



Maryland Transportation Authority

FINANCE AND ADMINISTRATION
COMMITTEE

THURSDAY, APRIL 9, 2026

MARYLAND TRANSPORTATION
AUTHORITY
2310 BROENING HWY
BALTIMORE, MD 21224

FINANCE AND ADMINISTRATION COMMITTEE MEETING AGENDA

April 9, 2026 – 9:00 a.m.

This meeting will be livestreamed on the [Finance and Administration Committee Meeting Archive | MDTA \(maryland.gov\)](#)

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 cgreen2@mdta.state.md.us no later than noon on Wednesday, April 8, 2026. 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. | <u>Approval</u> March 12, 2026 - Open Meeting Minutes | Chairman von Paris | 5 min. |
| 2. | <u>Approval</u> Contract No. MR - 3042 - On-Call Upgrade and Replacement of Metal Traffic Barriers and Attenuators | Tony Zhang | 5 min. |
| 3. | <u>Update</u> Financing Resolution 25-02, Series 2026 Bonds | Allen Garman | 10 min. |
| 4. | <u>Update</u> Tolling Contracts and Agreements | Richard Jaramillo | 15 min. |
| 5. | <u>Update</u> Key Bridge Rebuild Engagement Efforts | Melissa Bogdan
Bradley Tanner | 20 min. |

CLOSED SESSION - Expected Time 9:55 a.m.

- | | | | |
|----|----------------------------------|-------------------------------|---------|
| 6. | To Discuss Contract Negotiations | James Harkness
Brian Wolfe | 20 min. |
|----|----------------------------------|-------------------------------|---------|

Vote to go into Open Session

Vote to Adjourn

ITEM

1

FINANCE AND ADMINISTRATION COMMITTEE MONTHLY MEETING
THURSDAY, MARCH 12, 2026
OPEN MEETING VIA LIVESTREAM

OPEN SESSION

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

STAFF ATTENDING: William Bertrand
Greg Brown
Jeffrey Brown
Percy Dangerfield
Jeffrey P. Davis
Tonya Dorsey
Allen Garman
Bruce Gartner
Chantelle Green
Anthony Hagen
James Harkness
Pilar Helm
Natalie Henson
Kendra Joseph
Mary O'Keeffe
Megan Mohan, Esq.
Kenneth Montgomery
Timothy Sheets

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 JANARY 15, 2026 MEETING

Member John von Paris called for the approval of the meeting minutes from the open meeting held on February 12, 2026. Member Jeffrey Rosen made the motion, and Member Cynthia Penny-Ardinger seconded the motion, which was unanimously approved.

UPDATE – HUMAN RESOURCES AND WORKFOCE DEVELOPMENT

Ms. Tonya Dorsey provided an update on key initiatives from the Office of Human Resources and Workforce Development. Ms. Dorsey began her remarks by updating the Finance and Administration Committee on the agency's vacancy rate and the various recruitments that occurred during 2025. Additionally, Ms. Dorsey provided an update on labor relations training, the Maryland Transportation Authority's (MDTA) Supervisory Training and Engagement Program, Leadership Investment for Tomorrow (LIFT) Program, Career Development Program, and All-Access Tours Initiative designed to train facility maintenance employees on how to navigate key employment systems related to timekeeping, employee benefits, and online training.

UPDATE – FY 2027 DEPARTMENT OF LEGISLATIVE SERVICES BUDGET ANALYSIS

Ms. Chantelle Green and Mr. Jeffrey Brown provided the Finance and Administration Committee with an overview of the budget analysis and recommendations presented by the Department of Legislative Services during the MDTA's Fiscal Year 2027 legislative budget hearing. The overview also included a brief recap of the budget and the MDTA's responses to the questions raised in the budget analysis document.

UPDATE – 2026 LEGISLATIVE SESSION

Ms. Mary O'Keeffe provided the Finance and Administration Committee with a verbal update on the MDTA's two departmental bills. Ms. O'Keeffe advised that the first bill, Senate Bill 188/House Bill 229, increases the MDTA's revenue bond limit from \$4 billion to \$5 billion. While there were some questions and amendments offered during the floor debate, both bills passed their respective chambers (as introduced) and crossed over to the opposing chamber for further action. The second bill, House Bill 246, authorizes the MDTA to issue a Notice of Toll Due (NOTD) to the owner of a "Class G vehicle" (e.g., boat trailer) when the license plate on a motor vehicle is missing or obscured. After further consultation with the Maryland Motor Trucking Association, the MDTA proposed an amendment to the bill clarifying the MDTA would only issue a NOTD to the owner of the trailer when it is unable to determine the registered owner of the motor vehicle. The bill, as amended, passed the House and crossed over to the Senate for further action.

UPDATE – FSK BRIDGE RECONSTRUCTION

Mr. William Bertrand provided the Finance and Administration Committee with an overview of the process for tracking, reporting, and recovering federally eligible expenditures related to the Francis Scott Key (FSK) Bridge Rebuild Emergency Relief (ER) Project. Mr. Bertrand advised that before a federal reimbursement request is

submitted, project teams from the MDTA and Maryland Department of Transportation State Highway Administration (SHA) interact with the Federal Highway Administration Maryland Division ER Staff and the General Engineering Consultant's subconsultant firm to review all transactions for federal compliance and eligibility for reimbursement. The process requires that transactions that are deemed federally eligible for reimbursement are properly supported for audit trail purposes. While there are no known concerns with the current structure of the systems and controls that are currently in place for supporting the FSK Bridge Rebuild Project expenses, the MDTA and SHA will continue to support process and/or documentation enhancements.

There being no further business, the meeting of the Finance and Administration Committee adjourned at 9:48 a.m., following a motion by Member Penny-Ardinger, and seconded by Member Dontae Carroll.

John von Paris, Chairman

ITEM

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MEMORANDUM

TO: Finance and Administration Committee
FROM: Highway Engineer Dongning (Tony) Zhang, PE
SUBJECT: Contract MR-3042-000, On-Call Upgrade & Replacement Metal Traffic Barriers and Attenuators
DATE: April 9, 2026

PURPOSE OF MEMORANDUM

To seek approval from the Finance & Administration Committee to present Contract No. MR-3042-000, On-Call Upgrade & Replacement Metal Traffic Barriers and Attenuators, to the full MDTA Board at its next scheduled meeting.

SUMMARY

On December 10, 2025, the Maryland Transportation Authority (MDTA) advertised a solicitation for the subject contract with a letting date of February 18, 2026. A few minutes prior to the letting time (12:00 noon), Procurement noted that only one bid was received. To promote competition, Procurement postponed the letting date to March 4, 2026, and contacted multiple vendors to encourage additional participation. Procurement subsequently received no-bid responses from five vendors who indicated that they either operate outside the geographic areas (jurisdiction) or do not provide the services requested in the solicitation. No additional bids were received.

At the bid opening, on March 4, 2026, a single bid was recorded from L.S. Lee, Inc., in the amount of \$5,555,550. This bid price is 9.63% higher than the Engineer's Estimate, which is \$5,067,350. MDTA requires continued access to the services solicited under this contract to maintain its traffic barrier infrastructure. Rejecting the single bid and re-advertising the solicitation is unlikely to increase competition or generate additional interest, and it would delay or potentially interrupt access to these necessary services.

The contract will be structured as a not-to-exceed contract in the amount of \$6,000,000, with the aggregate bid price is used solely for the purpose of ranking the bidders. An evaluation and justification of the bid by the Highway Engineer indicates that the bid is balanced and reasonable. L.S. Lee, Inc., is the incumbent contractor on the current W-beam replacement and upgrade on-call contract (MR-3035-0000) and has been

previously awarded several on-call contracts, including MR-2847-000-001, MA-2239-000-002, MA-2436-000-002 and MR-3015R-0000. The firm has demonstrated a consistent track record of performing similar work on contracts with Maryland State Highway Administration (SHA).

RECOMMENDATION

Approve the presentation of Contract No. MR-3042-000, On-Call Upgrade & Replacement Metal Traffic Barriers and Attenuators, to the full MDTA Board at its next scheduled meeting.

ATTACHMENT

- Finance & Administration Committee Project Summary



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FINANCE & ADMINISTRATION COMMITTEE PROJECT SUMMARY

MR-3042-0000 - On-Call Upgrade and Replace Metal Traffic Barriers and Attenuators

PIN NUMBER N/A
CONTRACT NUMBER MR-3042-0000
CONTRACT TITLE On-Call Upgrade and Replace Metal Traffic Barriers and Attenuators

PROJECT SUMMARY The contract includes replacement and maintenance of traffic barrier w-beam and attenuators on an as-needed basis. The contract will be awarded as a Not-To-Exceed (NTE) amount of \$6,000,000. All work will be completed through on-call task assignments directed by the MDTA Engineer, and may occur at any MDTA facility.

SCHEDULE

ADVERTISEMENT DATE 12/10/2025
ANTICIPATED NOTICE TO PROCEED DATE May-26
DURATION (CALENDER DAYS) 1,095

	(\$) Advertised GOAL (%)	Proposed GOAL (%)
MBE PARTICIPATION		
OVERALL MBE	5.00%	5.00%
AFRICAN AMERICAN	0.00%	0.00%
ASIAN AMERICAN	0.00%	0.00%
HISPANIC AMERICAN	0.00%	0.00%
WOMEN	0.00%	0.00%
VSBE	0.00%	0.00%

ENGINEER'S ESTIMATE (EE) \$5,067,350.00

BID RESULTS	BID AMOUNT (\$)	% VARIANCE TO EE
L.S. LEE	\$5,555,550.00	9.60%

BID PROTEST YES NO

FUNDING SOURCE 100% TOLL REVENUE

ITEM

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Wes Moore, Governor
Aruna Miller, Lt. Governor
Kathryn Thomson, Chair

Board Members:
Dontae Carroll
Maricela Cordova
William H. Cox, 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

MEMORANDUM

TO: Finance and Administration Committee
FROM: Deputy Director of Finance Allen Garman
SUBJECT: Bond Sale Update
DATE: April 9, 2026

PURPOSE OF MEMORANDUM

Provide an update on timing and structure for the Series 2026 bonds.

SUMMARY

The Municipal Financing Resolution 25-02 approved by the board in December 2025, authorizes a \$600 million bond issuance to finance a portion of capital projects in calendar 2026. In the latest approved financial forecast from November 2025, a second financing need of approximately \$250 million is also modeled for fiscal 2027. The timing of the second financing is in likely in calendar 2026 (first half of fiscal 2027).

As these two financings are relatively close in timing, management is considering combining into two series and issuing at one time, though the total financing will not exceed the resolution approved par of \$600 million. Combining the financings will increase financial flexibility. If the second financing is not needed in calendar 2026, lower costs of issuance (legal, advisory, ratings) may also be achieved. That is, the combined financings for both the Key Bridge project and other portions of the CTP does not commit the MDTA to second issue in calendar 2026 and increases the possibility of costs of issuance savings.

If a second issue is needed, it may also be structured in two series. The need and proportions of a second financing in calendar 2026 will be informed by capital spending and federal reimbursement timing.

As discussed in December, the interim financing for the Key Bridge project is planned to be structured as an interest only term bond with a single maturity in six years. The second series of bonds to finance a portion of other capital projects will feature the more common thirty-year amortization structure and a standard par call in ten years. These two

structures will represent the Series A and Series B bonds in yet to be determined proceeds proportions of perhaps 75% and 25%, respectively.

Combined Financing Goals

1. Increase Financial Flexibility
2. Lower Interest Costs
3. Lower Costs of Issuance

Since delegated authority was granted in December 2025, a preliminary official statement and supplemental trust agreement have been drafted. Credit rating agencies have been engaged and are awaiting the final structure to provide ratings. The sale may be executed in late April or early May.

Resolution 25-02 contained the following limiting and reporting provisions:

1. Par Amount – Limited to \$600 million.
2. Bond Sale Date – No later than December 31, 2026.
3. Bond Sale Reports on Results – Provided by the Executive Director and CFO at the first Board meetings after the sale dates.

ITEM

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Wes Moore, Governor
Aruna Miller, Lt. Governor
Kathryn Thomson, Chair

Board Members:
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William H. Cox, 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

MEMORANDUM

TO: Finance and Administration Committee
FROM: Chief Operating Officer Richard Jaramillo
SUBJECT: Electronic Toll Collection (ETC) Contracts, Out-of-State Debt Collection, and Reciprocity
DATE: April 9, 2026

PURPOSE OF MEMORANDUM

The purpose of this memorandum is to provide the Maryland Transportation Authority (MDTA) Finance and Administration Committee with an update on the Electronic Toll Collection (ETC) contracts, Out-of-State Debt Collection Request for Proposals (RFP), and Out-of-State Toll Enforcement Reciprocity.

SUMMARY

The attached document provides an overview of the key areas of interest related to the MDTA's tolling vendor contracts, including the status, timeline, and next steps related to the out-of-state debt collection RFP; and the key points, and next steps related to toll enforcement reciprocity with Pennsylvania.

ATTACHMENT

- General Tolling Updates

FINANCE & ADMINISTRATION COMMITTEE

April 9, 2026

Presentation Topics:

1. Status on Kapsch and TransCore contracts
 - a. Vendor Contract Timelines
 - b. Vendor KPI's
 - c. Continuous Improvement

2. Out-of-State Debt Collection RFP
 - a. Purpose
 - b. Status
 - c. Key Points
 - d. Next Steps
 - e. Minimum Qualifications (sample)

3. Reciprocity
 - a. Purpose
 - b. Status
 - c. Key Points
 - d. Next Steps

Status on Kapsch and TransCore contracts

1. Vendor Contract Timelines

Kapsch	Feb. 2018	Feb. 2028	Contract has two, two-year renewal options
TransCore	Feb. 2018	Feb. 2028	Contract has two, two-year renewal options

- Partnership is critical. Annual Partnership meetings are held with both vendors.
- Weekly and monthly progress meetings are held between MDTA and vendors.

KPI's

KPI's – Kapsch

As of: February 2026

No	KPI Description	KPI Reporting	Missed KPI in last 6 months
1	Cumulative Monthly Downtime	Monthly	None
2	AVI lane transaction processing	Monthly	None
3	Customer feedback transactions	Monthly	None
4	Video toll transaction processing	Monthly	None
5	Usable video toll transactions	Monthly	None
6	Non-readable video transaction images	Monthly	None
7	Trip processing	Monthly	1 out of 6
8	Trip accuracy	Monthly	None
9	Manual lane terminal response (removed due no longer cash transactions – went AET)	N/A	N/A
10	Toll System synchronization	Annual	None
11	Transponder file processing	Annual	None
12	AVI read accuracy	Annual	None
13	Video toll image association	Monthly	None
14	Vehicle classification accuracy	Annual	6 out of 6
15	Vehicle separation and association accuracy	Annual	4 out of 6
16	Report generation (deferred due to volume of data)	N/A	N/A
17	System response time (removed due no longer cash transactions – went AET)	N/A	N/A
18	Monthly reporting	Monthly	None
19	Daily reporting	Monthly	None
20	Reporting accuracy (100% error free)	Daily	4 out of 6

KPI's – TransCore

As of: February 2026

No	KPI Description	KPI Reporting	Missed KPI in last 6 months
1	Staffed Telephone Coverage	Daily	None
2	CSC System Availability	Monthly	None
3	Report Generation (< 1 million database source records)	As observed	None
4	System Response Time***	Annual / as observed	None
5	Website Response Time	Annual / as observed	None
6	IVR Automatic Response Time	Monthly	None
7	Average Call Wait Time	Monthly	2 out of 6
8	Call Blockage Rate	Monthly	None
9	Call Abandon Rate	Daily	None
10	First Contact Resolution Rate	Daily	None
11	Time to Response to Escalations	Daily	None
12	CSC Employee Turnover	Monthly using the past 365 days	6 out of 6
13	Customer Service Rating	Monthly	None
14	Time to Process Payments	Daily	1 out of 6
15	Time to Process Non-Payments	Daily	1 out of 6
16	QC and Send Outgoing Correspondence	Daily	None
17	Correct Assignment of Transponders	Measured by Reported Errors	None
18	Time to Process Refund Requests	Daily	None
19	Monthly Reporting*	Monthly	None
20	Daily Reporting	Daily	None
21	Reporting Accuracy**	Periodic Audit	None

NOTE:

- KPI's for both contracts are based on requirements and industry standards and set forth during development of the RFP.
- As a standard KPI's are intentionally set at a high-level.
- Regardless of KPI reporting time, all KPI's are invoiced monthly and disincentivized monthly during invoicing.
- Regular contract monitoring of requirements and KPI's are performed to ensure revenue assurance.
- Tracking and documenting processes are used to enforce compliance through Lost Revenue Claims as appropriate.

Continuous Improvement (Kapsch & TransCore)

Both Kapsch and TransCore contracts have a continuous improvement language stating they will work with the MDTA on continuous improvement regarding System, Contractor, and Process Operations that will benefit MDTA and MDTA customers.

Below are improvements for both vendors that have been implemented into production.

Kapsch Improvements:

- **Driving Accuracy & Audit Confidence:** Improved OCR/LPR performance to ~99.8% and upgraded to white light cameras, significantly enhancing plate capture (including challenging reads such as red font plates) and strengthening overall audit reliability.
- **Proactive Monitoring & Faster Issue Resolution:** Implemented PowerBI dashboards and an internal issue management tool to provide real-time visibility into system performance, enabling quicker identification, triage, and resolution of issues.
- **Strengthened Review Quality & Data Performance:** Continued targeted training for image review agents and enhanced DVR/video quality and data warehouse performance to support more effective auditing and faster access to critical data.
- **Double Blind Manual Image Review:** Kapsch has partnered with Kyra to perform an independent double blind image review process. This process will improve image review accuracy and reduce customer disputes. The KPI for Image Review Accuracy will increase from 99% to 99.95% accuracy levels.

TransCore Improvements:

- **Re-design of the DrivEzMD.com Website** for easier navigation and a more consolidated platform
- **IVR (Interactive Voice Response)** - streamlined menu options so customers have less prompts to choose from.
- **Individual QR codes** on the NOTDs that auto-populate the "Pay My Tolls" page so the customer only has to enter payment information for their video tolls (reducing keystrokes)

2. Out-of-State Debt Collection RFP – Brief Overview and Timeline

Purpose:

Establish a contract allowing multiple vendors with extensive experience in collecting out-of-state unpaid tolls and/or fees to perform out-of-state debt collection for delinquent MDTA tolls and related civil penalties. The contract also allows potentially for other MDTA debt tied to out-of-state registered vehicles and includes an option to manage payment plans at MDTA's discretion.

Status:

A draft of the RFP has been provided to Procurement. We are advancing the RFP through the formal procurement process in accordance with State requirements. Our objective is to publish the RFP following final approvals and proceed expeditiously, with the goal of having an award in place by the end of calendar year 2026.

Remaining RFP work has transitioned from development to formal procurement processing, including completion of performance metrics and reporting requirements and advancement through required approval stages of Operations, Procurement, and Legal.

Key Points:

- Established compliance framework aligned with federal and state consumer protection laws and applicable state and federal regulations.
- Defined operational requirements governing collection practices, customer communications, dispute handling, and settlement processes.
- End-to-end transition planning, covering account placement, recall, contract wind-down, final reconciliation, and data return or destruction.
- Clear governance and accountability model, including executive sponsorship, program management, and dedicated data-security oversight.
- Data security standards aligned with Maryland IT requirements and NIST (National Institute of Standards and Technology) frameworks, including audit rights and breach escalation provisions.
- Presentations from 11 current tolling vendors.
- MDTA retains approval authority over operational decisions, customer communications, and settlement parameters.

4. Next Steps

- Finalize procurement documentation for review and required approvals.
- Publish the RFP in accordance with State procurement requirements.

Minimum Qualifications (sample)

Qualification screening will ensure that any vendor considered:

- Has significant experience in high-volume toll collections (account volumes validated through presentations from Firms and other Agencies).
- Has direct government toll agency experience.
- Is properly licensed in all States.
- Meets industry payment channels security standards.
- Has credible industry standing. All vendors are required to be in good standing with the state.

3. Reciprocity – Brief Overview and Timeline

Purpose:

Enter into an enforcement reciprocity agreement with Pennsylvania that results in flagging and/or suspending vehicle registrations when a PA resident owes tolls in Maryland and vice versa.

Status:

Pennsylvania/New York (PA/NY):

1. The PA/NY reciprocity agreement is under legal review in both states.
 - a. The framework reflects several years of joint development by the PTC and New York Tolling Agencies, lending confidence in its feasibility and durability.
2. Final draft is targeted for completion by April 2026.
3. Targeted implementation in Spring 2027.
4. Agree to terms PA/NY

Maryland/Pennsylvania (MD/PTC):

1. In parallel, the MD/PTC draft and pursue reciprocal toll enforcement where Reciprocity would allow participating states to use motor vehicle registration holds—and, where authorized, suspensions—to enforce out-of-state toll debt.
2. Reciprocity will serve as the out-of-state complement to Maryland's in-state enforcement tool through the Central Collection Unit, which can intercept Maryland tax refunds but cannot reach out-of-state motorists.
3. Final draft is target for completion in Spring/Summer 2027.



MD/PTC Reciprocity



Milestones		Year						
Phase	Description	2026			2027			
Foundations	<ul style="list-style-type: none"> Execute free DMV look-up agreement Align on and understand PA/NY framework Understand PA & MD statutes and business rules Gather MD-specific deviations 	Jan '26 – Jun '26						
Agreement Development	<ul style="list-style-type: none"> Draft MD program requirements Iterative review (including legal) 		Apr '26 – Jun '26					
Final Legal Review	<ul style="list-style-type: none"> Formal legal review Final revisions 		Jul '26 – Sep '26					
Execution	<ul style="list-style-type: none"> Final signatures by all parties 			Oct '26 – Dec '26		Executed Agreement		
Implementation	<ul style="list-style-type: none"> Finalize and test systems and workflows Staff training 				Jan '27 – Jun '27		Go Live	
System Upgrades	<ul style="list-style-type: none"> System upgrade projects that need completed prior to implementation 			PennDOT Back Office		PTC Back Office		

Key Points:

The PA/NY framework demonstrates that reciprocal toll enforcement can be implemented:

1. Each state applies its existing statutory authority, rather than conforming to uniform rule - ***agreeing to accept the enforcement authorizations that each Agency/State has in place.***
 - a. Built on two foundational concepts:
 - i. **Home State** – where the vehicle is **registered**.
 - ii. **Toll State** – where the **toll is incurred**.
2. No new penalties
3. Preserves state sovereignty.
4. Protects due process rights.
5. Supports efficient revenue recovery.

Next Steps

- Continue meeting with PTC, PennDOT DMV, and Maryland MVA.

ITEM

5



MEMORANDUM

TO: Finance and Administration Committee Meeting
FROM: Director of Communications, Brad Tanner
SUBJECT: Project Manager Community Relations, Key Bridge Rebuild Engagement Efforts, Melissa Bogdan
DATE: April 9, 2026

PURPOSE OF MEMORANDUM

To provide the Committee with an overview of the Key Bridge Rebuild community engagement and communication efforts, highlighting the outreach best practices and performance metrics.

The MDTA is committed to providing timely and transparent updates to foster public and stakeholder trust within the communities it serves, ensuring that residents, partners, and agencies remain informed throughout the Key Bridge Rebuild process. To support this commitment, a comprehensive set of engagement and communication strategies are being utilized to connect and educate the public through public meetings, virtual community updates, speaker requests, and pop-up events in Anne Arundle County, Baltimore County, and Baltimore City communities. The outreach efforts incorporate storytelling methods to convey complex engineering and construction information to ensure it is relatable, understandable, and memorable for the public. Educational and informative progress updates are delivered through media days, fact sheets, photos, videos, newsletters, e-blasts, text alerts, and the project website that serves as a centralized hub for all project resources. Social media, community programs, job fairs, and upcoming focus groups strengthen two-way communication to ensure that the community needs and preferences directly inform our engagement practices. These tools, combined with grassroots engagement, help to build community trust and ensure that community is involved and informed throughout the project.

ATTACHMENT

- PPT Presentation

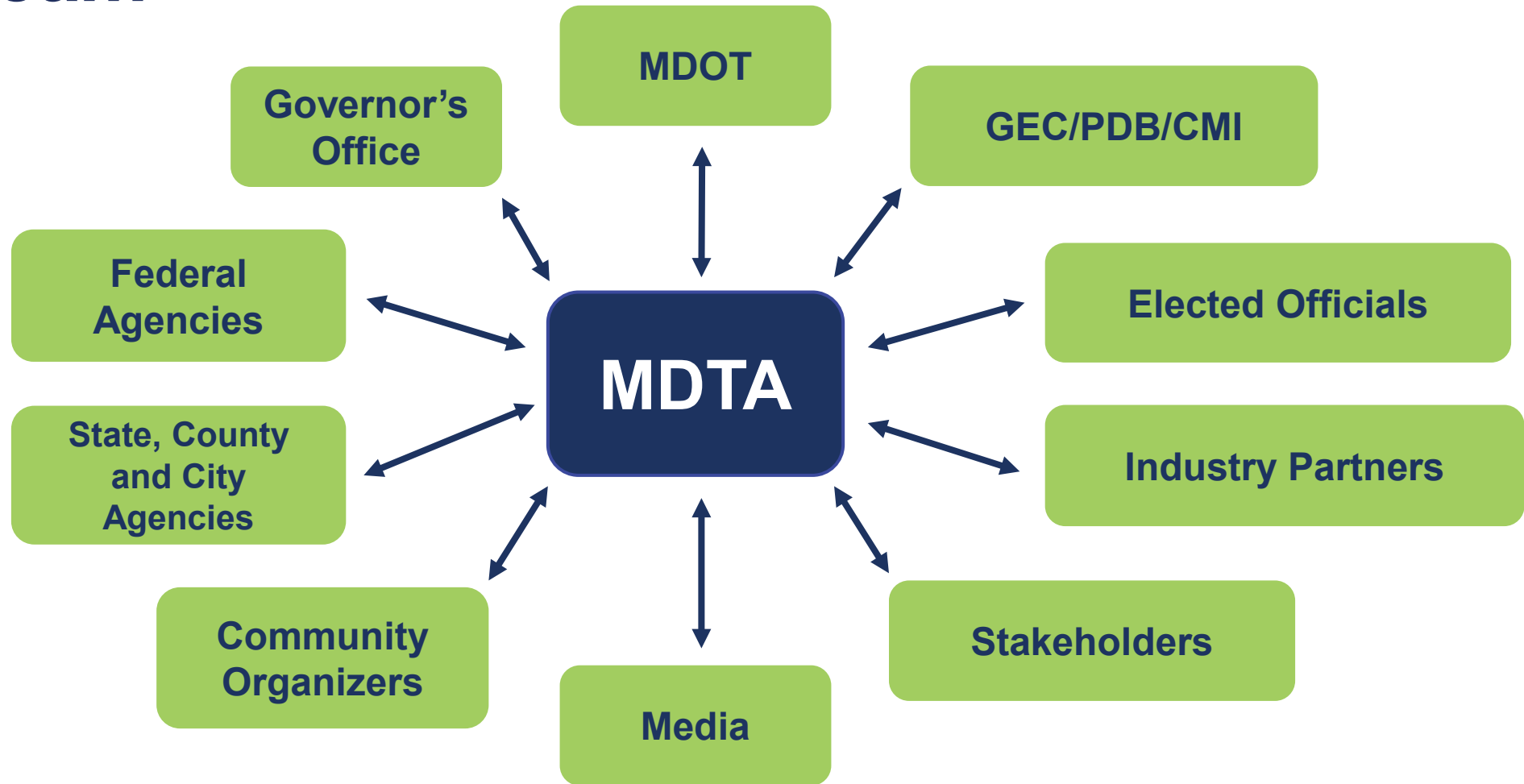


Key Bridge Rebuild Engagement Efforts

Finance and Administration Committee Meeting

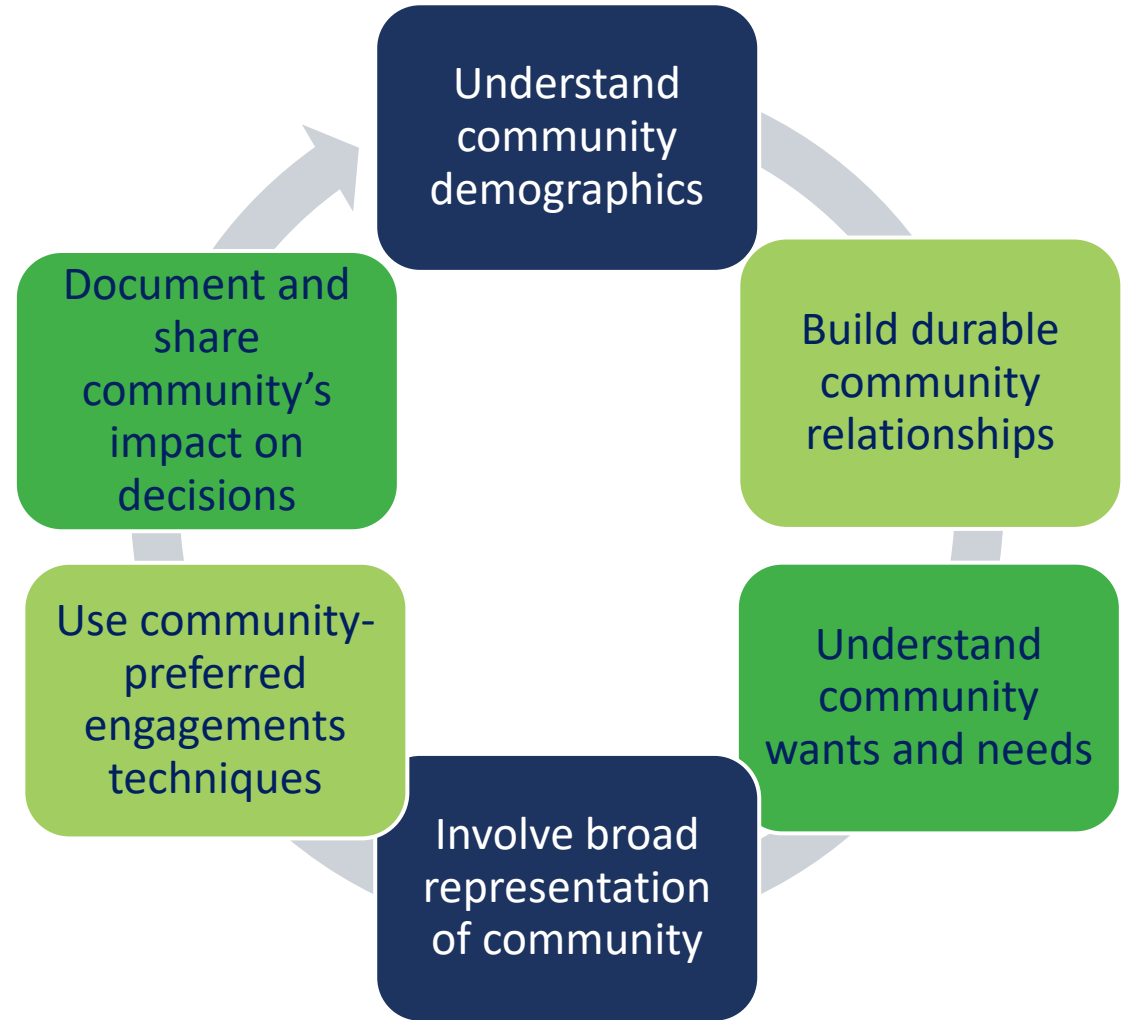
April 9, 2026

Our Team



Our Process

- We are committed to providing timely and transparent updates to foster public and stakeholder trust within the communities we serve.



Our Progress

Spring 2024

- Federal Navigation Channel Fully Reopened
- Held Industry Form
- Website Launched

Summer 2024

- PDB Contract Awarded
- Held Virtual Community Update
- Engagement Tour/Pop-up Events Started
- Launched Support Survey
- FHWA Approved NEP/Categorical Exclusion

Fall 2024

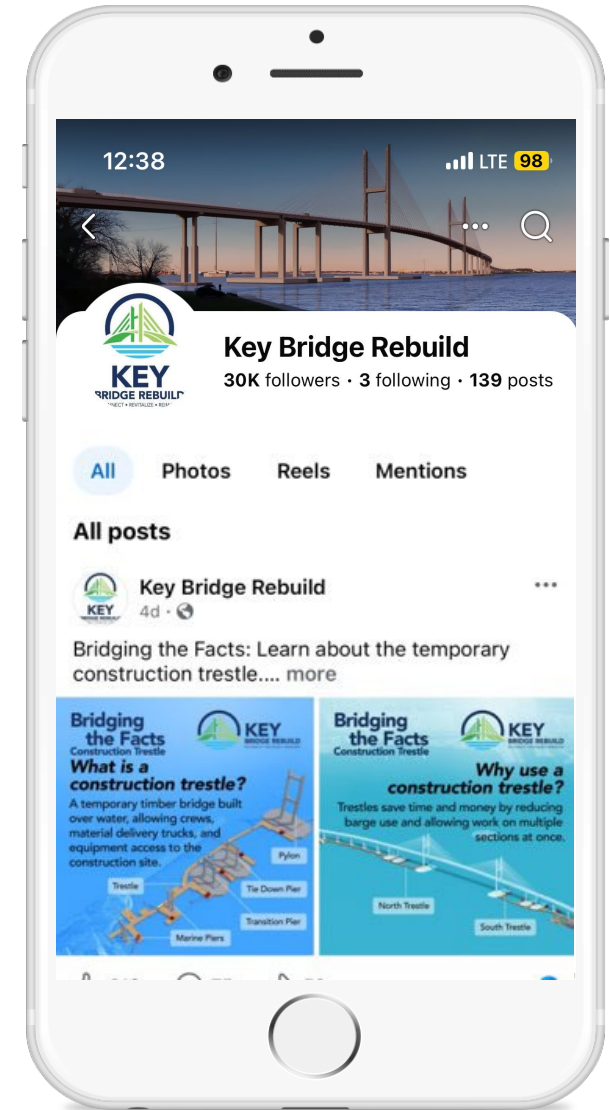
- MDE Issued Permits for Demolition of Existing Bridge

Winter 2025

- Property Inspections Began
- GEC Contracted Awarded
- Facebook Page Launched
- Pre-construction Activities Media Day
- New Bridge Design Revealed
- CMI Contract Awarded
- MDE Issues Permits to Rebuild the Bridge

Spring 2025

- Turner Station Job Fair
- One Year Commemoration of the Francis Scott Key Bridge



Our Progress

Summer 2025

- MDTA Internship Program
- Smooth Waters Initiative Launched
- Pardon Our Progress Campaign Launched
- Demolition Media Day

Fall 2025

- Text Alerts Launched
- KEYping It Reel Videos Launched
- Logo and Website Update Launched
- KEYnected Newsletter Launched
- Test Pile Program Media Day

Winter 2026

- Turner Station Pajama and Toy Drive
- Held Virtual Community Update
- Read Across America / Book Drive
- Women in Construction Week

Upcoming in 2026

- Two Year Commemoration of the Francis Scott Key Bridge
- Turner Station Job Fair
- Smooth Waters Initiative Relaunch
- Adopt-A-Highway Earthday Cleanup
- MDTA Internship Program



Our Deliverables



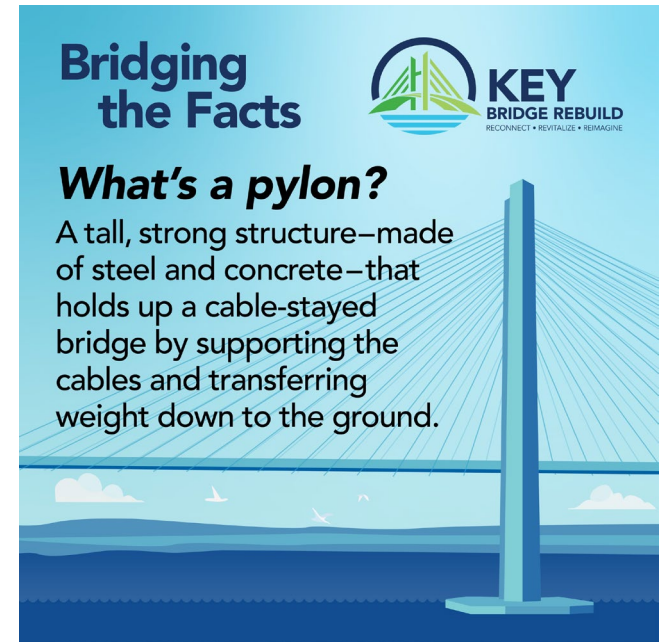
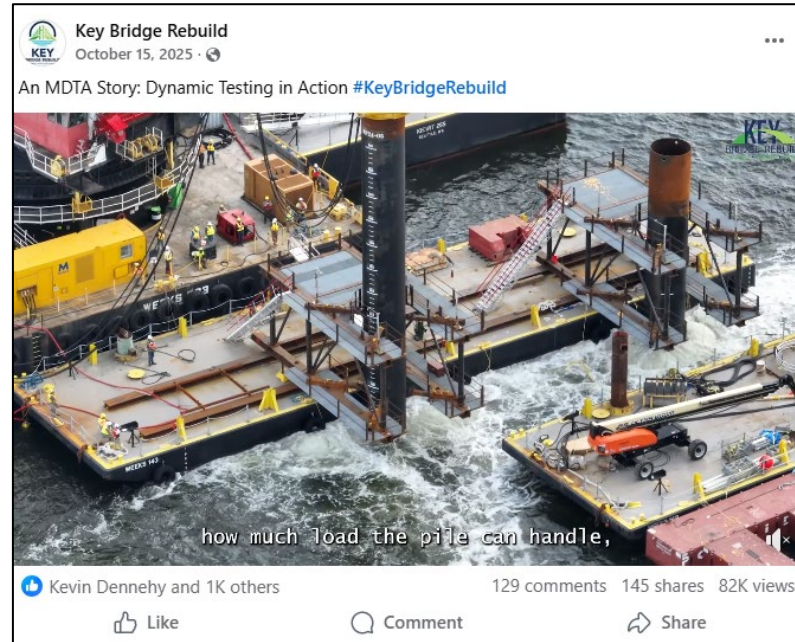
Media Day

- Provides the media with direct access to project engineers and technical experts for accurate and real-time information
- Allows media the opportunity to experience the project site firsthand, improving clarity and depth in their coverage



Social Media

- Shares near real-time project updates through engaging videos and progress photos
- Breaks down complex project details with “Bridging the Facts”
- Strengthens public awareness by delivering weekly updates



Website

- Serves as the central informational hub for all project-related updates
- Allows users to sign up for e-blasts and text alerts
- Offers the public easy ways to contact the MDTA with questions
- Shares schedules for pop-up events
- Houses resources, fact sheets, and meeting materials



Newsletter, E-Blast, Text Alert

- Launched a project newsletter featuring key updates and community spotlights available online and print formats
- Sends bi-weekly e-blasts and text alerts to keep stakeholders inform



KEY BRIDGE REBUILD
RECONNECT • REVITALIZE • REIMAGINE

Maryland Transportation Authority
MDTA

The Key Bridge Brief

Your weekly roundup of Key Bridge Rebuild news and updates.

THE LATEST VIDEO

All Aboard the Flotilla!

What's a Flotilla?
Check out the flotilla, a floating construction site on the Patapsco River for the Key Bridge Rebuild!

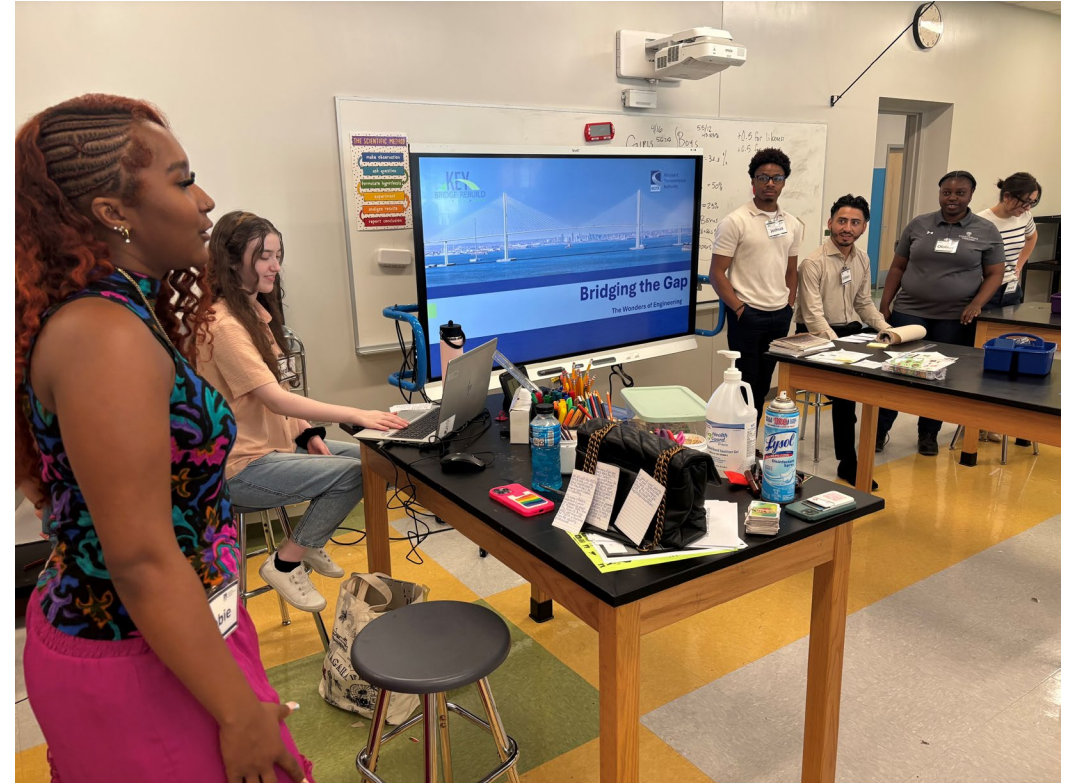
Our Measures of Success

In the last month:

- Visitors to project website increased from 7,720 to 7,765 (+0.6%), showing continued interest and improved content visibility
- Facebook followers grew to 29,896 total (+7%)
- Facebook reach increased from 379K to 824K people (+117%) and engagement with posts rose from 41.6K to 87.8K (+111%), significantly expanding visibility and interaction with the project's messages.
- Text alert subscribers increased from 293 to 454 (+55%), demonstrating strong audience growth

Community Engagement

- Partnered with the Maryland Higher Education Commission to launch an internship for Maryland college students
- Supporting local communities through community-focused activities including
 - Job Fairs
 - Food Pantry Support
 - Book/Pajama/Toy Drives
- Keeping communities informed through initiatives including
 - Pardon Our Progress
 - Property Inspections



Speaker's Requests

- Provide speaker requests to share project updates for local organizations and HOAs
- Partner with local podcasts and media to broaden outreach and provide accessible and conversational project updates



Pop-up Events

- Attend community events in communities across Anne Arundel County, Baltimore City, and Baltimore County
- Provide residents with project updates and commuter resources
- Launched the support survey to understand community needs and best ways to communicate perinate information



Public Meetings

- Hosted two virtual community updates to inform the public about the progress, share how the MDTA and their partners are working to reconnect resources to the impacted communities, and answer questions
- Hosted four public hearings with the Maryland Department of the Environment to share details on permits required for demolition and reconstruction



Industry and Agency Meetings

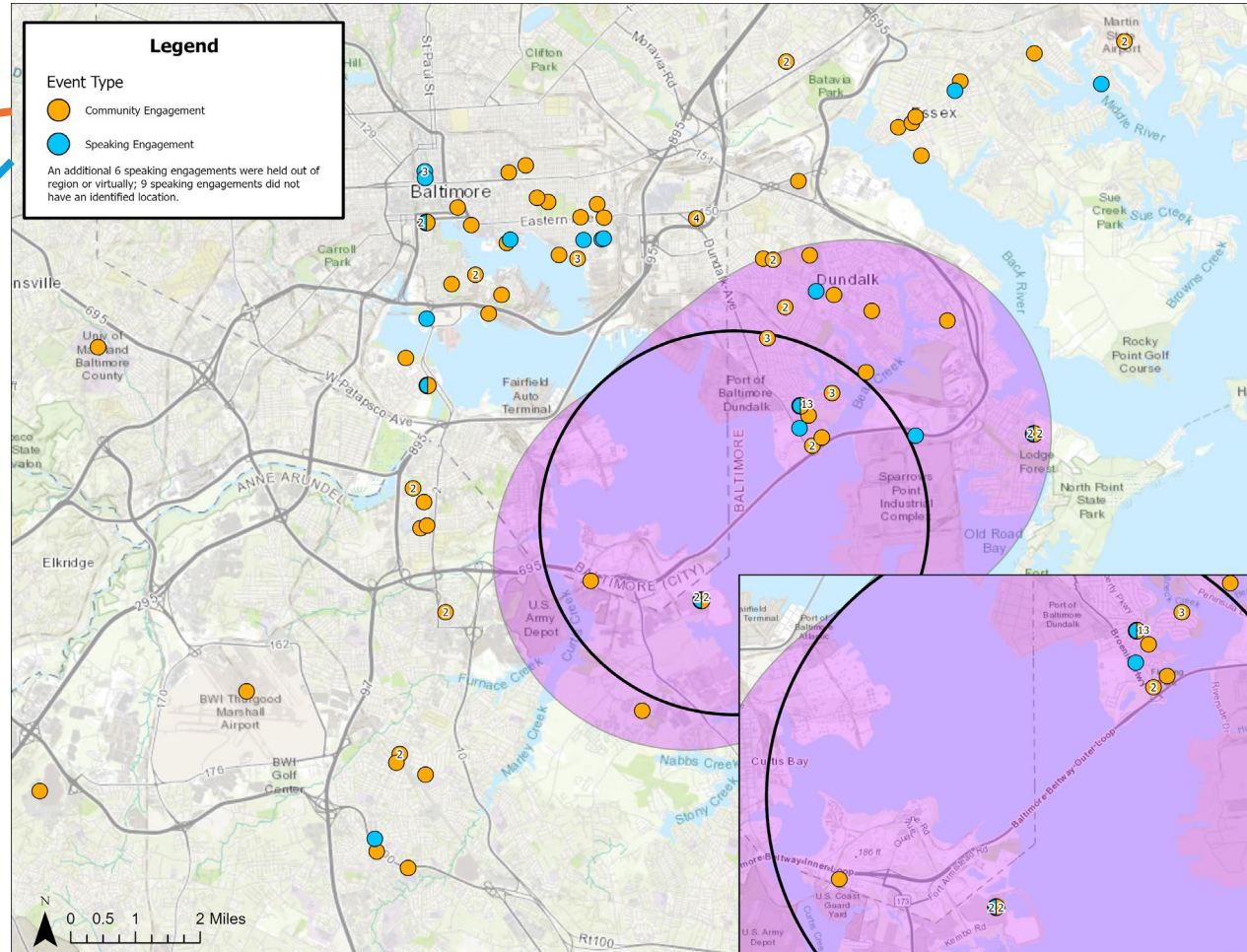
- Hosted a virtual Industry Forum to brief industry professional on the PDB contract, procurement process, and anticipated schedule
- Provides regular updates to the Harbor Safety Team
- Launched the Smooth waters Initiative, a public safety campaign designed to protect boaters and marine construction workers safe



Community Engagement

113 Pop-ups

64 Speaking Engagements



Our Engagement

- 110+ Pop-up events
- 60+ Speaking engagements
- 860+ Surveys completed
- 6,180+ Connections with communities
- 4,600+ Email subscribers



Focus Groups

- In Spring 2026, we will conduct focus groups to ensure our communication approach resonates with our audiences
- Explore how community members prefer to receive information including formats and frequency
- Evaluate and refine messages by testing tone, clarity, and delivery style across different communication platforms



Stay Connected

- **Sign up** for project alerts by email or text
- **Invite us** to speak in your community
- **Share feedback** through email or project hotline
- **Follow us** on Facebook for project updates

KeyBridgeRebuild.com

[@KeyBridgeRebuild](https://www.facebook.com/KeyBridgeRebuild)

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info@KeyBridgeRebuild.com

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ITEM

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**CLOSED
SESSION
(VERBAL)**