



Maryland Transportation Authority

CAPITAL COMMITTEE MEETING

THURSDAY, MARCH 6, 2025

2310 BROENING HIGHWAY
BALTIMORE, MARYLAND 21224

**CAPITAL COMMITTEE MONTHLY MEETING
March 6, 2025 – 9:00 AM**

This meeting will be livestreamed on the [MDTA Capital 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 the agenda item to gsteffe@mdta.state.md.us no later than 3:00 p.m. on Monday, March 3, 2025. 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 – 9:00 a.m.

Call Meeting to Order

- | | | |
|--|----------------|---------|
| 1. <u>Approval</u> - Open Session Meeting Minutes of February 6, 2025 | Chairman | 5 mins |
| 2. <u>Update</u> - Overview of Awarded Key Bridge Rebuild Contracts | James Harkness | 10 mins |
| 3. <u>Update</u> – Strategic Plan Update | Sarah Clifford | 10 mins |

Vote to Adjourn Meeting

TAB 1

**MARYLAND TRANSPORTATION AUTHORITY
CAPITAL COMMITTEE MEETING
THURSDAY, FEBRUARY 6, 2025
OPEN MEETING VIA LIVESTREAMING**

OPEN SESSION

MEMBERS ATTENDING: Mario J. Gangemi – Chairman
Samuel D. Snead
William H. Cox, Jr.
W. Lee Gaines

STAFF ATTENDING: Bruce Gartner
James Harkness
Ishtiaque Tunio
Natalie Henson
Mary O’Keeffe
Jeffrey P. Davis
Richard Jaramillo
Kimberly Millender
Cheryl Sparks
Carl Chamberlin
Timothy Sheets
Ganine Steffe

Member Gangemi called the meeting of the Maryland Transportation Authority (MDTA) Capital Committee to order at 9:00 a.m. The meeting was held via video conference and livestreamed on the MDTA Board Meeting web page.

APPROVAL – OPEN SESSION MEETING MINUTES OF JANUARY 2, 2025

Upon motion by Member Cox and seconded by Member Gaines, the Open Session meeting minutes of the Capital Committee’s meeting held on January 2, 2025, were unanimously approved.

APPROVAL – MDTA 2023-02 COMPREHENSIVE PROJECT PLANNING AND MISCELLANEOUS CONSULTING SERVICES FOR THE MDTA

Mr. Chamberlin presented this request to seek a recommended contingent approval from the Capital Committee to present Contract No. MDTA 2023-02 Comprehensive Project Planning to the full MDTA Board for award at its next scheduled meeting.

The Consultants will be required to perform services that will include but not be limited to; project planning, environmental services, design services and miscellaneous consulting services including revenue and expense forecasting, toll analyses and studies pertaining to operating toll systems as directed by MDTA. The proposals were ranked based on: Key personal, work plan, sample assignment, similar projects, subconsultant commitments, and financial responsibility.

Upon motion by Member Gaines and seconded by Member Snead, the Members unanimously recommended contingent approval of MDTA 2023-02B Comprehensive Project Planning to Wallace Montgomery/WSP USA, Inc. and present a recommendation for award to the full MDTA Board at its next scheduled meeting.

There being no further business, the meeting of the MDTA Capital Committee was adjourned by consensus at 9:15 a.m. following a motion by Member Gaines and seconded by Member Snead.

The next meeting of the MDTA Capital Committee is scheduled for Thursday, March 6, 2025, at 9:00 a.m., this meeting will be virtual conducted via livestream.

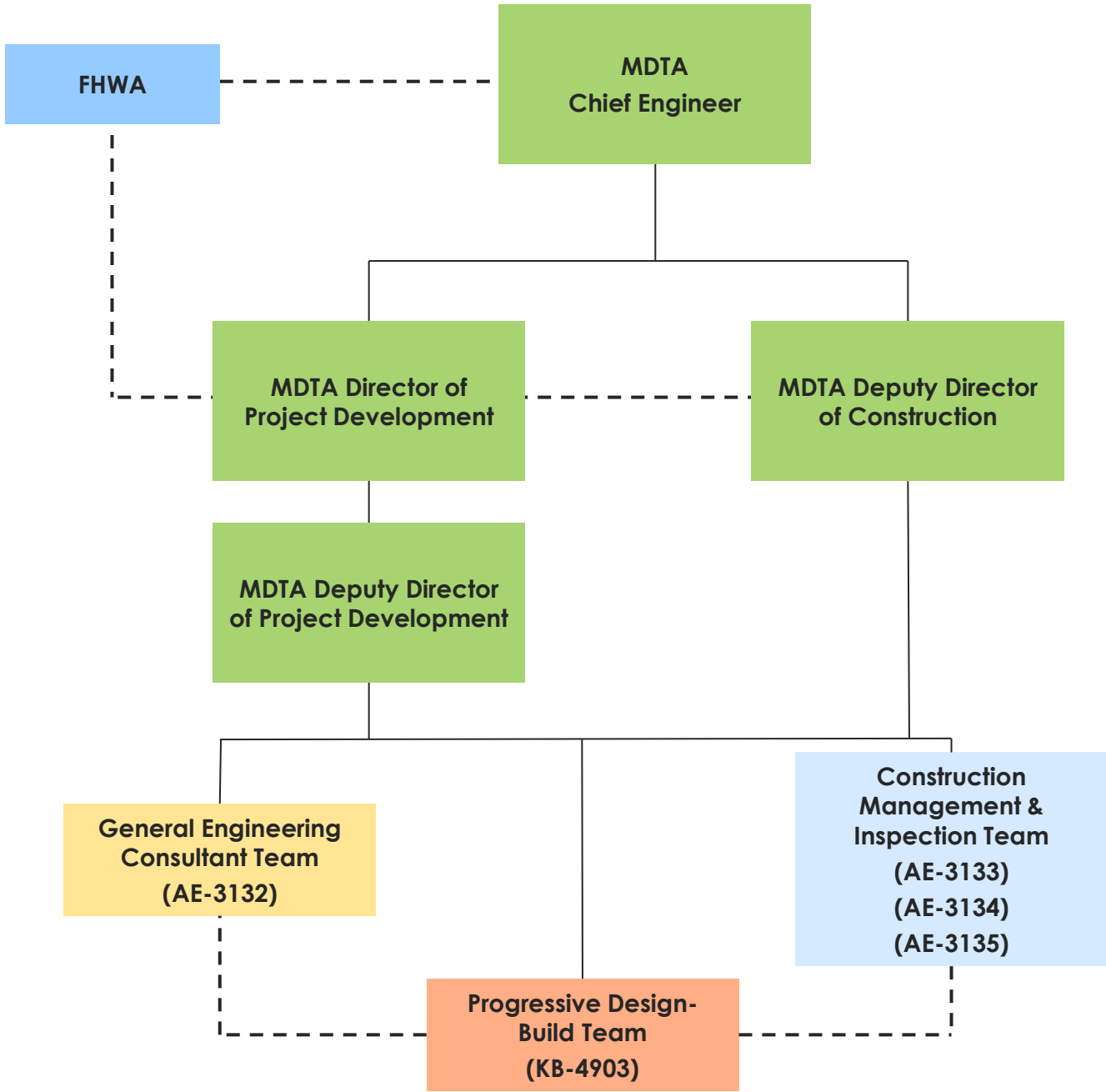
APPROVED AND CONCURRED IN:

Mario J. Gangemi, Chairman

TAB 2

KEY BRIDGE REBUILD PROJECT

Organizational Chart



Legend

- - - - Line of Communication
- Line of Reporting

Progressive Design-Build Team (KB-4903)



Scope of Work Includes:

- **Proof of Concept Design** during Phase 1A to establish overall Project Scope and Limits and develop Opinion of Probable Construction Cost (OPCC)
- Geotechnical Investigations including **Borings and Test Pile Programs**
- Development of **Issued for Estimate Design Plans** and Specifications, at approximately 50-percent design development during Phase 1B
- **Open-book estimating** and negotiations with MDTA towards reaching Binding Construction Cost Proposal
- Development of Baseline **Construction Schedule**
- **Public Outreach Support**
- **Identifying environmental permit modification needs** and providing technical support to MDTA towards obtaining agency approvals

**General Engineering
Consultant Team
(AE-3132)**



A **WSP** | **JMT** | **RK&K** Joint Venture
Partnership

Scope of Work Includes:

- **Program Management**
- Development of **Project Performance and Technical Specifications**
- **Collaboration on design** with Progressive Design-Build Contractor through Task Force Meetings.
- **Review of Design Submittals**
- Coordination with **State and Federal Permitting Agencies**
- **Management of Phase 1 Work Orders** and performing Independent staff hours estimates for negotiation
- **Independent Cost Estimating** and **Schedule Development**
- **Public Outreach** Coordination and Engagement Strategy

**Construction Management &
Inspection Team**

(AE-3133)

(AE-3134)

(AE-3135)

AE-3133



Greenman-Pederson, Inc.
/Gannett Fleming, Inc.,
a Joint Venture

AE-3134



Michael Baker
International, Inc. / STV,
Inc., a Joint Venture

AE-3135



AECOM Technical
Services, Inc.

Scope of Work Includes:

- **Inspection of all construction work** performed by the Design-Builder for adherence to performance and technical specifications
- Setting up of an **on-site laboratory and testing of material** used on the Project
- Assist MDTA with **monitoring and achievement of DBE goals**
- Monitoring **contract compliance with environmental standards and regulations**
- **Monitor contractor's safety program**
- **Review and process progress payments** to the contractor

TAB 3



MEMORANDUM

TO: Capital Committee
FROM: Sarah Clifford, Director, Office of Strategy and Employee Engagement
Christopher Parris, Manager
SUBJECT: Update on Strategic Plan
DATE: March 6, 2025

PURPOSE OF MEMORANDUM

To provide an update on the MDTA Strategic Plan.

SUMMARY

In May 2024, the MDTA Strategic Plan was presented to and approved by the Board. Since the approval, the Office of Strategy and Employee Engagement (OSEE) have been working on a roll out plan. The MDTA Strategic Plan has a common theme of a team; MDTA is one team working together. OSEE took that common theme and planned an all-day meeting, called the 'Huddle', whc

The Huddle was held in November 2024. It was an all-day collaboration meeting with over 50 employees in attendance. Member Carroll attended and spoke to the group about the importance and benefits of teamwork. There were representatives from all Divisions and Offices. Employees were nominated by their Chief and then randomly placed into a team. The teams corresponded to the four (4) Strategic Plan goals which are championed by a Chief. Employees did not know which goal team they were part of until halfway through the day.

Throughout the day, the theme was team. Tables were decorated with various team and sports memorabilia to help employees brainstorm. To encourage participation and conversations, employees were asked questions via an interactive poll tool (Slido) about favorite teams, qualities of a successful teams and more.

Once the goal teams were identified, each group was asked to discuss their goal, develop a team name, vote on a coach, develop 3-5 strategies/actions and report out to the group. The group then voted on which strategy the team should focus on for the next 30, 60 and 90 days. Since the huddle, the goal teams have met individually; working on their strategies to support their goal. While the goal teams were originally developed through nominations, employees interested in being part of a goal team and deliver the goals in the Strategic Plan are welcome to join a team, anytime.

With the goal teams working on their strategies; the next step is to focus on the initiatives listed on the Roadmap. There are 16 initiatives listed on the roadmap. These initiatives are a focus for MDTA. Updates

for 1-2 initiatives will be provided each month during Leadership Roundtable (LRT), with additional updates provided as needed.

In addition to the Huddle and report out on the Roadmap initiatives, the Office of Strategy and Employee Engagement have visited each MDTA facility, sharing about employee engagement and the MDTA Strategic Plan. Copies of the plans and updated Mission, Vision and Value posters have been provided to each facility.

The next step is brainstorming metrics that relate the goals and initiatives. These metrics would be used to populate a dashboard.