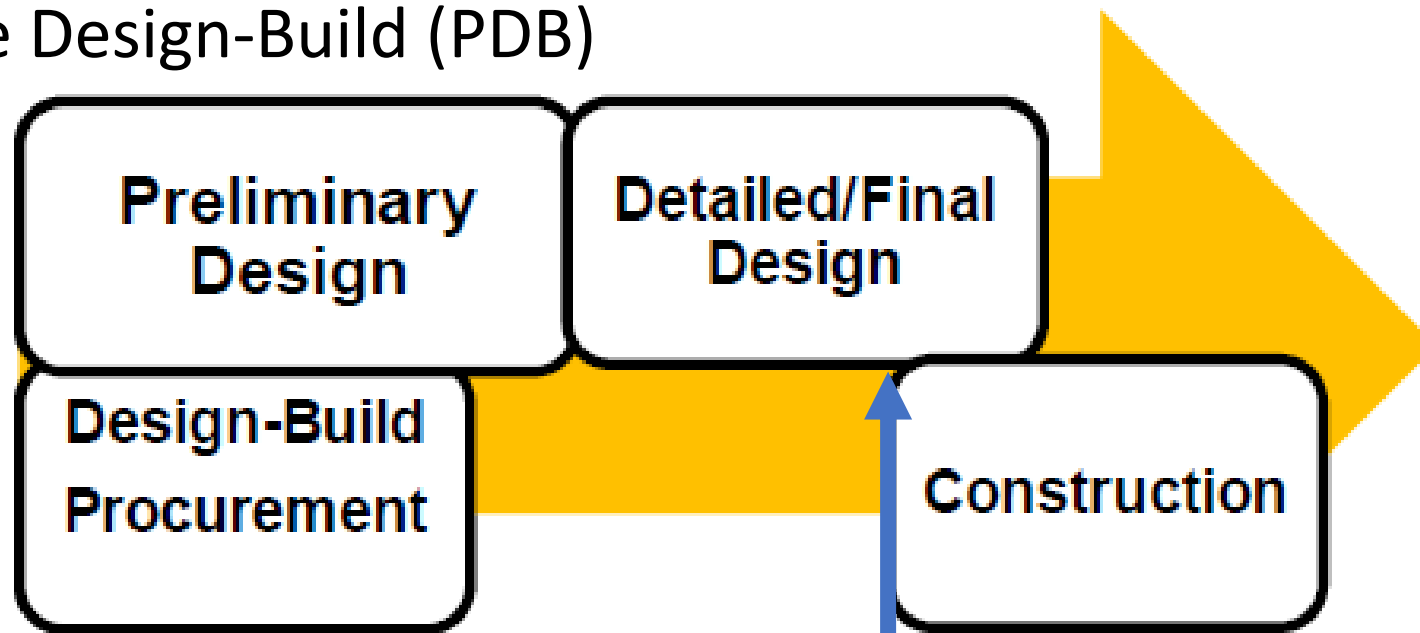
- Design-Build (DB)





# Project Delivery Methods

- Progressive Design-Build (PDB)



Construction cost established  
by Guaranteed Maximum Price





## Reasons to select PDB

- Accelerates and simplifies procurement with minimal project data
- Contractor input in design and alternatives development
- Maintains Designer-of-Record throughout life of contract
- Contractor input on commercial terms
- GMP process provides pricing transparency
- Allows for long lead time procurement and early work packages
- Owner has ability to “off-ramp” and deliver project by other means



# Key Bridge Rebuild PDB Approach

## Two-Phase Contract with a Single Procurement

D-B Team selection will be based on a combination of qualifications and price for Phase 1.

### PHASE 1 (RFP)

Proposals received 6/24





# Key Bridge Rebuild PDB Approach

## Two-Phase Contract with a Single Procurement

### PHASE 2 (No RFP)

Potential for Multiple Work Packages  
DBE Goals set per Work Package  
Guaranteed Maximum Price (GMP)





**Thank you!**

**Questions?**

ITEM

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## MEMORANDUM

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**TO:** Finance & Administration Committee  
**FROM:** Director of Finance Chantelle Green  
**SUBJECT:** Francis Scott Key Bridge Turnaround  
**DATE:** July 11, 2024

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### PURPOSE OF MEMORANDUM

The purpose of this memorandum is to update the Finance & Administration Committee on the status of tolling at the Francis Scott (FSK) Bridge Turnaround.

### KEY TAKEAWAYS

- Staff plans to seek approval from the MDTA Board in August 2024 to continue the temporary suspension of the collection of tolls at the FSK Bridge Turnaround until the new FSK Bridge is completed.
- The continued suspension of tolling at the FSK Bridge Turnaround until completion of the new bridge allows for the efficient use and management of traffic on other portions of MDTA facilities.
- The FSK Bridge Collapse Traffic & Revenue Update prepared by CDM Smith assumes that the MDTA will forgo the collection of tolls at the FSK Turnaround until the new bridge opens. Consequently, the MDTA's financial metrics are not further impacted by the proposed action.

### SUMMARY

Following the FSK Bridge Collapse, the MDTA temporarily suspended tolling the FSK Bridge Turnaround movement. The temporary suspension of the collection of tolls is needed to facilitate the safe and efficient movement of traffic and is likely needed until the new FSK Bridge is completed.

## **ANALYSIS**

Prior to the FSK Bridge collapse, trucks on the Inner Loop of Interstate 695 requiring access to Broening Highway used the FSK Bridge Turnaround. In FY 2023, there were approximately 109,000 FSK turnaround movements totaling \$1.0 million. In FY 2024 (prior to the FSK Bridge Collapse), there were approximately 104,000 turnaround movements totaling \$1.0 million. Since the FSK Bridge collapse, there have been approximately 20,000 turnaround movements. No tolls have been collected for the FSK turnaround movement since the bridge collapsed.

Although the MDTA's Trust Agreement with its bondholders prohibits free passage, the Trust Agreement contains a limited exception whereby the temporary suspension of the collection of tolls for the efficient use and management of traffic on other portions of the highway projects in the Transportation Facilities Projects may be used in catastrophic situations like the collapse of the FSK Bridge.

The MDTA plans to seek the MDTA Board's approval in August 2024 to temporarily suspend the collection of tolls at the FSK Bridge Turnaround until the new FSK Bridge is completed. The MDTA is currently preparing to put up signs advising motorists of the temporary suspension of tolls.