



Maryland Transportation Authority

BOARD MEETING

THURSDAY, SEPTEMBER 26, 2024

MARYLAND TRANSPORTATION AUTHORITY
2310 BROENING HIGHWAY
BALTIMORE, MD 21224

IN-PERSON AND LIVESTREAM



MARYLAND TRANSPORTATION AUTHORITY BOARD MEETING

2310 Broening Highway * Training Room – 2nd Floor * Baltimore, MD 21224

SEPTEMBER 26, 2024 9:00 AM

This meeting will be livestreamed on the [MDTA Board Meeting Page](#)

NOTES:

- This is an In-Person Open Meeting being conducted via livestreaming.
- The public is welcomed to watch the meeting at the link above.
- *If you wish to comment on an agenda item please email your name, affiliation, and the agenda item to nhenson@mdta.state.md.us no later than 5:00 p.m. on September 24th. You **MUST** pre-register and attend the meeting in person in order to comment.* Once pre-registered, all pertinent information will be emailed to you.

AGENDA

OPEN SESSION – 9:00 AM

Call Meeting to Order

1. **Approval** – Open Session Meeting Minutes of August 29, 2024 Chairman 5 min.
2. **Approval** – Contract Awards Jeffrey Davis 15 min.
 - KB-3007-0000R2 – Police Headquarters Building Envelope Renovation
 - BB-3021-0000 – On-Call Structural Repairs and Miscellaneous Modifications for Bay Bridge
 - MR-3037-0000 – On-Call Signs, Sign Lights, and Sign Structures
3. **Update** – Major Projects – Quarterly Update on Major Projects James Harkness 15 min.
4. **Update** – Information Technology Major Projects – Quarterly Update on Information Technology Major Projects David Goldsborough 10 min.
5. **Update** – Civil Rights Fair Practice’s Socioeconomic Programs – Quarterly Update on Socioeconomic Programs Tia Rattini 10 min.
6. **Update** – Audit Committee Update - Verbal Member Penny-Ardinger 5 min.
7. **Update** – Executive Director’s Report – Verbal Bruce Gartner 10 min.

Vote to Adjourn Meeting

TAB 1

MARYLAND TRANSPORTATION AUTHORITY
BOARD MEETING

THURSDAY, AUGUST 29, 2024
9:00 A.M.

2310 BROENING HIGHWAY, BALTIMORE MD 21224
IN-PERSON & LIVESTREAMED OPEN MEETING

OPEN SESSION

Paul J. Wiedefeld, Chairman

MEMBERS ATTENDING:

William H. Cox, Jr.
W. Lee Gaines, Jr.
Mario J. Gangemi
Cynthia D. Penny-Ardinger
Jeffrey S. Rosen
Samuel D. Snead – Via Telephone
John F. von Paris

STAFF ATTENDING:

Percy Dangerfield
Donna DiCerbo
Allen Garman
Bruce Gartner
Chantelle Green
James Harkness
Natalie Henson
Kimberly Millender, Esq.
Nicole Monroe
Ebony Moore
Mary O’Keeffe
John Sales
Col. Joseph Scott
Cheryl Sparks

OTHERS ATTENDING:

Tony Bridges, Assistant Secretary, MDOT
Tommie Clark, WBAL-TV
Jaclyn Hartman, Assistant Secretary, MDOT
Lorraine Mirabella, Baltimore Sun
Danny Zawodny, Baltimore Banner

At 9:00 a.m. Chairman Paul J. Wiedefeld called the meeting of the Maryland Transportation Authority (MDTA) Board to order. The meeting was held in-person at MDTA Headquarters, 2310 Broening Highway, Baltimore MD 21224 and was livestreamed on the MDTA Board Meeting web page.

APPROVAL – OPEN SESSION MEETING MINUTES OF JULY 25, 2024

Upon motion by Member William H. Cox, Jr. and seconded by Member W. Lee Gaines, Jr., the open session meeting minutes of the MDTA Board meeting held on July 25, 2024 were unanimously approved.

APPROVAL – CLOSED SESSION MEETING MINUTES OF JULY 25, 2024

Upon motion by Member Mario J. Gangemi and seconded by Member Jeffrey S. Rosen, the closed session meeting minutes of the MDTA Board meeting held on July 25, 2024 were unanimously approved

UPDATE – PROCURMENT REPORT ON OPEN CONTRACTS

Ms. Donna DiCerbo presented the MDTA Board with a verbal report on how many contracts are currently open with the MDTA excluding state credit card purchases. There are currently 216 total contracts totaling \$2,917,479,218.18.

APPROVAL – CONTRACT AWARD

- **J01P4600124 – APC Server Cooling Hardware**

Ms. Donna DiCerbo requested contingent approval from the MDTA Board to execute Contract No. J01P4600124 – APC Server Cooling Hardware with Applied Technology Services. in the amount of \$1,626,989.74.

Ms. DiCerbo explained that this contract is to provide APC Server Cooling Hardware upgrades for the MDTA’s Office of Infrastructure Services to replace existing critical in-line cooling and Uninterruptable Power Supply (UPS) systems currently in operation and at the end of their life cycle at both the Intercounty Connector (ICC) and John F. Kennedy Memorial Highway (JFK) Data Centers.

Upon motion by Member W. Lee Gaines, Jr. and seconded by Member Dontae Carroll, the Members unanimously gave contingent approval of Contract No. J01P4600124 – APC Server Cooling Hardware with Applied Technology Services.

APPROVAL – CONTRACT AWARD

- **KB-4903-0000 – Francis Scott Key (FSK) Bridge Replacement I-695/MD 695 Over the Patapsco River/Baltimore Harbor**

Ms. Donna DiCerbo requested approval from the MDTA Board to execute Contract No. KB-4903-0000 – Francis Scott Key (FSK) Bridge Replacement I-695/MD 695 over the Patapsco River/Baltimore Harbor with Kiewit Infrastructure Company in the not-to-exceed contract amount of \$73,000,000.00 for Phase 1 services only.

Ms. DiCerbo explained that the MDTA is seeking the services of a qualified Design-Builder to undertake the complete design and construction of the Francis Scott Key Bridge Replacement. This contract will utilize a Progressive Design-Build process that will form a partnership between MDTA and the Design-Builder with the goals of mitigating risk, streamlining the design process, improving the decision-making process, and developing a project that best meets the goals of the FSK bridge replacement.

The MDTA solicited RFPs on May 31, 2024. On June 24, 2024, MDTA received four (4) Technical proposals from the following Progressive Design-Build teams:

- Archer Western/Traylor Brothers Joint Venture
- Kiewit Infrastructure Co.
- Flatiron Halmar Dragados Joint Venture
- Maryland Key Connectors

It was determined that Archer Western/Traylor Brothers Joint Venture's (AWT) DBE submission did not comply with the contractual requirements. As a result, that offeror was rejected on August 1, 2024, leaving three remaining offerors to be evaluated. On August 2, 2024, AWT protested their rejection. MDTA DOP denied the protest on August 7, 2024.

Work in the Progressive Design-Build process will advance in two phases: Phase 1 – Project Development services and Phase 2 – Project Delivery services. The RFP states that Technical ranking outweighs Price and that the initial award will be for a not-to-exceed amount of \$73,000,000.00 for Phase 1 services only. The MDTA intends to award one (1) Contract as a result of this RFP.

Upon motion by Member Dontae Carroll and seconded by Member Mario J. Gangemi, the Members unanimously gave approval of Contract No. KB-4903-0000 – Francis Scott Key (FSK) Bridge Replacement I-695/MD 695 over the Patapsco River/Baltimore Harbor.

APPROVAL – FRANCIS SCOTT KEY BRIDGE TURNAROUND

Ms. Chantelle Green requested the approval of the Maryland Transportation Authority (MDTA) Board to temporarily suspend the collection of tolls at the Francis Scott (FSK) Bridge Turnaround until the new FSK Bridge is completed.

Ms. Green explained that 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.

She further explained that prior to the FSK Bridge collapse, trucks on the Inner Loop of Interstate 695 requiring access to Broening Highway used the FSK Bridge Turnaround. For the months of June and July 2024 combined, turnaround movements increased by 5% compared to the prior year noting that two months of data may not be representative of MDTA's actual experience and therefore any estimates are estimates, preliminary, and subject to change. No tolls have been collected for the FSK turnaround movement since the bridge collapsed.

Ms. Green stated that 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.

She further explained that the MDTA plans to put up signs by the end of summer advising motorists of the temporary suspension of tolls. MDTA staff will continue to monitor traffic and should there be a need to reconsider this action, staff will bring a subsequent agenda item to the MDTA Board for consideration.

Upon motion by Member William H. Cox, Jr. and seconded by Member Mario J. Gangemi, the Members unanimously gave approval to temporarily suspend the collection of tolls at the Francis Scott (FSK) Bridge Turnaround until the new FSK Bridge is completed.

APPROVAL – REMITTANCE OF INSURANCE PROCEEDS

Ms. Deb Sharpless requested the approval of the Maryland Transportation Authority (MDTA) Board to remit the full amount of the property and business interruption insurance proceeds related to the collapse of the Francis Scott Key (FSK) Bridge to the federal government.

Ms. Sharpless explained that consistent with the request by the Maryland Delegation and the Biden Administration that the MDTA receive 100% federal funding for the replacement of the FSK Bridge, there have been ongoing discussions with the federal government about the feasibility of obtaining full federal funding for eligible project costs. As a measure of good faith by the State of Maryland toward this objective and consistent with the Governor's commitment, the MDTA is recommending that the entire \$350 million of insurance proceeds be used to fully reimburse the federal government for current and future eligible bridge debris and replacement costs. Remitting the full amount of the insurance proceeds does not materially impact the MDTA's financial metrics.

Ms. Sharpless further explained that the fiscal year 2025-2030 financial forecast was approved by the MDTA Board on June 28, 2024 and, at that time, the MDTA Board was advised of the assumption that \$68 million of the \$350 million in insurance proceeds could be retained by the MDTA for business interruption (\$46 million) and 10% of the eligible replacement project costs (\$22 million).

In the June plan, the remaining \$282 million of insurance proceeds was to be used to reimburse the federal government for eligible project costs. The MDTA Board was also advised that consistent with the request by the Maryland Delegation and the Biden Administration, the MDTA could receive 100% federal funding for the replacement of the FSK Bridge if they were successful in negotiations with Congress. The State is continuing to engage in ongoing discussions with the federal government about the feasibility of obtaining full federal funding for eligible project costs.

To date, discussions between the State and the federal government regarding the request to obtain 100% federal funding for the FSK Replacement Bridge have been productive. In a show of good faith, partnership, and commitment toward this objective, the MDTA is recommending that the entire \$350 million of insurance proceeds (including the \$68 million that was previously assumed to be retained) be used to fully reimburse the federal government for current and future eligible bridge debris and replacement costs. Remitting the full amount of the insurance proceeds does not materially impact the MDTA's financial metrics and the MDTA continues to remain in compliance with its financial goals and legal standards through FY 2027. In November, the MDTA will present an updated financial forecast for approval. This forecast will incorporate this revision and any other updates to assumptions known at the time of the forecast.

Upon motion by Member Jeffrey S. Rosen and seconded by Member W. Lee Gaines, Jr., the Members unanimously gave approval to remit the full amount of the property and business interruption insurance proceeds related to the collapse of the Francis Scott Key (FSK) Bridge to the federal government.

APPROVAL – QUARTERLY REVIEW OF INVESTMENT STRATEGY AND BENCHMARKS

Mr. Allen Garman requested MDTA Board approval to continue with the current investment strategies and benchmarks for all accounts.

Mr. Garman explained that for the trailing twelve-month period ended June 30, 2024, investments conformed to Investment Policy limitations. The longer duration strategies employed in certain reserves generate higher return volatility with expected higher average annual returns over multiyear periods. Portfolio structuring by account adhered to Board approved strategy and should remain consistent, despite short-term return volatility associated with the rising interest rate environment. No changes in performance strategy or benchmarks are recommended.

Upon motion by Member John F. von Paris and seconded by Member W. Lee Gaines, Jr., continuation of the current investment strategies and benchmarks for all accounts was unanimously approved.

APPROVAL – INVESTMENT POLICY

Mr. Allen Garman requested MDTA Board approval of the unchanged MDTA Investment Policy.

Mr. Garman explained that Section 4 of the Investment Policy and Article II(B)(1) of the MDTA Board Operating Policy require an annual review and approval of the Investment Management Policy.

Following a recent review by the Investment Committee, no changes to the Investment Policy are currently recommended.

Upon motion by Member Mario J. Gangemi and seconded by Member Cynthia D. Penny-Ardinger the unchanged MDTA Investment Policy was unanimously approved.

UPDATE - EXECUTIVE DIRECTOR'S REPORT

Mr. Bruce Gartner updated the MDTA Board on the following items related to the Francis Scott Key (FSK) Bridge Replacement Project:

- The proposals for the General Engineering Contract for the Francis Scott Key Bridge Replacement are due on September 5 and anticipated contract award date of January 2025.
- The RFP for the Construction Management and Inspection contract is anticipated to go out the week of September 9.
- The Maryland Department of the Environment will be holding an informational hearing on MDTA's rebuild permit applications on September 17.
 - MDE is holding this hearing to inform the public that MDTA has applied for a MDE Tidal Waterway License, a MDE Nontidal Wetlands and Waterways Permit, and has submitted a Water Quality Certification Request to MDE for the Francis Scott Key Bridge Rebuild Project and to solicit testimony from the public regarding these applications.
 - Testimony/comments from MDE's public hearing will be considered in their determination of whether to issue permit authorizations and a Water Quality Certification for this project.
- On the engagement front, our FSK Rebuild engagement team continues to be out and about at many community events. A complete list of the FSK Pop Ups can be found on the Key Rebuild site at www.keybridgerebuild.com

Mr. Bruce Gartner updated the MDTA Board on the following items: 2 Tolling Contract Modifications were approved at Board of Public Works Meeting on 8/28; MACo Summer Conference Updates; MDTA's Fall Travel Campaign; the August 17 911 America's Ride stop at the Maryland House; For the 11th consecutive year the MDTA received the Certificate of Achievement for Excellence in Financial Reporting of the production of the FY 2023 Annual Comprehensive Financial Report ; and upcoming events including MDOT's Annual CTP Tour and the September 10 Doing Business with the Maryland Transportation Authority.

VOTE TO ADJOURN MEETING

There being no further business, upon motion by Member William H. Cox, Jr. and seconded by Member W. Lee Gaines, Jr., the Members unanimously voted to adjourn the meeting at 9:40 a.m.

The next MDTA Board Meeting will be held on Thursday, September 26, 2024 at 9:00 a.m. at MDTA, 2310 Broening Highway, Baltimore MD and will be livestreamed on the MDTA Board webpage.

APPROVED AND CONCURRED IN:

Paul J. Wiedefeld, Chairman

TAB 2



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

MEMORANDUM

TO: MDTA Board
FROM: Director of Procurement Donna DiCerbo, CPPB, CPPO
SUBJECT: KB-3007-0000R2, Police Headquarters Building Envelope Renovation
DATE: September 26, 2024

PURPOSE

To seek contingent approval to execute Contract No. KB-3007-0000R2, Police Headquarters Building Envelope Renovation.

SUMMARY

This project includes the selective upgrades of the two-story Police Headquarters Building at the Francis Scott Key Bridge Facility. Project work includes but is not limited to exterior selective demolition and re-build of the envelope, including masonry and flashing repair, roof repair and coating, and new aluminum column surrounds; repair of localized floor slab on grade differential settlement; replacement of an existing aluminum storefront vestibule; replacement of existing entrance canopy soffit and roof; and replacement of existing skylights and provide new solar control window films.

RECOMMENDATION

To provide contingent approval to execute Contract No. KB-3007-0000R2, Police Headquarters Building Envelope Renovation.

ATTACHMENT

- Project Summary



Maryland
Transportation
Authority

AUTHORITY BOARD PROJECT SUMMARY

KB-3007-0000R2 Police Headquarters Building Envelope Renovation

PIN NUMBER 2438
CONTRACT NUMBER KB-3007-0000R2
CONTRACT TITLE Police Headquarters Building Envelope Renovation

PROJECT SUMMARY This project includes the selective upgrades of the two-story Police Headquarters Building at the Francis Scott Key Bridge Facility. Project work includes, but is not limited to exterior selective demolition and re-build of the envelope, including masonry and flashing repair, roof repair and coating, and new aluminum column surrounds; repair of localized floor slab on grade differential settlement; replacement of an existing aluminum storefront vestibule; replacement of existing entrance canopy soffit and roof; replacement of existing skylights, and new solar control window films.

SCHEDULE

ADVERTISEMENT DATE 11/21/2023
ANTICIPATED NOTICE TO PROCEED DATE Oct-24
DURATION (CALENDER DAYS) 270

MBE PARTICIPATION

	(\$) Advertised GOAL (%)	Proposed GOAL (%)
OVERALL MBE	22.00%	47.33%
AFRICAN AMERICAN	8.00%	8.04%
ASIAN AMERICAN	0.00%	0.00%
HISPANIC AMERICAN	0.00%	27.57%
WOMEN	11.00%	11.72%
VSBE	1.00%	2.95%

ENGINEER'S ESTIMATE (EE) \$2,105,473.00

BID RESULTS

	BID AMOUNT (\$)	% VARIANCE TO EE
Jeffrey Brown Contracting	\$2,052,148.00	-3%
Warwick Supply & Equipment Company, Inc	\$2,175,700.00	3%

BID PROTEST YES NO

FUNDING SOURCE 100.00% TOLL REVENUE



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

MEMORANDUM

TO: MDTA Board
FROM: Director of Procurement Donna DiCerbo, CPPB, CPPO
SUBJECT: BB-3021-0000, On-Call Structural Repairs and Miscellaneous Modifications for Bay Bridge
DATE: September 26, 2024

PURPOSE

To seek contingent approval to execute Contract No. BB-3021-0000, On-call Structural Repairs and Miscellaneous Modifications for Bay Bridge.

SUMMARY

The scope of work for this Contract involves performing structural steel, concrete, and miscellaneous on-call repairs that will be required on an as needed basis, and as directed by the Engineer. On-call repairs will be performed on the William Preston Lane, Jr. Memorial Bay Bridge (WPL) facility, which shall include, but is not limited to the twin bridges, sign structures, gantries, etc.

RECOMMENDATION

To provide contingent approval to execute Contract No. BB-3021-0000, On-call Structural Repairs and Miscellaneous Modifications for Bay Bridge.

ATTACHMENT

- Project Summary



Maryland
Transportation
Authority

AUTHORITY BOARD PROJECT SUMMARY

BB-3021-0000 On-Call Structural Repairs and Miscellaneous Modifications for Bay Bridge

PIN NUMBER 2593
CONTRACT NUMBER BB-3021-0000
CONTRACT TITLE On-Call Structural Repairs and Miscellaneous Modifications for Bay Bridge

PROJECT SUMMARY The scope of work for this contract involves performing structural steel, concrete, and miscellaneous on-call repairs, will be required on an as needed basis, and as directed by the Engineer. On-call repairs will be performed on the William Preston Lane (WPL) facility, which shall include, but is not limited to the twin bridges, sign structures, gantries, etc.

SCHEDULE

ADVERTISEMENT DATE 4/16/2024
ANTICIPATED NOTICE TO PROCEED DATE Jan-25
DURATION (CALENDER DAYS) 1,095

MBE PARTICIPATION

OVERALL MBE
AFRICAN AMERICAN
ASIAN AMERICAN
HISPANIC AMERICAN
WOMEN
VSBE

	(\$)	
	Advertised GOAL (%)	Proposed GOAL (%)
OVERALL MBE	19.00%	19.01%
AFRICAN AMERICAN	0.00%	12.47%
ASIAN AMERICAN	0.00%	0.00%
HISPANIC AMERICAN	0.00%	0.00%
WOMEN	0.00%	6.54%
VSBE	1.00%	1.00%

ENGINEER'S ESTIMATE (EE) \$11,449,100.00

BID RESULTS

BID AMOUNT (\$) **% VARIANCE TO EE**

BID PROTEST YES NO

M.D. Miller Co., Inc. \$11,474,225.00 0%

FUNDING SOURCE 100% TOLL REVENUE



MEMORANDUM

TO: MDTA Board
FROM: Director of Procurement Donna DiCerbo, CPPB, CPPO
SUBJECT: MR-3037-0000, On-call Signs, Sign Lights, and Sign Structures
DATE: September 26, 2024

PURPOSE

To seek contingent approval to execute Contract No. MR-3037-0000, On-call Signs, Sign Lights, and Sign Structures.

SUMMARY

This Contract provides for the installation, modification, and/or removal of highway signs, and ancillary infrastructure and equipment such as sign support structures, traffic barriers, sign lighting and related electrical components. The work on this Contract will be performed under on-call task assignments directed by the Maryland Transportation Authority (MDTA) Engineer. The work under this contract may be performed at any of MDTA facilities, including the Baltimore Harbor Tunnel, Fort McHenry Tunnel, Francis Scott Key Bridge, Governor Harry W. Nice/Senator Thomas “Mac” Middleton Memorial Bridge, Inter-County Connector, John F. Kennedy Memorial Highway, Thomas J. Hatem Memorial Bridge, US40/MD222, the William Preston Lane, Jr. Memorial Bridge, and Point Breeze; and related approach roadways located in Anne Arundel County, Baltimore City, Baltimore County, Cecil County, Charles County, Harford County, Howard County, Montgomery, Prince George’s and Queen Anne’s County.

RECOMMENDATION

To provide contingent approval to execute Contract No. MR-3037-0000, On-call Signs, Sign Lights, and Sign Structures.

ATTACHMENT

- Project Summary



Maryland
Transportation
Authority

AUTHORITY BOARD PROJECT SUMMARY

MR-3037-0000 On-Call Signs, Sign Lights, and Sign Structures

PIN NUMBER 2630
CONTRACT NUMBER MR-3037-0000
CONTRACT TITLE On-Call Signs, Sign Lights, and Sign Structures

PROJECT SUMMARY This Contract provides for the installation, modification, and/or removal of highway signs, and ancillary infrastructure and equipment such as sign support structures, traffic barriers, sign lighting and related electrical components. The work on this Contract will be performed under on-call task assignments directed by the Maryland Transportation Authority (MDTA) Engineer.

SCHEDULE

ADVERTISEMENT DATE 4/24/2024
ANTICIPATED NOTICE TO PROCEED DATE Dec-24
DURATION (CALENDER DAYS) 1,095

MBE PARTICIPATION

	(\$) Advertised GOAL (%)	Proposed GOAL (%)
OVERALL MBE	17.50%	17.58%
AFRICAN AMERICAN	0.00%	
ASIAN AMERICAN	0.00%	
HISPANIC AMERICAN	0.00%	
WOMEN	0.00%	
VSBE	1.00%	1.05%

ENGINEER'S ESTIMATE (EE) \$5,998,150.00

BID RESULTS

	BID AMOUNT (\$)	% VARIANCE TO EE
Collinson, Inc	\$5,477,777.00	-8%
Mclean Contracting Company	\$8,725,000.00	45%
Baldwin Line, Inc	\$11,362,360.00	89%

BID PROTEST YES NO

FUNDING SOURCE 100% TOLL REVENUE

TAB 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

MEMORANDUM

TO: MDTA Board
FROM: Chief Engineer James Harkness, P.E., PTOE
SUBJECT: Quarterly Update on Major Capital Projects
DATE: September 26, 2024

PURPOSE OF MEMORANDUM

The purpose of the memorandum is to update the MDTA Board on the status of the major projects in the Capital Program.

SUMMARY

As of September 12, 2024, there are fourteen major projects in the Capital Program. Eleven of the projects are under construction, one is in procurement, and two are under design. This update includes projects funded for construction in the current Consolidated Transportation Program and includes six projects valued in excess of \$100 million. There are four projects from the \$1.1 billion I-95 ETL Northbound Expansion program.

ATTACHMENT

- MDTA Major Capital Projects (>\$40 million) – September 2024 Update

MDTA Major Capital Projects (>\$40 Million) - September 2024 Update

Pin	Contract No.	Description	AD	NTP	Current Budget (Thousands \$)	Anticipated Construction Completion	Construction (C), Procurement (P) or Design (D)
2147	MA-2257	Replace Electronic Toll Collection - 3rd Gen	8/1/16	3/6/18	139,369	Summer 2025	C
1024	NB-0543	Replace Nice/Middleton Bridge	10/20/18	3/17/20	610,787	Winter 2025	C
2251	FT-2651R	Rehabilitate Ventilation Fans	9/5/19	7/1/20	45,895	Fall 2024	C
2453	KH-3009	I-95 ETL Northbound Extension - Express Toll Lanes to MD 152	8/17/20	5/3/21	237,455	Spring 2025	C
2491	KH-3019	I-95 ETL Northbound Extension - MD 152 Interchange Reconstruction	5/7/21	2/28/22	245,586	Winter 2025	C
2477	KH-3024	I-95/Belvidere Road Interchange	5/18/20	2/25/22	81,529	Summer 2026	C
2317	BB-2726 BB-3017 BB-3018	Eastbound Bay Bridge Deck Replacment - Phase 1	9/6/19	1/9/23	294,643	Spring 2026	C
2306	HT-2709	Envelope and Switchgear Replacements at BHT Ventilation Buildings	1/10/22	2/20/23	80,675	Winter 2027	C
2512	HB-3001	Cleaning and Painting of the Hatem Bridge	8/3/23	1/16/24	65,936	Summer 2026	C
2450	KB-3005	I-695 Subgrade Improvements at Bear Creek	6/6/23	3/25/24	43,983	Fall 2025	C
2492	KH-3020	I-95 ETL Northbound Extension - MD 24 to Bynum Run	2/23/24	10/11/24*	66,284	Winter 2028	C
2493	KH-3021	I-95 ETL Northbound Extension - MD 24 Interchange	6/27/24	12/28/24	286,700	Winter 2028	P
2655	KB-4903	Francis Scott Key (FSK) Bridge Replacement - Phase 1	5/31/24	9/16/24	94,000	Fall 2025	D
2500	KH-3025	JFK Maintenance Facility at Raphel Road - Phase 1	3/1/25*	8/1/2025*	49,000	Winter 2028	D

* Budget or schedule change

TAB 4



MEMORANDUM

TO: MDTA Board
FROM: Director of Information Technology David Goldsborough
SUBJECT: Quarterly Information Technology Update
DATE: September 26, 2024

PURPOSE OF MEMORANDUM

The purpose of this memorandum is to provide a quarterly update to the MDTA Board on MDTA’s Division of Information Technology (DoIT).

SUMMARY

As of September 26, 2024, DoIT maintains an active portfolio of 21 projects and continued support of the third generation tolling system (3G) program. DoIT will be contracting with Cyber Defense to begin internal penetration testing to stay on a bi-yearly schedule of testing the MDTA infrastructure. DoIT has also kicked off an internal audit for our IT asset management system and processes.

Some of the significant initiatives that DoIT continues to work on include the following:

Project Name	Brief Description	Go-live	Notes
HR Central Conversion	Moving HRC to the new Salesforce lightning platform	3/1/2025	On schedule
Scheduling System enhancements	EZ Pass appointment scheduling system	6/1/2025	On schedule
Maximo Spatial	Implementation of Maximo spatial for asset management	6/30/2025	Revised schedule
Dynamics SL Upgrade	Upgrade from version 2015 to 2018	12/1/2024	On schedule

HRIS	Moving the HRIS system to the cloud	9/2024	On schedule
Data Center Enhancements Project	Replace power and cooling units in the ICC and JFK data centers.	1/1/2025	Revised schedule
Clearing House tracking for Health and Safety (OESRM)	Tracking of driver information for MDTA drivers that hold a CDL.	1/1/2025	On schedule
Police BWC	MDTAP Police body worn cameras	5/30/2025	On schedule
Maximo 9 upgrade	Major upgrade for Maximo to IBM's new architecture	11/30/2025	Planning

TAB 5



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

MEMORANDUM

TO: MDTA Board
FROM: Chief Administrative Officer Percy E. Dangerfield, Ph.D.
Director of Civil Rights and Fair Practices Tia Rattini
PREPARED BY: Compliance Officer Nicholas Lloyd
SUBJECT: Quarterly Update: Socio-economic Programs Status
DATE: September 26, 2024

PURPOSE OF MEMORANDUM

The purpose of this memorandum is to provide the Maryland Transportation Authority (MDTA) Board of Directors with an update on the MDTA's progress toward achieving the legislatively mandated socio-economic program goals.

SUMMARY

In accordance with Article II of the MDTA Board Operating Policy, as amended on January 25, 2018, this summary has been prepared and distributed. The Division of Civil Rights and Fair Practices (CRFP) is responsible for developing, overseeing, and administering the MDTA's State and federal socio-economic programs. These programs include the following:

- Disadvantaged Business Enterprise (DBE) Program;
- Minority Business Enterprise (MBE) Program;
- Small Business Reserve (SBR) Program; and
- Veteran-Owned Small Business Enterprise (VSBE) Program.

The following socio-economic programs' performance information presented is based on Quarter 3 of 2024, which covers the performance period of July 1, 2023, to June 30, 2024¹. This performance period will be referenced as Q4 FY 2024.

¹ The achieved goals reported for the MBE, SBR, and VSBE programs in this document are specific to contract awards and payments. This data does not include Purchasing Credit Card (P-Card) information and may vary from data submitted for the Governor's Office of Small Minority and Women Business Affairs (GOSBA) quarterly reporting.

Disadvantaged Business Enterprise (DBE) Program

CRFP has been monitoring the Francis Scott Key Bridge (FSK) debris removal, disposal, and cleanup of the bridge collapse. Skanska USA Civil Southeast, Inc. mobilized on March 26, 2024. This contract was executed as of April 23, 2024.

CRFP monitors the Nice-Middleton Bridge Project's federally funded contracts to ensure compliance with nondiscrimination and affirmative action requirements. The responsibilities include oversight of the Disadvantaged Business Enterprise (DBE) Program, the Contractor's Equal Employment Opportunity (EEO)/Workforce Affirmative Action plans, On-the-Job Training (OJT) programs, and Contractor Labor Compliance. The unit also provides management, supervision, and direction to the third-party civil rights compliance monitors assigned to the Project by the General Engineering Consultant for the Nice-Middleton Bridge Replacement Project.

The Nice-Middleton Bridge Project will construct a new 4-lane crossing of US-301 over the Potomac River to replace the existing bridge, which is over 80 years old. The Project also includes minor roadway work on each side of the Potomac River, improvements to the campus infrastructure, and demolition of the existing bridge. The Nice-Middleton Bridge Project comprises five (5) contracts along with the Francis Scott Key Debris Removal contracts have an estimated value of \$651 million.

The five (5) contracts included in the Nice-Middleton Bridge Project were identified for federal financial assistance via a Transportation Infrastructure Finance and Innovation Act (TIFIA) loan. DBE firms' utilization is monitored monthly and reported to the Federal Highway Administration (FHWA) semi-annually. DBE firms' utilization is calculated by dividing the total dollars paid to DBE subcontractors by the total dollars expended for this Project.

Table 1 depicts total DBE payments by Contract for the Nice-Middleton Bridge Projects and the I-95 Interchange at Belvidere Road and the Francis Scott Key Bridge Collapse debris removal and cleanup through June 30, 2024. Each contract has a contract-specific commitment to a DBE goal. Table 1 depicts each Contract's DBE utilization in payments project-to-date.

Minority Business Enterprise (MBE) Program

CRFP's Compliance Officers monitor State-funded projects to ensure compliance with Maryland's Minority Business Enterprise (MBE) Program. The MBE Program intends to increase procurement opportunities for socially and economically disadvantaged small business owners within the State contracting marketplace. Maryland's MBE Program requires State agencies to structure their procurements in a manner that allows 29 percent of the agency's total annual expenditures on procurement contracts to be paid directly or indirectly to certified MBE firms as prime contractors or subcontractors.

Table 2 depicts total MBE participation by Contracting Areas for Q4 FY 2024. MBE firms received \$106.2 million (19.98%) of the \$531.9 million in total contract awards during this period. These amounts represent contract awards in six (6) Procurement Categories:

Construction, Architectural & Engineering (A&E), Maintenance, Information Technology (IT), Services, and Supplies and Equipment.

Table 3 depicts MBE awards by Minority Business Enterprise (MBE) classification and procurement category for Q4 FY 2024. During this period, African American firms received \$23.6 million (4.45%) of the \$531.9 million Prime contract awards. Asian American firms received \$22.4 million (4.22%). Women-owned firms received \$53.8 million (10.12%). Hispanic American firms received over \$3 million (0.58%). MBE participation for Q4 FY 2024 is calculated by dividing the total MBE contract award dollars by the total contract award dollars.

Small Business Reserve (SBR) Program

The Small Business Reserve (SBR) Program is administered by the Division of Procurement (DOP). CRFP is responsible for reviewing and analyzing State-funded procurements to ensure Maryland's SBR Program compliance. Maryland's SBR Program allows small businesses to participate as prime contractors on State-funded contracts by establishing a unique marketplace where small businesses compete against other small businesses instead of larger, more established companies. The SBR program is a race and gender-neutral program. Minority status is not a criterion for participation in the SBR Program. (See Md. Code Ann., State Fin. & Proc. Art. §14-501.)

On January 6, 2021, Governor Hogan signed Executive Order 01.01.2021.01 to increase small business participation in State procurements. The Executive Order enhances the SBR Program by directing all procurements between \$50,000 and \$500,000 to the SBR Program unless the procurement meets defined exemptions. The State has established a 15% SBR utilization goal.

The SBR firms' utilization for Q4 FY 2024 is calculated by dividing the total SBR designated payments by the total procurement payments. An SBR-designated payment is made to a vendor for an SBR-designated procurement.

Table 4 depicts Small Business Reserve Program utilization for Q4 FY 2024. SBR-designated firms received \$2.5 million (0.50%) of the \$515 million in procurement payments during this period. Non-SBR-designated payments for this quarter were \$11.2 million (2.19%). MDTA's SBR utilization was \$14 million (2.74%) for all SBR payments (designated and non-designated).

Veteran-Owned Small Business Enterprise (VSBE) Program

CRFP's Compliance Officers monitor State-funded projects to ensure compliance with Maryland's Veteran-Owned Small Business Enterprise (VSBE) Program. The VSBE Program provides contracting opportunities for state-funded procurements for qualified veteran-owned small businesses. In accordance with COMAR 21.11.03.01, each State procurement agency is required to structure its procedures for making procurements to achieve an overall minimum goal of one (1) percent of the unit's total dollar value of all procurement contracts made directly or indirectly with veteran-owned small business enterprises.

Table 5 depicts VSBE contract participation by contracting area for Q4 FY 2024. During this period, VSBE firms received \$11.3 million (2.13%) of the over \$531.9 million in contracts awarded by the MDTA. VSBE participation for Q4 FY 2024 is calculated by dividing the total contract award dollars to VSBE firms by all contract awards.

Major Initiatives

CRFP has enacted the following strategies focused on outreach, training, and data analysis to achieve its mission of championing socio-economic programs:

- *PRISM Contract Compliance System:* PRISM is a contract compliance system that supports payment and contract compliance, performance management functionality, and compliance workflow automation for the whole performance management contracting cycle from pre-solicitation to contract closeout. PRISM includes the following capabilities: vendor registration, vendor management, contract management, labor management, outreach management, and dashboard and reporting. The following is an update on the status of PRISM implementation:
 - Custom reports were tested and approved.
 - Federal contracts went live in PRISM on February 9, 2024.
 - Additional training of Federal vendors and initial training of State contractors began in March 2024. Vendors can request one-on-one training.
 - State contracts prime and subcontractors received sign-on information in May 2024.
 - State vendor training and data reporting started in June 2024.
 - Final User Acceptance meetings for implementation have been completed in August 2024.
 - State Contracts are currently running parallel in PRISM and iFMIS. CRFP will cease the use of iFMIS for contract compliance by the end of 2nd Quarter FY2025.
- *In-person Outreach Events:* Civil Rights and Fair Practices held their second 2024 in-person event titled "Doing Business with the MDTA," on Thursday, June 20, 2024. Our third Outreach event is scheduled for Thursday, September 19, 2024.
- *Training with the Office of Engineering and Construction (OEC):* CRFP coordinated with OEC to host training sessions for MDTA Project Managers and Project Engineers.

These training sessions foster relationships between the CRFP and OEC teams and increase Project Managers' and Project Engineers' awareness and understanding of the MBE, DBE, and VSBE programs and regulatory requirements. Training sessions with Project Managers and Contract Managers in the Construction Unit were completed in December 2022, March 2023, and June 2023.

- CRFP will begin scheduling OEC, IT, Service, and Maintenance contract training with project managers in January 2025.
- *Credit card purchases made with MBE, DBE, VSBE, and SBR vendors:* CRFP is working with the Purchasing Card Program Administrator and the IT Solutions Administrator to develop a way to identify automatically, and track credit card transactions made with MBE, DBE, VSBE, and SBR vendors in the purchasing card system. This option would make compiling and reporting this data more manageable and efficient. This functionality within the purchasing card system would also help CRFP to identify the frequency with which cardholders make purchases using MBE, DBE, VSBE, and SBR vendors – thereby uncovering opportunities for additional training or recognition. CRFP is also working with the DOP to update the "Strive for Five" form to reference MBE and VSBE vendors.
 - Civil Rights and Fair Practices had several meetings with Finance, Procurement, and IT to discuss implementing an interface to the P-Card system from MDOT's MBE Directory and eMaryland Marketplace Advantage (eMMA) that would enable our P-Card system to identify MBEs/VSBE that are utilized on credit card purchases. The P-Card form (Strive for Five) will be updated to remind P-Card users to look for DBEs/MBEs/VSBEs/SBRs that can be utilized when making purchases. We have also met with the Division of Communications (DOC) to have our Small Procurement Training Sessions recorded so that they are available for MDTA staff.
 - CRFP and IT had a Project meeting on May 30th to discuss the interface between MDTA's Maximo System and MDOT-TSO's Office of Minority Business Enterprise MBE Directory Data to identify MBE/DBE firms on credit card purchases. We also discussed the need for an MOU with MDOT. MDTA has sent the MOU to TSO for their review.
- *Identifying additional opportunities for MBE/DBE/VSBE participation:* Evaluating the extra work authorization (EWA) and supplemental agreement (SA) process to ensure maximization of goal attainment is considered with all additional work. We are working internally with our Office of Engineering and Construction to identify these opportunities. In addition, we are reviewing the feasibility of expanding third tier subcontracting more broadly and reducing the standard requirement that Primes self-perform 50% of the contract. Lastly, we will review our task order/open-end contracts to see if we can repackage tasks into contracts with more defined work items more likely to achieve the contract goals.
- *Outstanding MBE/DBE/VSBE Subcontracting Partner Award:* The MDTA is developing the Outstanding Subcontracting Partner Award as an annual recognition of completed projects with subcontracting goals (or subgoals, if applicable) that achieve the highest MBE, DBE, or VSBE participation. The main purpose of this award is to celebrate success, share lessons learned of best practices, and honor all project

stakeholders. This award is for the successful use of certified MBE, DBE, or VSBE firms on an MDTA construction, architectural/engineering, information technology, or service/maintenance project. See Table 6 of Corrective Strategies for meeting DBE/MBE/SBR goals. CRFP and the Executive Officer have met several times in May discussing the criteria for the award program.

ATTACHMENTS

- Table 1: Nice-Middleton Bridge Project, I-95 Interchange at Belvidere Road and the Francis Scott Key Bridge Debris Removal Projects Disadvantaged Business Enterprise (DBE) Program Utilization
- Table 2: Minority Business Enterprise (MBE) Program Contract Awards by Procurement Category
- Table 3: Minority Business Enterprise (MBE) Program Contract Awards by MBE Classification and Procurement Category
- Table 4: Small Business Reserve (SBR) Program Utilization
- Table 5: Veteran-Owned Small Business Enterprise (VSBE) Contract Awards by Procurement Category
- Table 6: Corrective Strategies

ATTACHMENTS

QUARTERLY UPDATE: SOCIO-ECONOMIC PROGRAMS STATUS

Table 1: Nice-Middleton Bridge Project, I-95 Interchange at Belvidere Road and The Francis Scott Key Bridge Debris Removal Projects Disadvantaged Business Enterprise (DBE) Program Utilization

Disadvantage Business Enterprise Program					
Utilization Project-To-Date (Period Ending June 30, 2024)					
Contract Number & Contract Value	Contract Description	Committed DBE Goal (%)	Total Payments (\$ to Primes	Total (%) Payments Paid to DBEs	Total Payments to DBEs
KB-4213-0000 NTP 03/26/2024 \$50,285,000.00	Debris Removal, Disposal and Cleanup of Francis Scott Key Bridge (FSK) Collapse	3.00%	\$49,716,322.83	2.05%	\$1,017,643.27
KH-3024-0000 NTP 02/25/22 \$65,620,692.85	I-95 Interchange at Belvidere Road	23.00%	\$12,625,699.81	13.01%	\$1,642,519.84
NB-0543-0000 NTP 03/17/20 \$462,957,000.00	Bridge Replacement	16.14%	\$450,918,240.11	17.80%	\$80,281,646.04
NB-3003-0000 NTP 08/28/20 \$28,472,230.19	Campus Improvements	23.86%	\$27,112,787.78	25.16%	\$6,820,903.16
AE-3049-0000 NTP 11/14/18 \$15,000,000.00	Construction Management Inspection Services	26.45%	\$9,745,084.20	26.82%	\$2,613,636.71
AE-3050-0000 NTP 11/14/18 \$15,000,000.00	Construction Management Inspection Services	26.60%	\$9,454,600.75	25.57%	\$2,417,402.37
AE-3051-0000 NTP 11/14/18 \$15,000,000.00	Construction Management Inspection Services	26.00%	\$7,989,606.74	22.14%	\$1,768,862.44

Table 2: Minority Business Enterprise (MBE) Program Contract Awards by Procurement Category

Minority Business Enterprise (MBE) Program Contract Awards by Procurement Category FY2024 Quarter 4 Report			
State MBE Program Participation Goal	29%		
MDTA-MBE Program Contract Utilization	19.98%		
Procurement Category	MBE %	MBE Subcontract Awards	Prime Contract Awards
Construction	16.87%	\$ 41,952,091.00	\$ 248,654,135.02
A&E	30.96%	\$ 55,420,000.00	\$ 179,000,000.00
Maintenance	5.66%	\$ 488,825.00	\$ 8,631,708.77
IT	38.97%	\$ 2,188,004.00	\$ 5,614,768.38
Services	48.90%	\$ 6,224,575.00	\$ 12,728,124.99
Supplies/Equipment	0.00%	\$ -	\$ 77,326,890.50
Total	19.98%	\$106,273,495.00	\$531,955,627.66

Table 3: Minority Business Enterprise (MBE) Program Contract Awards by MBE Classification and Procurement Category

Minority Business Enterprise (MBE) Program Contract Awards by Minority Business Enterprise (MBE) Classification and Procurement Category FY2024 Quarter 4 Report													
Procurement Category	African American (%)	African American (\$)	Hispanic American (%)	Hispanic American (\$)	Asian American (%)	Asian American (\$)	Women (%)	Women (\$)	Native American (%)	Native American (\$)	Disabled (%)	Disabled (\$)	Total Award (\$)
Construction	3.96%	\$ 9,849,751.00	0.85%	\$ 2,108,062.00	1.02%	\$ 2,544,268.00	11.00%	\$ 27,354,281.00	0.038%	\$ 95,729.00	0.00%	\$ -	\$ 41,952,091.00
A&E	7.29%	\$ 13,050,000.00	0.55%	\$ 980,000.00	10.37%	\$ 18,560,000.00	10.99%	\$ 19,680,000.00	1.76%	\$ 3,150,000.00	0.00%	\$ -	\$ 55,420,000.00
Maintenance	4.49%	\$ 387,285.00	0.00%	\$ -	0.00%	\$ -	1.18%	\$ 101,540.00	0.00%	\$ -	0.00%	\$ -	\$ 488,825.00
IT	0.00%	\$ -	0.00%	\$ -	0.00%	\$ -	38.97%	\$ 2,188,004.00	0.00%	\$ -	0.00%	\$ -	\$ 2,188,004.00
Services	2.90%	\$ 369,195.00	0.00%	\$ -	10.36%	\$ 1,318,705.00	35.64%	\$ 4,536,675.00	0.00%	\$ -	0.00%	\$ -	\$ 6,224,575.00
Supplies/Equipment	0.00%	\$ -	0.00%	\$ -	0.00%	\$ -	0.00%	\$ -	0.00%	\$ -	0.00%	\$ -	\$ -
Total Participation	4.45%	\$23,656,231.00	0.58%	\$ 3,088,062.00	4.22%	\$ 22,422,973.00	10.12%	\$ 53,860,500.00	0.610%	\$ 3,245,729.00	0.00%	\$ -	\$ 106,273,495.00

Table 4: Small Business Reserve (SBR) Program Utilization

Small Business Reserve (SBR) Program Utilization FY2024 Quarter 4					
SBR State Participation Goal	15%				
MDTA SBR Utilization	2.74%				
SBR Designated Payments \$	SBR Designated Payments %	SBR Non-Designated Payments \$	SBR Non-Designated Payments %	Credit Card Payments to SBR	Total Procurement Payments (\$)
\$2,598,713	0.50%	\$11,284,277	2.19%	\$ 237,638.00	\$515,426,862
Total SBR Payments \$					
\$14,120,628					

Table 5: Veteran-Owned Small Business Enterprise (VSBE) Contract Awards by Procurement Category

Veteran-Owned Small Business Enterprise (VSBE) Program Contract Awards FY2024 Quarter 4			
VSBE Participation Goal	1.00%		
MDTA - VSBE Contract Awards	2.13%		
Procurement Category	VSBE %	VSBE Awards \$	Total Awards \$
Construction	3.70%	\$9,196,318.36	\$248,654,135.02
A&E	1.00%	\$1,790,000.00	\$179,000,000.00
Maintenance	1.82%	\$156,850.00	\$8,631,708.77
IT	1.13%	\$63,638.72	\$5,614,768.38
Services	0.90%	\$114,670.00	\$12,728,124.99
Supplies/Equipment	0.00%	\$0.00	\$77,326,890.50
Total	2.13%	\$11,321,477.08	\$531,955,627.66

Table 6: Corrective Strategies

Corrective Strategies for Meeting Goals				
Goal Category	Goal Percentage	Reason for Not Meeting Goal	Strategy to Address Issue	Positive Outcome of Implementing Strategy
DBE A/E Contracts (AE-3050 and AE-3051)	26%	Prime had challenges with identifying willing and available staff because of project location.	Working with OEC to see if other MDTA work can be completed using these contracts.	Increase goal attainment on contract.
MBE Awards	29%	Sole source and single element of work contracts with no MBE goal. On-call and specialized requirements	Educating/working closely with OEC to look at all possible subcontracting opportunities. Working with DBEs/MBEs/VSBEs to become Certified/Registered on eMMA/keep profiles updated/ expansion of services.	Better able to identify subcontracting opportunities which would increase the goal. On-going monitoring to determine impact to overall goal. Increased knowledge of program participation and availability.
SBR	15%	Outreach efforts. Current iFMIS database doesn't track SBR information eMMA SBR profiles are missing pertinent information (i.e., email addresses) SBR's respond that they are interested in bidding and meet the qualifications to be a Prime, but they don't bid.	Implementing new Compliance System – PRISM. CRFP Quarterly Outreach events – inform vendors on programs, requirements, register on eMMA and keep profiles updated to increase the pool of potential SBR Primes	Ongoing tracking to determine increase in SBR bidders and SBR awards.

TAB 6

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TAB 7

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