



Maryland Transportation Authority

FINANCE AND ADMINISTRATION
COMMITTEE

THURSDAY, JULY 16, 2026

MARYLAND TRANSPORTATION
AUTHORITY
2310 BROENING HWY
BALTIMORE, MD 21224

FINANCE AND ADMINISTRATION COMMITTEE MEETING AGENDA

July 16, 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, July 15, 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> | June 11, 2026 - Open Session Meeting Minutes | Chairman von Paris | 5 min. |
| 2. | <u>Approval</u> | June 11, 2026 - Closed Session Meeting Minutes | Chairman von Paris | 5 min. |
| 3. | <u>Approval</u> | Contract No. MT-00211657 - Emergency Snow Removal Services | Richard Jaramillo | 5 min. |
| 4. | <u>Update</u> | Workforce and Organizational Development Update -
Leadership Investment for Tomorrow (LIFT) Program | Mark Rappold
Keara DeKay | 5 min. |
| 5. | <u>Update</u> | Workforce and Organizational Development Update -
All Access Tour Training Program | Mark Rappold
Joshua Durant | 5 min. |
| 6. | <u>Update</u> | Travel Plaza Update - Annual update on the MDTA's travel plazas | Simon Najjar | 10 min. |

Vote to Adjourn

ITEM

1

FINANCE AND ADMINISTRATION COMMITTEE MONTHLY MEETING
THURSDAY, JUNE 11, 2026
OPEN MEETING VIA LIVESTREAM

OPEN SESSION

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

STAFF ATTENDING: Yaw Berkoh
Kevin Cullity
Jeffrey P. Davis
Allen Garman
Bruce Gartner
Chantelle Green
Anthony Hagen
James Harkness
Natalie Henson
Michael Himmer
Kendra Joseph
Jim Loukas
Megan Mohan, Esq.
Kenneth Montgomery
Tina Nagurski
Mary O'Keeffe
Timothy Sheets
Thomas Smith
Jennifer Stump
Patricia Tracey

OTHERS ATTENDING: Tonya Wojtulewicz – MDOT - MAA

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 14, 2026 MEETING

Member John von Paris called for the approval of the minutes from the open meeting held on May 14, 2026. Member Jeffrey Rosen made the motion, and Member Dontae Carroll seconded the motion, which was unanimously approved.

APPROVAL – CLOSED MEETING MINUTES FROM MAY 14, 2026 MEETING

Member von Paris called for the approval of the minutes from the closed meeting held on May 14, 2026. Member Cynthia Penny-Ardinger made the motion, and Member Carroll seconded the motion, which was unanimously approved.

**APPROVAL – CONTRACT No. J01B6600044 – MDTA MOTOROLA APX 6500
ENHANCED MOBILE RADIOS**

Michael Himmer requested a recommendation of approval from the Finance and Administration Committee to present Contract No. J01B6600044, Motorola APX 6500 Enhanced Mobile Radios, to the full Maryland Transportation Authority (MDTA) Board at its next scheduled meeting.

The contract calls for the purchase of Motorola APX 6500 enhanced mobile radio communications equipment, including warranties, for the MDTA Police. The equipment will support the MDTA Police's communication needs, ensuring efficient and reliable operations for law enforcement and emergency response activities.

The procurement was issued as a Purchase Order Request for Proposal (PORFP) under the Department of Information Technology (DoIT) Radio Communication 2018 Master Contract. It was advertised to eight (8) authorized Master Contractors who can provide Motorola products. Motorola Solutions, Inc., was the sole offeror. The estimated value of this one-time purchase contract is \$852,742.00.

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 Rosen seconded the motion, which was unanimously approved.

**APPROVAL – CONTRACT No. J01B6600045 – MDTA MOTOROLA APX NEXT
PORTABLE RADIOS**

Michael Himmer requested a recommendation of approval from the Finance and Administration Committee to present Contract No. J01B6600045, Motorola APX Next Portable Radios, to the full MDTA Board at its next scheduled meeting.

This contract calls for the purchase of Motorola APX Next portable radio communications equipment, including warranties, for the MDTA Police. The equipment will support the MDTA Police's communication needs, ensuring efficient and reliable operations for law enforcement and emergency response activities.

The procurement was issued as a PORFP under DoIT's Radio Communication 2018 Master Contract. It was advertised to eight (8) authorized Master Contractors who can provide Motorola products. Motorola Solutions, Inc. was the sole Offeror. The estimated value of this one-time purchase contract is \$6,820,042.39.

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.

APPROVAL – FINANCING RESOLUTION 26-02, SERIES 2026 BWI PFC BONDS

Mr. Yaw Berkoh requested a recommendation of approval to present MDTA Board Resolution 26-02, Series 2026 Baltimore/Washington International Thurgood Marshall Airport (BWI) Passenger Facility Charge (PFC) Bonds, to the full MDTA Board at its next scheduled meeting.

Resolution 26-02 updates the previously approved Resolution 26-01 to add partial refinancings of the Series 2012 and 2014 bonds for economic savings. Resolution 26-02 authorizes the issuance of up to \$130 million of bonds to finance a portion of capital projects for an approximate two-year period and to refinance portions of the Series 2012/2014 bonds for economic savings. The financing is expected during the second half of calendar 2026 and will be sized to account for the capital program, Passenger Facility Charge (PFC) revenues, bond premiums, debt service reserve funding, and costs of issuance.

The updated resolution continues to authorize the issuance of new PFC backed bonds to finance a portion of BWI Airport capital projects in fiscal 2027 and 2028. The PFC revenue backed bonds are issued under a separate trust agreement and are solely secured by PFC revenues.

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 2027 FINAL OPERATING BUDGET

Chantelle Green requested a recommendation of approval from the Finance and Administration Committee to present the proposed Final FY 2027 Operating Budget to the full MDTA Board at its next scheduled meeting.

The proposed FY 2027 Final Operating Budget of \$473.3 million represents \$10.2 million, or a 2.2% increase versus the FY 2027 Preliminary Operating Budget. The key drivers of the increase are mandated personnel expenses, insurance costs, Maryland State Police overhead charges, delayed motor vehicle purchases, and MDTA Police equipment. These costs are partially offset by a reduction in large vehicle purchases that were expedited into FY 2026.

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.

APPROVAL – DRAFT FY 2027-2032 CONSOLIDATED TRANSPORTATION PROGRAM

Ms. Jennifer Stump requested a recommendation of approval from the Finance and Administration Committee to present the proposed Draft FY 2027-2032 Consolidated Transportation Program (CTP) to the full MDTA Board. The Draft CTP was reviewed by the Capital Committee on June 11, 2026, and recommended for approval to the full MDTA Board.

The Draft CTP totals \$8.9 billion, which reflects a net increase of \$1.1 billion in the six-year FY 2027-2032 budget. The net increase is the result of a (1) \$385.0 million increase for the Francis Scott Key Bridge (Key Bridge); (2) \$6.4 million decrease for the I-95 Express Toll Lanes (ETL) Northbound Extension; (3) \$262.9 million increase for all projects (excluding the Key Bridge, I-95 ETL Northbound Extension, and reserves); and (4) \$429.2 million increase in the allocated and unallocated reserves. The Draft CTP includes the rollover of \$413.8 million in FY 2026 underspending into the FY 2027-2032 program 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 Penny-Ardinger made the motion, and Member Rosen seconded the motion, which was unanimously approved.

APPROVAL - DEBT POLICY – UPDATES TO THE MDTA's DEBT POLICY

Mr. Allen Garman requested a recommendation of approval from the Finance and Administration Committee to present the amended Debt Policy to the full MDTA Board.

The Debt Policy was revised to update the legislatively set bonding limit to \$5 billion and revise the minimum Unrestricted Cash target at the end of each fiscal year to equal the next fiscal year's Operating Budget, excluding MDTA Police reimbursables and extraordinary one-time expenses.

Mr. Garman explained that the proposed change to the Unrestricted Cash target is primarily driven by the fact that an increased cash reserve is prudent and necessitated by rating agency metrics for Toll Sector entities in the double-A ratings category. Other key factors include, but are not limited to (1) the MDTA's Unrestricted Cash target has not been raised since 2023 but should be upwardly adjusted, intermittently or periodically, for growth in the agency and inflation; (2) the highest credit ratings in the double-A ratings category ensure bond market access at the lowest possible financing rates; and (3) the cost of maintaining a larger cash reserve is less than the long-term costs associated with financing as a lower rated borrower.

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.

VOTE TO GO INTO CLOSED SESSION

At 10:02 a.m., upon motion by Member Rosen and seconded by Member Carroll, the Members voted unanimously to move into Closed Session under §3-305(b)(8) of the General Provisions Article of the Annotated Code of Maryland to discuss a matter related to pending litigation.

RETURN TO OPEN SESSION

At 10:54 a.m., the Finance and Administration Committee returned to Open Session. Member von Paris stated that there were no actions to ratify from the Closed Session.

There being no further business, the meeting of the Finance Committee adjourned at 10:54 a.m., following a motion by Member Penny-Ardinger.

John von Paris, Chairman

ITEM

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CLOSED SESSION MINUTES

ITEM

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**Maryland
Transportation
Authority**

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

Board Members:

Dontae Carroll	Jeffrey S. Rosen
Maricela Cordova	Samuel D. Snead, MCP, MA
William H. Cox, Jr.	John F. von Paris
Cynthia D. Penny-Ardinger	Frank S. Waesche III

Bruce Gartner, Executive Director

MEMORANDUM

TO: Finance and Administration Committee
FROM: Chief Operating Officer Richard Jaramillo
SUBJECT: Contract MT-00211657 for Emergency Snow Removal
DATE: July 16, 2026

PURPOSE OF MEMORANDUM

To seek recommended approval from the Finance and Administration Committee to present Contract No. MT-00211657, Emergency Snow Removal, to the full Maryland Transportation Authority (MDTA) Board at its next scheduled meeting.

SUMMARY

This contract pertains to emergency snow removal services incurred from January 24, 2026 – January 31, 2026. The contract includes services for employee supervision, supplies, labor, and equipment. These services were provided at the MDTA's I-95 Express Toll Lanes, which is a critical infrastructure that supports travel mobility along the I-95, I-895, and I-695 corridors in and around the Baltimore metropolitan areas. The services were provided during Winter Storm Fern, a declared State of Emergency.

RECOMMENDATION(S)

To obtain recommended approval by the Finance and Administration Committee to present the recommended award of Contract No. MT-00211657, Emergency Snow Removal, to the MDTA Board at its next scheduled meeting.

ATTACHMENT(S)

- Finance and Administration Committee Project Summary



FINANCE & ADMINISTRATION COMMITTEE PROJECT SUMMARY
Contract No. MT-00211657 - EMERGENCY SNOW REMOVAL

PIN NUMBER N/A
CONTRACT NUMBER MT-00211657
CONTRACT TITLE EMERGENCY SNOW REMOVAL

PROJECT SUMMARY This contract pertains to emergency snow removal services incurred from January 24, 2026 – January 31, 2026 for snow removal services including employee supervision, supplies, labor, and equipment. The services were provided at the MDTA's I-95 Express Toll Lanes during Winter Storm Fern, a declared State of Emergency.

SCHEDULE		MBE PARTICIPATION	ADVERTISED	PROPOSED
		OVERALL MBE	GOAL (%)	GOAL (%)
ADVERTISEMENT DATE	N/A		0.00%	0.00%
ANTICIPATED NTP DATE	1/24/2026	VSBE	0.00%	0.00%
DURATION/TERM	Eight (8) Days			
		BID PROTEST	YES	NO
				✓

BID RESULTS	BID	Incumbent
	AMOUNT(S)	
Allan Myers MD, Inc.	\$ 697,657.91	N/A

ITEM

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Maryland Transportation Authority

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

Board Members:

Dontae Carroll	Jeffrey S. Rosen
Maricela Cordova	Samuel D. Snead, MCP, MA
William H. Cox, Jr.	John F. von Paris
Cynthia D. Penny-Ardinger	Frank S. Waesche III

Bruce Gartner, Executive Director

MEMORANDUM

TO: Finance and Administration Committee
FROM: Learning & Development Specialist Keara DeKay
SUBJECT: Spring 2026 LIFT Program and Alumni Event – Summary Report
DATE: July 16, 2026

PURPOSE

The purpose of this summary is to provide the Maryland Transportation Authority (MDTA) Finance and Administration Committee with an overview of the Spring 2026 Leadership Investment for Tomorrow (LIFT) program and the results of the 2026 LIFT Alumni Event. The attached infographics provide additional detail.

BACKGROUND

LIFT is MDTA's flagship leadership development program for high-performing employees who are not yet serving in a supervisory or managerial role. First launched in Spring 2023, LIFT uses a blended learning approach combining instructor-led sessions, eLearning, facility tours, and guest speakers. The Spring 2026 cohort is the sixth since the program's launch.

PROGRAM ENHANCEMENTS

Since summer 2025, series of enhancements to the LIFT curriculum, resources, and evaluation structure have been implemented. These include new instructional modules to deepen participant learning in key leadership areas, including Emotional Intelligence, Giving and Receiving Feedback, and Strategic Thinking. An interactive Participant Workbook supports participants both in and out of the classroom with structured activities, action planning tools, and direct links to the references and resources used throughout the program. Lastly, a robust assessment framework was developed to capture both short-term and long-term data on program impact. Together, these enhancements reflect a commitment to delivering a program that is relevant, evidence-based, and continuously improving.

SPRING 2026 LIFT PROGRAM SUMMARY

The Spring 2026 cohort ran from April 1 through May 13, 2026, consisting of seven sessions. Twelve employees were competitively selected, representing nine of MDTA's Responsibility Centers. The program received outstanding evaluations from participants — full details are available in the attached LIFT Program Report infographic. The curriculum addressed a range of essential leadership topics designed to illustrate how each role at MDTA interconnects to drive the organization forward. This approach is reinforced through the guest speakers, including MDTA Board members and executive leaders.

We are happy to share that one participant was successful in claiming 35 Professional Development Units (PDUs) toward their Project Management Professional (PMP) recertification through their LIFT program participation. This is a great indication of how the LIFT program can enhance employee professional development, both inside and outside the workplace.

2026 LIFT ALUMNI EVENT SUMMARY

The LIFT Alumni Event was a new initiative for 2026 and was held in conjunction with the Spring 2026 cohort's first session, bringing together participants from all six LIFT cohorts. The event was designed to build community among alumni, showcase career progress, and connect participants to additional workforce development opportunities. Twenty-nine individuals attended, including 18 LIFT alumni and 11 members of the Spring 2026 cohort. The centerpiece of the event was a Speed Networking activity in which participants paired up to discuss questions designed to spark conversation and connection around leadership experiences and goals. Participant feedback was exceptional — full results are available in the attached Alumni Event Feedback Report infographic.

LOOKING AHEAD

Our office is committed to measuring the long-term impact of LIFT through a structured, multi-stage evaluation process. Beginning with the 2025 cohort, participants complete follow-up surveys at 60 days, six months, and one year after graduation to assess how LIFT concepts are being applied on the job and how participants' leadership confidence and effectiveness have changed over time. We have also started administering an annual survey to all past LIFT cohorts, beginning with Spring 2023, to build longitudinal data on program efficacy across the full alumni community. Results from these surveys will inform ongoing program improvements and provide evidence of LIFT's sustained impact on MDTA's leadership development pipeline.

CONCLUSION

LIFT continues to strengthen MDTA's leadership pipeline by investing in high-performing employees, fostering cross-agency collaboration, and connecting participants to ongoing development opportunities. The Spring 2026 results reflect a program that is meeting and exceeding its objectives. Our team is grateful for the MDTA's continued support of this initiative.

ATTACHMENTS

- 2026 LIFT Program Infographic
- 2026 LIFT Alumni Event Feedback Report Infographic

9.8
/ 10

Outstanding Program Performance

The Spring 2026 LIFT cohort delivered exceptional results across all 7 sessions — **100% of participants agreed the program met their expectations.**

12

Participants

9

RCs Represented

98.8%

Attendance

100%

Would recommend
LIFT

KEY EVALUATION HIGHLIGHTS



The lowest-rated dimension – Confident to Apply (9.7) – makes the case for continued investment in LIFT and its alumni network. Participants leave LIFT energized and ready to apply new skills. We must provide the support that helps them do it.

PROGRAM HIGHLIGHTS

EXECUTIVE ENGAGEMENT

Board members Mario Gangemi, P.E. and Dontae Carroll, and CAO Dr. Percy Dangerfield shared experiences and leadership advice with the cohort.

OPERATIONS TOURS

Toured Ft. McHenry Tunnel, Authority Operations Center, and Bay Bridge to see how roles are interconnected and support MDTA's mission.

PDU ACHIEVEMENT

One participant claimed 35 PDUs toward PMP recertification.

PARTICIPANT VOICE & PROGRAM DIVERSITY

Most Valuable Topics & Activities

"The CliftonStrengths discussion — I learned what skills I have and where to focus or improve."

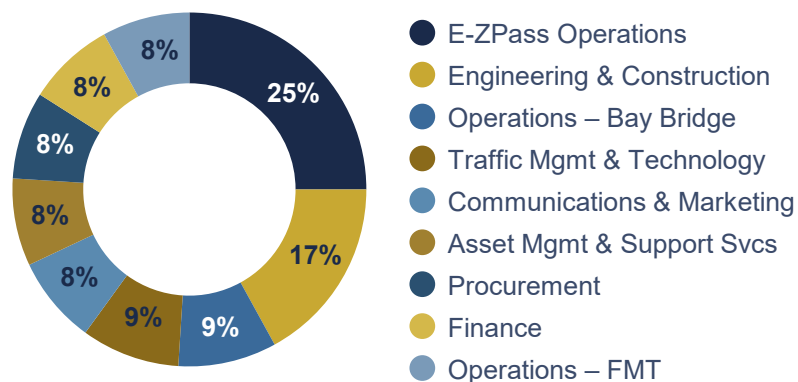
"Giving & receiving feedback — having specific examples of wording was very useful."

"Conflict resolution and the benefits of effective team building."

"Job crafting and strategic decision making."

"This program was very good and insightful, thank you again!"

9 of MDTA's Responsibility Centers represented



2026 LIFT Alumni Event Feedback Report

9.3
/ 10

Outstanding Event Performance

The 2026 LIFT Alumni Event was a resounding success — **100% of respondents** agreed the event met their expectations and left ready for more.

29

Attendees

48%

Survey Response
Rate

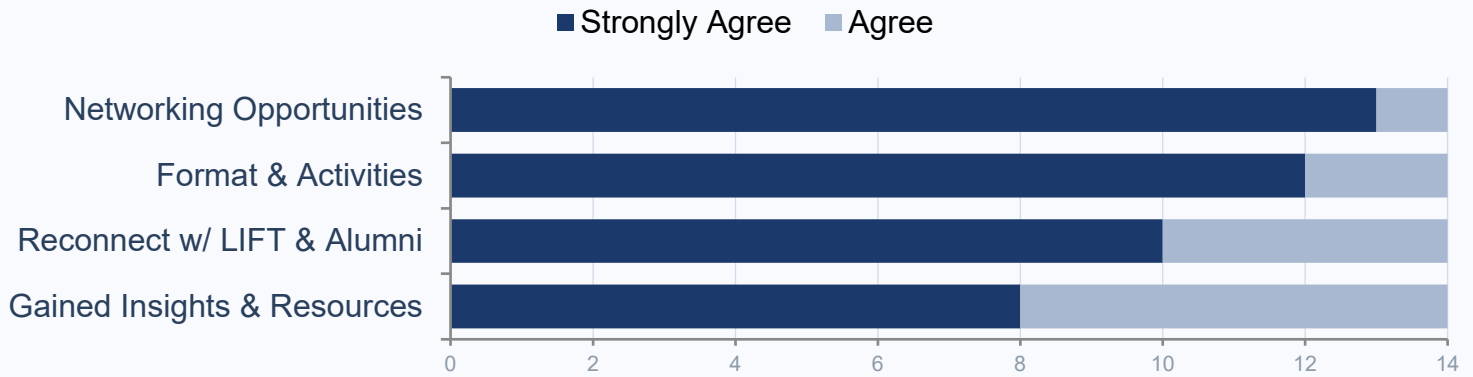
100%

Would Attend Future
Events

3

CDP Partner
Providers

EVALUATION SCORES BY CATEGORY



Top-rated category: Networking Opportunities earned the highest marks of the event at 93% strongly agreed, reinforcing that the Alumni Event is succeeding in its purpose: building community, honoring progress, and keeping LIFT alumni connected to what comes next.

PARTICIPANT VOICE

Most Valuable Aspects

"The speed networking was great!"

"Networking with Alumni and current LIFT participants."

"I met with some people who I was able to talk about me taking the Contract Class, and I was put in the right place to get information on procurement and what I had to do to get involved."

Recommendations for 2027

- Extend networking time — multiple participants requested more rounds and longer sessions.
- Invite a guest speaker to elevate program content.
- Explore different room configurations to maximize space and comfort.

ITEM

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Maryland Transportation Authority

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Aruna Miller, Lt. Governor
Kathryn Thomson, Chair

Board Members:
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Maricela Cordova Samuel D. Snead, MCP, MA
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Cynthia D. Penny-Ardinger Frank S. Waesche III

Bruce Gartner, Executive Director

MEMORANDUM

TO: Finance and Administration Committee
FROM: Learning & Development Specialist Josh Durant
SUBJECT: Spring 2026 All Access Tour – Summary Report
DATE: July 16, 2026

PURPOSE

The purpose of this Memorandum is to provide an update on the All Access Tour training program delivered between February and May 2026 by the Workforce and Organizational Development Unit in the Office of Human Resources and Workforce Development.

BACKGROUND

In the fall of 2025, our office met with Facility Administrators, Deputy Administrators, and Chief Facility Maintenance Officers across eight MDTA maintenance facilities to identify training opportunities. Feedback universally indicated that frontline teams require structured, practical assistance to utilize our core HR systems. These include our MDOT human resources information system platform (HRIS), learning management system (Cornerstone), payroll system (MTrack), benefits system (Workday), and password reset tool (ReACT).

TAKING THE TRAINING ON THE ROAD

In response, we built the All Access Tour—a two-hour, hands-on workshop focused on the core systems listed above. Instead of pulling staff away for standard centralized training, we brought the classroom directly to the workforce.

We ran 15 sessions across all eight maintenance facilities, successfully training 231 staff members in the MDTA Operations Division.

This on-site delivery model was a massive operational win. It eliminated travel time, kept operational downtime to a minimum, and allowed staff to get right back to their

shifts as soon as the class ended. Going forward, we will evaluate opportunities to include localized, on-site components in our training programs where appropriate.

WHAT WE LEARNED

Beyond the logistics, the tour gave us a great look at the culture inside our facilities:

- **Night Shift Inclusion:** We made sure to schedule dedicated sessions during night shift hours. Employees expressed appreciation for training that fit their work schedules.
- **Peer-to-Peer Teamwork:** We noticed that the camaraderie at these sites is strong. During the hands-on practice, employees who picked up the digital navigation quickly stepped right in to tutor coworkers who were struggling with the interfaces.

RESULTS AND NEXT STEPS

The data shows the training hit its mark. In our post-training surveys, 86% of attendees agreed they felt more confident logging in and using the tools, and the program earned an overall confidence rating of 4.28 out of 5.0, which indicates high overall satisfaction with the training.

As we start planning our next training rollouts, we are taking a few key lessons with us:

- **The Push for Mobile:** There is a clear demand from the workforce for better mobile access. Younger employees and new hires were highly comfortable bypassing the computers entirely and accessing these platforms on their smartphones during class.
- **Fixing Classroom Logistics:** To prevent login delays from taking up instructional time, we will consider QR-coded credentials and pre-class password reminders for future trainings.

CONCLUSION

The All Access Tour proved that bringing training directly to our Operations employees is a great way to close skill gaps. By delivering hands-on support at our maintenance facilities, we resolved immediate digital literacy issues and gained valuable insights into our frontline teams' operational needs. Moving forward, our office will apply these lessons to ensure our future initiatives are accessible, efficient, and tailored to the realities of our workforce.

ATTACHMENT

- All Access Tour Infographic

2026 All Access Tour Feedback Report

4.28
/ 5

Outstanding Event Performance

The 2026 All Access Tour was a success — **86% of respondents** agreed that they felt more confident logging into and using the digital tools covered in the training.

231

Staff Trained

55%

Survey Response
Rate

86%

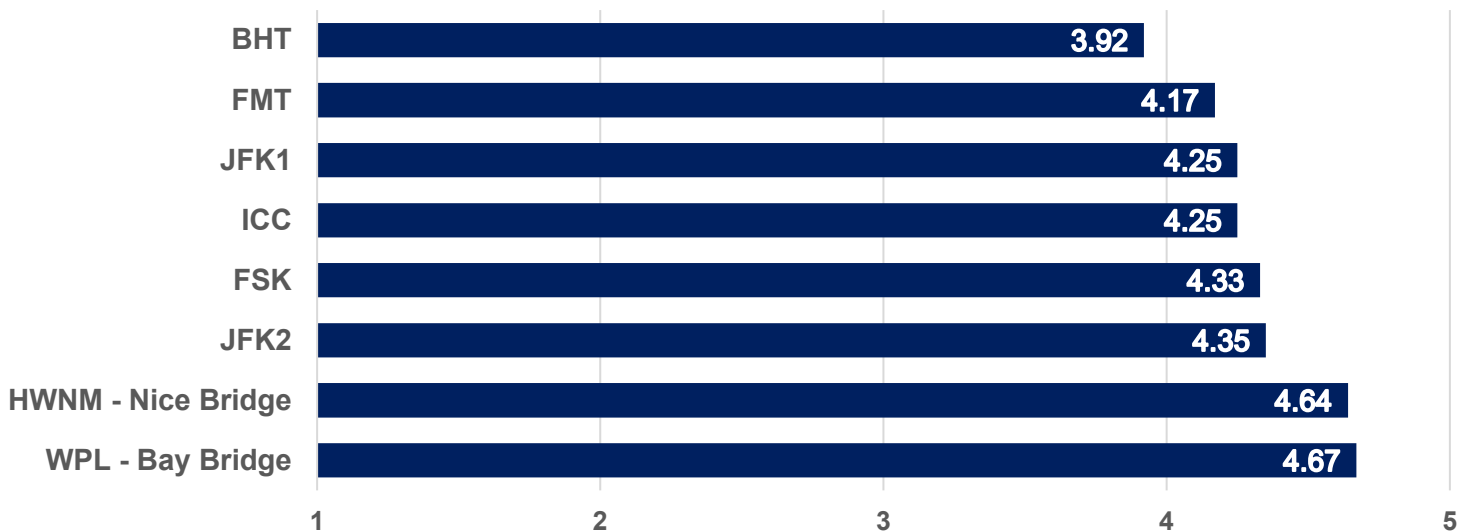
Felt More Confident

15

Training Sessions

EVALUATION SCORES BY CATEGORY

Average Confidence Score by Facility



PARTICIPANT VOICE

Operational Lessons Learned

"Great information, teacher knowledgeable" – JFK1 Participant

"Instructor was knowledgeable and pleasant" – FMT Participant

"Everything was very well explained." – FMT Participant

"The trainer was very good at answering my questions." – FSK Participant

Operational Lessons Learned

- **Localized Training Delivery Model:** Conducting the training directly at local maintenance facilities yielded dividends in terms of staff participation.
- **Shift Accommodations:** Night shift workers expressed strong appreciation for the scheduling of a dedicated session.
- **Peer-to-Peer Knowledge Sharing:** The instructor observed an exceptional level of workplace camaraderie and internal teamwork.

ITEM

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Maryland
Transportation
Authority

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

Board Members:

Dontae Carroll	Jeffrey S. Rosen
Maricela Cordova	Samuel D. Snead, MCP, MA
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Cynthia D. Penny-Ardinger	Frank S. Waesche III

Bruce Gartner, Executive Director

MEMORANDUM

TO: Finance and Administration Committee
FROM: Travel Plazas Administrator Simon Najar
SUBJECT: Travel Plaza Update
DATE: July 16, 2026

PURPOSE OF MEMORANDUM

To update the MDTA Finance and Administration Committee on the progress of operations at the Maryland House and Chesapeake House Travel Plazas.

SUMMARY

In 2012, the Maryland Transportation Authority (MDTA) entered into a Lease and Concession Agreement with Areas USA MDTP, LLC (Areas USA), to undertake the redevelopment (including financing) and long-term operations and maintenance of the travel plazas. Pursuant to the public-private partnership (P3) arrangement, the MDTA retains oversight of the travel plazas for a period of 35 years.

This presentation will provide a brief overview of the contract award and agreement; Areas USA history and expertise; current operations at the travel plazas; and future outlook.

ATTACHMENT

MDTA's Travel Plazas Presentation

MDTA TRAVEL PLAZAS



MDTA FINANCE COMMITTEE

JULY 16, 2026

WHY HAVE TRAVEL PLAZAS?

- PROVIDE A CLEAN AND SAFE RESTING AREA FOR TRAVELING PUBLIC.
- INCREASE HIGHWAY SAFETY.
- PROMOTE AND MARKET THE STATE OF MARYLAND.

WHY A PUBLIC PRIVATE PARTNERSHIP (P3)?

- THE ARRANGEMENT PROVIDES FOR BETTER SERVICES AND MORE EFFICIENT OPERATIONS.
- HOSPITALITY IS NOT A CORE COMPETENCY FOR MDTA.
- PLAZAS OPERATED AND MAINTAINED BY CONCESSIONAIRE – AREAS USA.
- NO TOLL REVENUE SPENT ON REPLACEMENT OF PLAZAS.
- TOLL DOLLARS UTILIZED FOR CAPITAL INFRASTRUCTURE.

I-95 TRAVEL PLAZAS REDEVELOPMENT

- **MDTA ENTERED INTO A 35-YEAR LEASE AND CONCESSION AGREEMENT WITH AREAS USA MDTP, LLC, FOR THE REDEVELOPMENT AND LONG-TERM OPERATIONS AND MAINTENANCE OF THE MARYLAND HOUSE AND CHESAPEAKE HOUSE.**
- **AGREEMENT TERM: SEPTEMBER 16, 2012 TO SEPTEMBER 16, 2047.**
- **CONTRACT INCLUDES MDTA OVERSIGHT AND SPECIFIC SERVICE LEVEL REQUIREMENTS.**
- **\$56 MILLION INVESTMENT IN BOTH PLAZAS BY AREAS USA.**
- **LEADERSHIP IN ENERGY AND ENVIRONMENTAL DESIGN (LEED) – SILVER CERTIFIED.**
- **MDTA TO RECEIVE BETWEEN 10 – 15% OF THE GROSS REVENUE GENERATED AT THE TRAVEL PLAZAS.**

CONCEPTS AT THE MARYLAND TRAVEL PLAZAS

CHESAPEAKE HOUSE

- AUNTIE ANNE'S
- EARL OF SANDWICH
- KFC/PIZZA HUT
- PEET'S COFFEE
- SUNSHINE MARKETPLACE
- WENDY'S

MARYLAND HOUSE

- AUNTIE ANNE'S
- CURRITO
- DUNKIN DONUTS
- JERRY'S
- NATHAN'S
- PHILLIPS SEAFOOD EXPRESS
- SUNSHINE MARKETPLACE
- WENDY'S

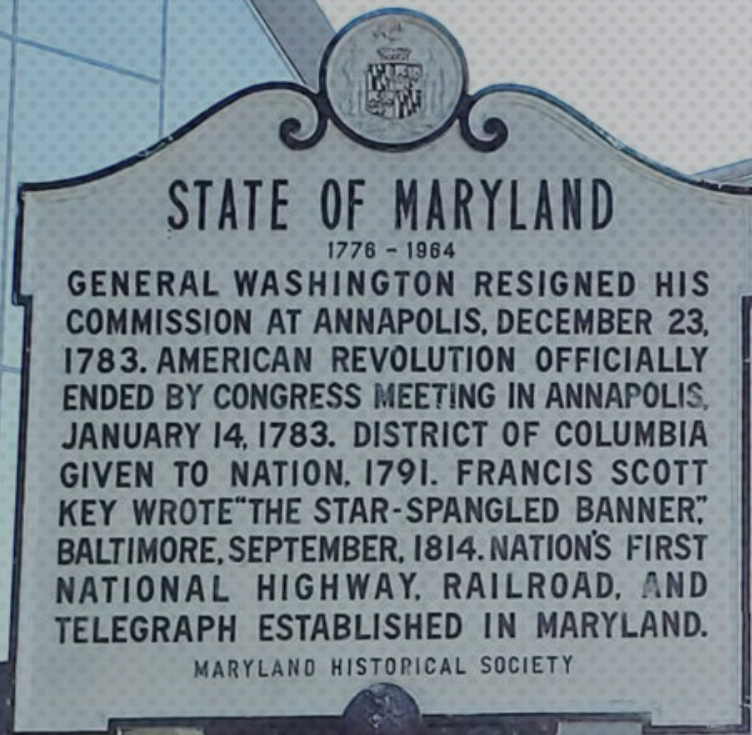
SUBCONCEPTS AT THE MARYLAND TRAVEL PLAZAS

- **BLUEPOINT (ATM)**
- **INNOVATIVE (CHAIRS)**
- **INNOVATIVE FOTO (MH ONLY)**
- **MARKET AMERICA**
- **MARYLAND LOTTERY**
- **MINI MELTS OF AMERICA**
- **TESLA**
- **THE PENNY MAN**
- **TRAVEL MEDIA (BROCHURES)**
- **VENDING SHOPPE**

MARYLAND HOUSE

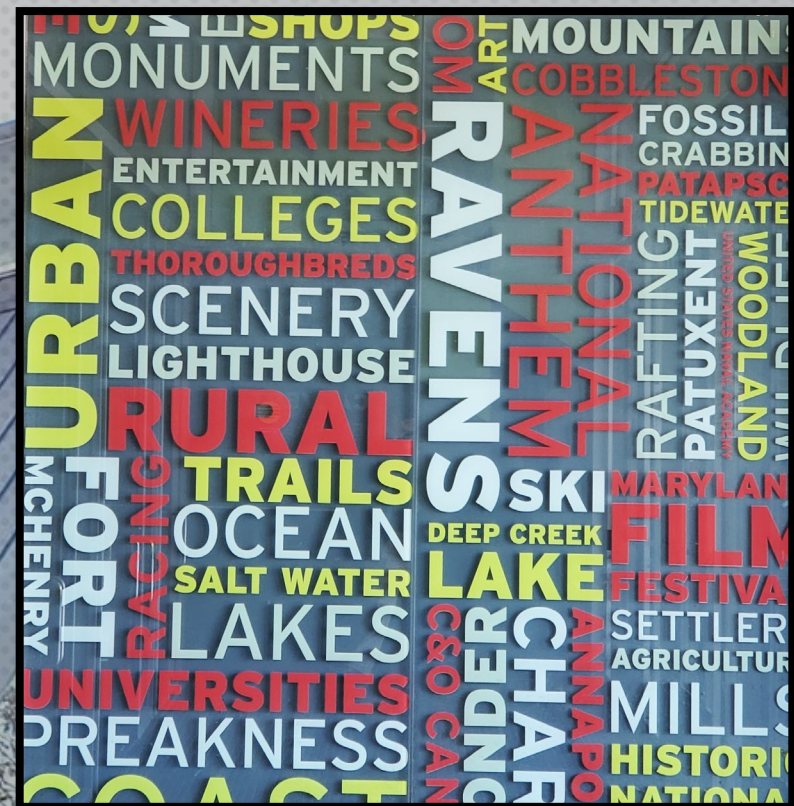
Opened January 20, 2014





MARYLAND HOUSE

Historical Markers





MARYLAND HOUSE

Food Court

MARYLAND HOUSE



CUSTOMER EXPERIENCE & MERCHANDISING



CHESAPEAKE HOUSE

Opened August 5, 2014



CHESAPEAKE HOUSE

NOTABLE ACCOMPLISHMENTS OF WOMEN IN MILITARY SERVICE



Although women have served as true volunteers in a variety of supporting roles during every armed conflict of the United States beginning with the **American Revolution**, some disguised themselves as male soldiers in order to contribute more directly.



During the **Civil and Spanish-American** wars, the most significant contributions made by women were in the fields of health care and medicine. These contributions led to the creation of the **Army Nurse Corps** in 1901 and the **Navy Nurse Corps** in 1908.



Harriet Tubman, born in Dorchester County, Maryland in 1849, is the first woman to serve with the Union Army as a nurse, spy, and scout during the Civil War.



During **WWI** the following numbers of women served in the various military departments: 21,480 Army nurses; 1,476 Navy nurses; 11,880 Navy enlisted women - Yeoman (F); 305 Marine women; and 2 Coast Guard. The Army also sent 233 bilingual telephone operators and 50 stenographers to France - all civilians.



Following the attack on **Pearl Harbor** on December 7, 1941, Congress authorized the following components: **Women's Army Auxiliary Corps** (WAAC), May 1942 (served with the army but not considered a part of the Army); **Navy Waves** and **Women Marines**, July 1942; **Coast Guard SPARs**, November 1942; and WAAC reestablished to the **Women's Army Corps**, July 1943.



Military women during **WWII** performed duties across the United States and overseas as nurses, postal clerks, intelligence analysts, communication specialists, truck drivers, cooks, linguists, and much more. Of special note were a group of contract women pilots known as **WASP's** who ferried all types of aircraft across the United States relieving male pilots for combat overseas.



Eighty-three women were held as **prisoners of war** in the Pacific Theater during WWII; 78 were held for nearly three years.



The efforts of the women who served in WWII changed not only the place of women in the military services, but expanded the roles and **opportunities for women** in the civilian labor force as well.



120,000 Women served during the **Korean Conflict** with some 1,000 serving in theater and more than 500 Army nurses with "boots on the ground" in Korea.



197,500 women, all volunteers, served during the **Vietnam War**; some 7,500 were stationed in Vietnam, most of whom were nurses.



The first **women generals** were appointed on June 11, 1970. In 1980 the first women graduated from the **United States Service Academies**.



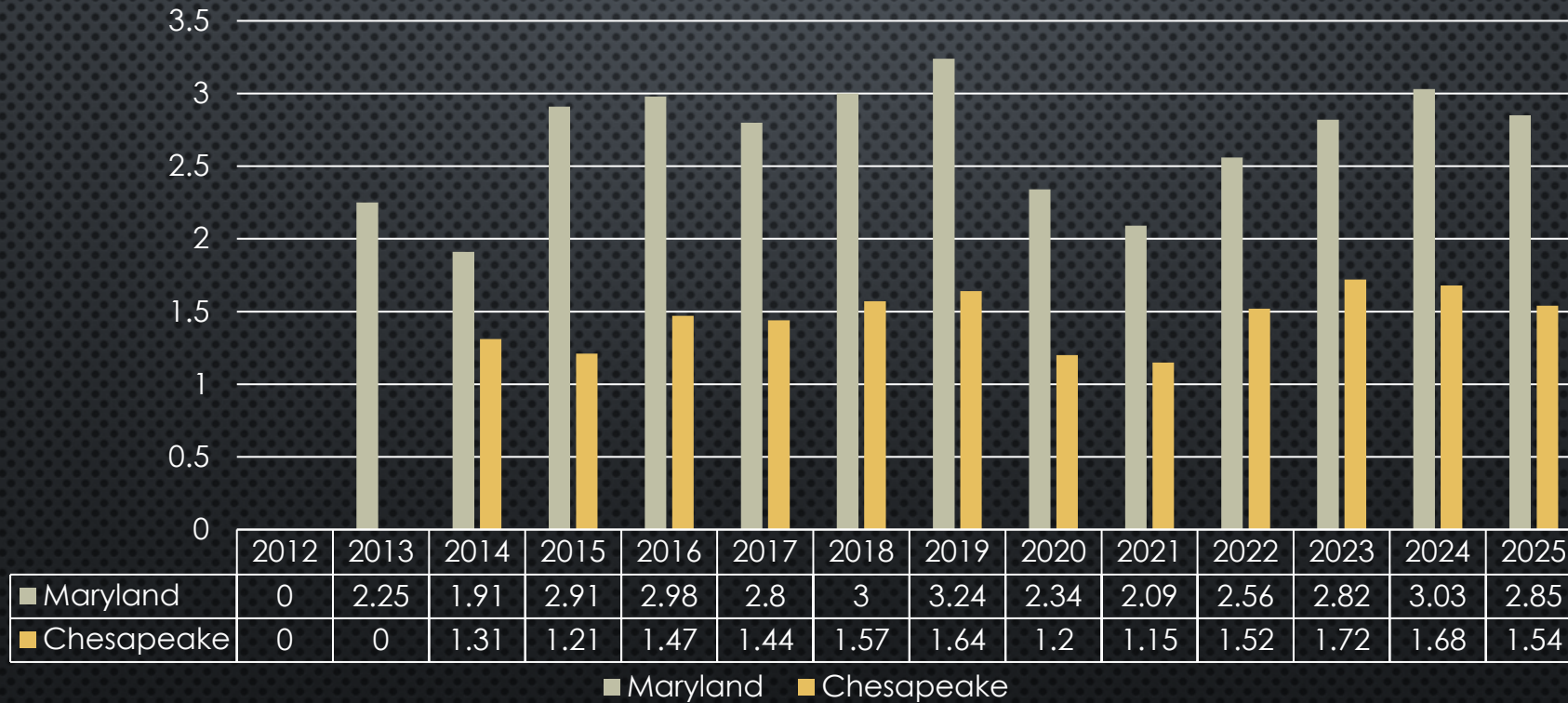
In 2013 the Secretary of Defense officially authorized women to **serve in combat** roles.

CHESAPEAKE HOUSE

TRAVEL PLAZA REVENUES

FY 2012-2025

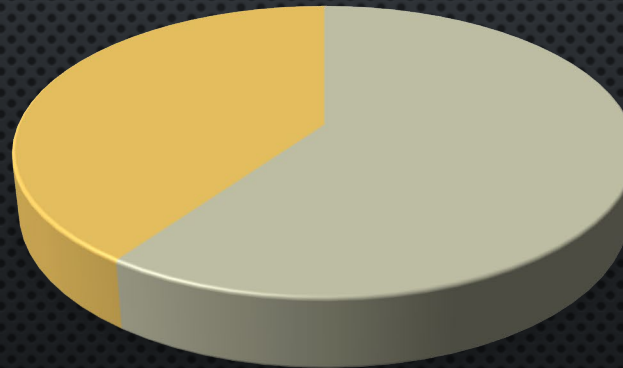
Revenue in \$ millions



TRAVEL PLAZAS REVENUE FOR CY 2025

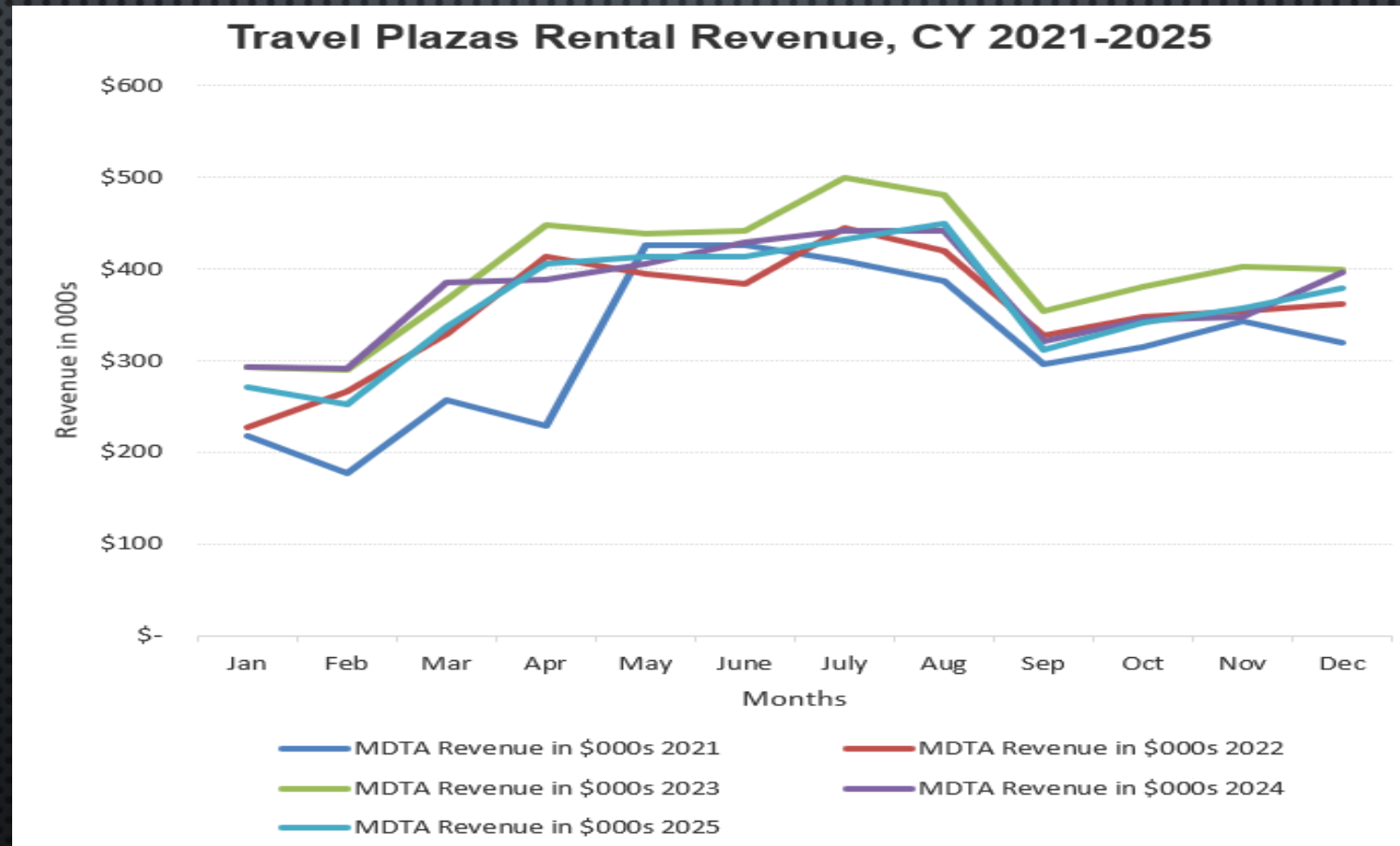
\$4.37 Million
total cash revenue for MDTA

**Fuel Stations &
C-Stores
\$1.65 million**



**Primary Facilities
\$2.72 million**

RENTAL REVENUE RECEIVED CY 2021-2025



TOP 3 CONCEPTS AT THE PLAZAS SALES FOR CY 2025

CHESAPEAKE HOUSE

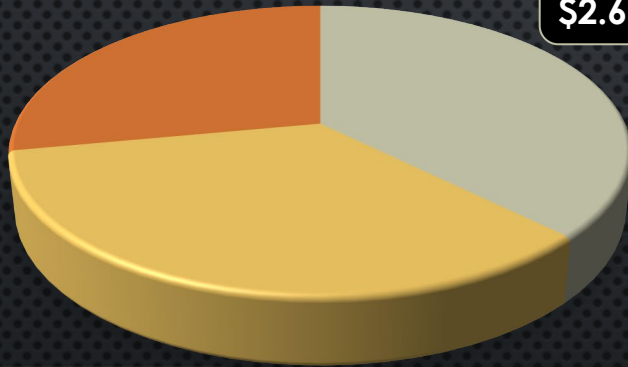
\$ in millions

MARYLAND HOUSE

Pizza Hut/KFC
\$2.0 vs \$1.5 (CY24)

Sunshine Market
\$2.6 vs \$2.9 (CY24)

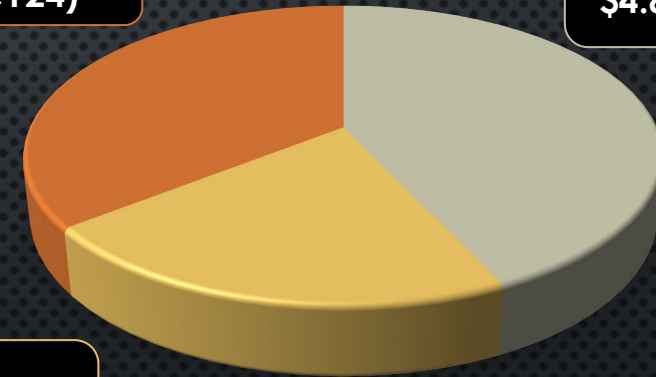
Wendy's
\$2.4 vs \$2.7 (CY24)



Wendy's
\$3.9 vs \$3.9 (CY24)

Sunshine Market
\$4.8 vs \$4.4 (CY24)

Nathan's
\$2.4 vs \$2.2 (CY24)



The MDTA collects 10% of Concession sales as revenue

2025 REVENUE HIGHLIGHTS

**HIGHEST MONTHLY
SALES SINCE 2017**

CHESAPEAKE HOUSE

• KFC/PIZZA HUT \$216

HIGH POSTED IN AUGUST 2025

SALES IN \$000s

MDTA RECEIVES 10% OF SALES GENERATED

COMMUNITY AND MILITARY PRIDE

COMMUNITY EVENTS – AMERICA'S 9/11 RIDE



LOOK AHEAD

CONTINUOUS CUSTOMER ENHANCEMENTS

- DUNKIN RENOVATION

CHALLENGES

- STAFFING
- COMPETITION
 - SIGNAGE ON I-95
 - DINING OPTIONS/TURNOVER IN AREA
- TECHNOLOGY
- ECONOMIC



MDTA OVERSIGHT



I-95 Travel Plazas Public/Private Partnership

Maryland House & Chesapeake House Lease and Concession Agreement

Between
Maryland Transportation Authority

&

AREAS USA MDTP, LLC

Contract Number: 60833436R

- **CONTRACT COMPLIANCE**
- **FINANCIAL REVIEWS**
- **OPERATIONAL INSPECTIONS**
- **KEY PERFORMANCE INDICATORS**
 - **BRAND INSPECTIONS**
 - **GUEST FEEDBACK**
 - **SECRET SHOPPER**
- **COLLABORATION WITH MDTA SUBJECT MATTER EXPERTS**



MERCHANDISE & CONCESSION REVENUE

CONCESSION REVENUE

MDTA receives 10 – 15% of the gross revenue generated at the travel plazas

<i>Primary Facilities</i>		<i>Convenience Stores</i>			
		<i>Chesapeake House</i>		<i>Maryland House</i>	
Revenue Generated	MDTA %	Revenue Generated	MDTA %	Revenue Generated	MDTA %
Up to \$45M	10%	Up to \$5M	9%	Up to \$6M	9%
\$45M - \$52M	11%	\$5M - \$6M	9.5%	\$6M - \$7M	9.5%
\$52M - \$59M	12%	\$6M - \$7M	10%	\$7M - \$8M	10%
\$59M - \$66M	13%	\$7M - \$8M	10.5%	\$8M - \$9M	10.5%
\$66M - \$75M	14%	\$8M +	11%	\$9M +	11%
\$75M +	15%	Tobacco Sales	2%	Tobacco Sales	2%



SUNOCO FUEL SALES

SUNOCO FUEL SALES

MDTA receives \$0.05 – \$0.11 per gallon delivered at the Travel Plazas

Gasoline				Diesel and Diesel Exhaust Fluid (DEF)			
Chesapeake House		Maryland House		Chesapeake House		Maryland House	
Gallons Del.	MDTA (\$)	Gallons Del.	MDTA (\$)	Gallons Del.	MDTA (\$)	Gallons Del.	MDTA (\$)
Up to 8.5M	\$0.05/gal	Up to 15M	\$0.07/gal	Up to 6M	\$0.05/gal	Up to 7M	\$0.07/gal
8.5M – 10.5M	\$0.06/gal	15M – 17M	\$0.08/gal	6M – 7M	\$0.06/gal	7M – 8M	\$0.08/gal
10.5M – 12.5M	\$0.07/gal	17M – 19M	\$0.09/gal	7M – 8M	\$0.07/gal	8M – 9M	\$0.09/gal
12.5M – 14.5M	\$0.08/gal	19M – 21M	\$0.10/gal	8M – 9M	\$0.08/gal	9M – 10M	\$0.10/gal
14.5M+	\$0.09/gal	21M+	\$0.11/gal	9M+	\$0.09/gal	10M+	\$0.11/gal



THANK YOU