

INNOVATIVE FINANCE AND ASSET CONCESSION GRANT PROGRAM



**UNLOCKING
TRANSIT-ORIENTED DEVELOPMENT
THROUGH INNOVATIVE FINANCING
On Camden & Brunswick MARC Lines**

SUBMISSION DEADLINE:
OCTOBER 1, 2025

➤ OFFICE OF REAL ESTATE AND
ECONOMIC DEVELOPMENT

PROPOSAL NARRATIVE

Contents

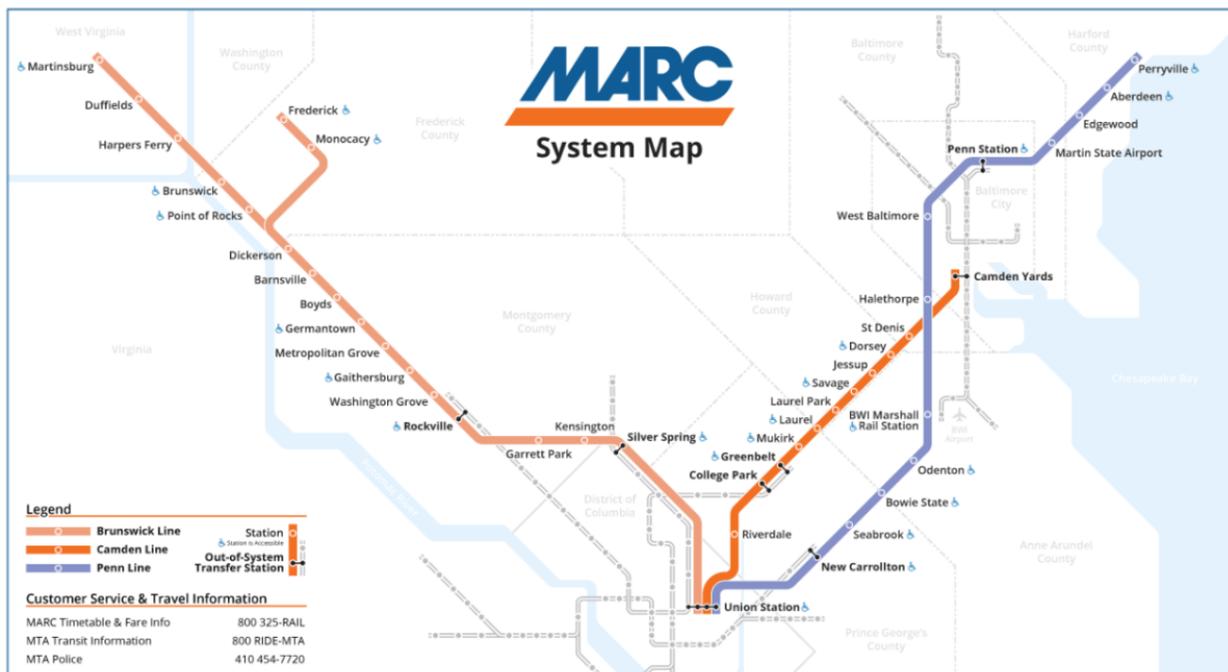
PROPOSAL OVERVIEW	3
Introduction of Eligible Entity	3
Proposed Use of Funding	4
MDOT’s Project Goals.....	4
TYPE AND NEED: PROPOSED ACTIVITIES, NEED, AND GOALS	5
Proposed Activities.....	5
Need for the Proposed Activities - Technical Criterion #1	6
Goals for the Proposed Activities - Technical Criterion #2	7
Approach to Building Organization Capacity - Technical Criterion #3.....	7
Alignment with USDOT Strategic Goals and Priorities (Expected Performance Goals).....	7
WORK PLAN	8
Labor Hours to Complete the Proposed Activities	8
Procurement Approach	9
Project Timeline	9
Feasibility of the Work Plan	9
Private Sector Investment Viability	10
Capacity to Deliver Proposed Activities	10
Public Engagement & Partnership Activities.....	10
BUDGET NARRATIVE	11
Budget Plan.....	11
Sources and Uses of Funds.....	11
OVERSIGHT AND STAFFING	12
Proposed Leadership, Staff Expertise Required, and Expected Level of Effort	12
Institutional Controls and Policies	12
Technical Capacity and Ability to Carry Out the Proposed Activities	12
Capability to Oversee and Manage Procurement of Technical Services	13
APPENDICES	13
Appendix I – Resumes.....	13
Appendix II – Budget Plan.....	13
Appendix III – Key Information Table and Asset Information	13

PROPOSAL OVERVIEW

The Maryland Department of Transportation (“MDOT”) requests \$1 million in Innovative Finance and Asset Concession Grant Program (“IFACG”) funding for the Unlocking Transit-Oriented Development (“TOD”) through Innovative Financing on the Camden & Brunswick MARC Lines (the “Project”), an 18-month Asset Scan under the Technical Assistance Cooperative Agreement program. The Project will evaluate means to leverage innovative financing and revenue and public-private partnerships (“P3”) to enable transit-oriented development and parking optimization opportunities at commuter and urban rail stations, and adjacent properties, owned by MDOT.

The Camden and Brunswick MARC Lines represent the last major asset classes of Maryland’s higher-order transit corridors where state-owned land has not yet been strategically analyzed for TOD opportunities. Advancing this work will complete MDOT’s systemwide approach to TOD, ensuring all transit assets are evaluated for their potential to generate new housing, employment, and economic development. Under this IFACG project, existing stations facilities will be reviewed along the Camden and Brunswick lines with innovative financing and delivery analysis being conducted at six sites that have been identified for high TOD opportunity: Monocacy MARC Station, Germantown MARC Station, Muirkirk MARC Station, Laurel MARC Station, Dorsey MARC Station, and Camden MARC Station.

Figure 1- MARC Camden and Brunswick Lines



Introduction of Eligible Entity

As a state agency, the Maryland Department of Transportation is an eligible applicant under the IFAC Program. MDOT controls more than 300 acres of state-owned land adjacent to transit, much of it currently functioning as underutilized surface parking. Through its emerging Joint Development program, MDOT is building the capacity and momentum to reposition these assets as catalysts for

housing, jobs, and economic development. Developing a clear strategy that leverages private-sector expertise and innovative financing and delivery models to replace surface parking with structured facilities will unlock new land use opportunities and allow these sites to be efficiently advanced for TOD.

Maryland has positioned TOD as a statewide priority to advance housing and economic development goals as part of [Governor Moore's 2024 State Plan](#) and as part of the Governor's recent [Executive Order](#) to address Maryland's affordable housing crisis. Combined with MDOT's TOD program reforms and the State's central location on the Northeast Corridor, create an unparalleled environment for leveraging private capital into public infrastructure. Maryland's TOD pipeline has already delivered over 1,100 units, with over 7,000 in planning and delivery, tied to economic development anchors such as Johns Hopkins, the University of Maryland, and federal employers like National Security Agency and Fort Meade, which is the largest employer in the State of Maryland with over 54,000 employees.

The pursuit of TOD is considered a transportation function under Maryland State statute, and MDOT's Office of Real Estate and Economic Development ("MDOT ORED") is leading MDOT's efforts in this regard. MDOT ORED works in partnership with the Maryland Transit Administration ("MTA") and other key state, regional and local stakeholders in bringing the State's full resources to bear in the pursuit of TOD.

Proposed Use of Funding

MDOT's growing TOD program to complete a systemwide strategy. The Camden and Brunswick MARC Lines represent the last major asset classes of Maryland's higher-order transit corridors where state-owned land has not yet been strategically analyzed for TOD opportunities. Advancing this work will ensure that all state transit assets are evaluated for their potential to generate new housing, employment, and economic development.

The work will fall within the Technical Assistance category, focused on building MDOT's organizational capacity to evaluate and pursue innovative delivery and financing models for TOD and related station infrastructure. Consulting services will support MDOT in assessing how private-sector expertise and federal, state, and local loan programs, as well as value capture tools, can be applied to deliver structured parking, unlock developable land, and position stations for market solicitation. The Project will conduct an asset scan across the full Camden and Brunswick Line corridors to establish a comprehensive baseline of MTA-controlled assets. From this systemwide scan, six stations with the highest potential for TOD and redevelopment have been identified for targeted analysis: Monocacy MARC Station, Germantown MARC Station, Muirkirk MARC Station, Laurel MARC Station, Dorsey MARC Station, and Camden MARC Station. These locations will undergo detailed evaluation of innovative finance and delivery options, including structured parking strategies, redevelopment feasibility, and governance considerations.

MDOT's Project Goals

The work funded by this grant request will address this primary objective: determine how MDOT can harness the resources of the private sector, the federal government, and other sources to successfully finance, deliver and maintain structured parking facilities at TOD opportunity sites. Through the Project, MDOT aims to understand which assets could be strong candidates for public-private partnership, Transportation Infrastructure Finance and Innovation Act ("TIFIA") financing, or

other innovative financing, asset concessions, or project delivery options. The **Appendix III – Key Information Table and Asset Information Forms** provide baseline asset conditions and TOD opportunities for the six targeted stations along the Camden and Brunswick Lines.

A key strategy of MDOT ORED’s efforts is to establish a strategic Joint Development program to activate more than 300 acres of transit-adjacent state-owned land. This Project advances that program by focusing on the Camden and Brunswick MARC Lines - the last major asset classes yet to be strategically analyzed for TOD. These sites present an opportunity to catalyze housing, economic development, and improved transit accessibility across the state and in key local jurisdictions such as Montgomery County, Prince George’s County, Howard County, Frederick County, and Baltimore City. Parking plays a central role, providing shared benefits for development partners and enabling redevelopment when reconfigured into structured facilities. Federal loan programs, state and local resources, and value capture tools can be leveraged to finance these facilities and unlock TOD, with partners such as Maryland Economic Development Corporation (“MEDCO”), positioned to help finance and deliver supporting infrastructure.

TYPE AND NEED: PROPOSED ACTIVITIES, NEED, AND GOALS

Proposed Activities

The Proposed Activities will be executed over 24 months and includes 6 discrete tasks. The grant resources will be used to cover the consultant costs to execute tasks 1 through 6.

Project Oversight & Coordination (MDOT Staff): MDOT will manage the consulting team to ensure delivery according to scope, schedule, and budget. MDOT will convene an internal working group, facilitate coordination with stakeholders, and provide updates to leadership and external partners to ensure alignment throughout the Project.

Task 1 - Project Initiation (MDOT Staff + Consultant): Upon grant award, MDOT will lead project initiation by: Executing a grant agreement reflecting the management of the grant with the Build America Bureau; Drafting a Request for Proposals or Task Order as appropriate reflecting the scope of work described in the grant application; as needed, issue the RFP to potential bidders, followed by a full evaluation of proposals; Organize an internal working group consisting of key stakeholders from MDOT ORED, the Office of Innovative Finance and Delivery, the Office of Project Development and Delivery, MTA, and State Highway Administration (“SHA”); Finalize consulting contract and Issue a Notice to Proceed; Hold a kick-off meeting; and Develop and finalize the work plan, schedule, and spend plan.

Task 2 - Asset Scan (Consultant): Conduct a systemwide scan of MTA-controlled assets along the Camden and Brunswick Lines to establish a baseline of conditions, revenue generation, and operational performance. Identify stations with high TOD potential and confirm six priority sites for further analysis: Monocacy, Germantown, Muirkirk, Laurel, Dorsey, and Camden.

Task 3 - Facility Needs Assessment (Consultant): Define functional, spatial, and operational requirements for each priority station for future asset concessionaire and as an input into later phases, including parking needs, transit facility improvements, and opportunities to generate ancillary revenue (e.g., paid parking, retail, advertising).

Task 4 – Concept Design and Cost Estimation (Consultant) Prepare preliminary concept designs and test fits to inform financial modeling and development feasibility. Develop order-of-magnitude cost estimates for capital and O&M investments, phasing, and infrastructure needs to support TOD.

Task 5 – Business Case Analysis (Consultant): Assess the development opportunities for each site through a business case framework to effectively capture the scoping, planning, and implementation options for the sites. This will include a full analysis of possible revenue opportunities from paid parking, advertising, retail, and other commercial revenue. Assess options to pool assets or bundle assets across stations and corridors to help leverage financial resources to maximize benefit and enable market attractiveness. Preliminary Value for Money analysis will be conducted to optimize packaging of related activities to determine a preferred solution that will maximize benefits. This work will look at financing options, both public and private, that can be leveraged with the potential revenue based on preliminary revenue and financing assumptions to assess a range of infrastructure asset delivery models and recommend an optimal model based on demonstrable public benefits. MDOT will also conduct market outreach during Task 5 to assess the potential for innovative financing structures, ensuring these are commercially viable, attractive, and deliverable.

Task 6 – Implementation Plan and Organizational Roadmap (Consultant): Develop a transactional framework for an asset concessionaire to potential delivery, operate, and maintain a TOD at the six priority sites, including roles for MDOT, MTA, and private partners. Recommend organizational changes, legislative considerations, and interagency coordination needed to implement the strategies. Provide a phased roadmap for near-, mid-, and long-term delivery.

Post-Project Actions (MDOT Staff): Following completion, MDOT will incorporate findings into its JD policies and strategic plans, continue engagement with local jurisdictions, and apply lessons learned to future TOD opportunities. MDOT will also carry out the recommendations of the Project, which may include pursuing market solicitations to seek an asset concessionaire, or completing additional due diligence and market preparation to position sites for future transactions.

Need for the Proposed Activities - Technical Criterion #1

The Camden and Brunswick MARC Lines contain several underutilized stations with large surface parking lots, aging infrastructure, and limited multimodal connectivity. Without innovative delivery and financing tools, these assets will remain underdeveloped, missing opportunities to advance Maryland’s housing and economic development goals.

With the State of Maryland currently lacking in TOD along the Camden and Brunswick Lines, existing transit assets and stations are not meeting their full potential to connect people to jobs and opportunities, or to promote reverse and non-peak commute patterns that have grown more common in the wake of the COVID-19 pandemic. Today, most state-owned land adjacent to transit is consumed by free, openly accessible surface parking facilities. These lots are neither an efficient use of valuable land nor a revenue source that could help leverage innovative financing. A critical challenge is the high cost of building structured parking which is estimated at \$25,000 to \$30,000 per space if delivered by a private developer. Given fiscal and organizational constraints, MDOT cannot fund, deliver, operate, and maintain structured parking facilities at TOD opportunity sites on its own. To unlock TOD potential, MDOT must identify how the private sector can be engaged to

deliver these garages and structure them as shared-use facilities that support both transit ridership and new development.

This Project will allow MDOT to evaluate its current parking assets along the Camden and Brunswick Lines, develop creative revenue and financing strategies, and establish approaches that can be incorporated into Joint Development efforts where private partners play a central role. By doing so, the Project will directly support Governor Moore's Executive Order and State Plan goals to expand housing supply and align state infrastructure investments with long-term economic development.

Goals for the Proposed Activities - Technical Criterion #2

The central goal of the Project is to advance TOD in the State of Maryland by unlocking the potential of state-owned transit assets to achieve MDOT's Joint Development objectives. These objectives include increasing the supply of housing, including affordable housing, supporting long-term economic development, enhancing transit facilities, and improving station access and connectivity. By transforming underutilized surface parking lots into structured facilities paired with new development, the Project will enable Maryland to deliver projects that both strengthen its transportation system and generate broader community benefits.

To achieve this, the Project will complete an asset scan to identify and prioritize TOD- and JD-ready stations along the Camden and Brunswick MARC Lines. From this analysis, MDOT will advance two Brunswick Line stations and three to four Camden Line stations toward near-term market solicitation. This process will position MDOT to competitively procure asset concessionaires or joint development partners to deliver TOD using innovative financing and delivery strategies.

Approach to Building Organization Capacity - Technical Criterion #3

An IFACG award will allow MDOT to expand its expertise in innovative finance and project delivery in support of its TOD and Joint Development program. The Project will build organizational capacity within MDOT and MTA to structure, finance, and manage TOD transactions more effectively by creating replicable frameworks for financing structured parking, leveraging federal loan programs, and engaging private-sector partners. This will strengthen internal processes for reviewing and negotiating P3 and asset concession agreements, enhance coordination with local governments and private developers, and provide the tools needed to deliver TOD systematically across Maryland's transit network.

Alignment with USDOT Strategic Goals and Priorities (Expected Performance Goals)

Goal 1: Provide benefits to the community through transportation projects

The Project will ensure that TOD delivery creates measurable benefits for surrounding communities by expanding access to housing, jobs, and increasing economic development. Metrics include:

- Number of potential new housing units, including affordable units, enabled through TOD opportunities at the six priority stations.
- Increase in projected state and local tax revenue generated by new TOD development.

Goal 2: Increase grant recipient's capacity, knowledge, and skills to execute transportation projects

The Project will strengthen MDOT and MTA’s ability to deliver TOD systematically by expanding internal expertise and creating replicable frameworks for innovative financing and delivery. It will also build strategic capacity for staff to understand the agency’s TOD portfolio and identify market opportunities that can be advanced internally as future asset concession transactions. Metrics include:

- Development and adoption of strategic transaction frameworks and tools for evaluating delivery and financing models that can be applied to future TOD projects.
- Number of TOD market opportunities identified and advanced by internal staff for future asset concession or joint development.

Goal 3: Engage, educate, and listen to the community throughout the project planning process

The Project will coordinate closely with local jurisdictions and stakeholders to ensure that TOD outcomes reflect local needs, priorities, and opportunities.

- Number of stakeholder engagement sessions held for each of the six priority stations.
- Documentation of community priorities incorporated into the programming, concept design, and delivery recommendations.

Goal 4: Advance the transformational project(s) closer to delivery

The Project will prepare MDOT to bring TOD opportunities along the Camden and Brunswick Lines to market, advancing select stations toward procurement and delivery.

- Number of stations advanced to near-term market solicitation.
- Number of stations advanced to medium to long term opportunity with documented next steps and recommendations to unlock future delivery.

WORK PLAN

Labor Hours to Complete the Proposed Activities

Table 1 summarizes the labor hours required to conduct the proposed activities. The grant resources would be used to retain professional consulting services, whereas agency operating budgets would cover the costs of agency staff hours. MDOT would retain professional consulting services to execute Tasks 1 through 6, which leverages completed and on-going MDOT TOD work to develop a comprehensive strategy and organizational capacity to execute.

Table 1 - Labor Hours per Activity

Task	Consultant Team Hours	Agency Staff Hours
Task 1 – Project Initiation	80 (2%)	264
Task 2 – Asset Scan	900 (18%)	128
Task 3 – Facility Needs Assessment	860 (18%)	72
Task 4 – Concept Design + Cost Estimation	855 (18%)	96

Task 5 – Business Case Analysis	1,320 (27%)	224
Task 6 – Implementation Plan & Roadmap	852 (18%)	232
TOTAL:	4,867 (100%)	1,016

Procurement Approach

MDOT will procure consulting services for the Project through existing and proven mechanisms. Consistent with the approach used for the current IFACG award, MDOT may procure the work through one of MTA’s active consulting contracts, which provide the necessary authority and flexibility to support TOD and innovative finance studies. Alternatively, MDOT may partner with the MEDCO, which has previously managed TOD consulting services for MDOT, including the Baltimore Core Service TOD Action Agenda and the Penn Line TOD Strategy. Both MTA and MEDCO have confirmed their ability to provide the required contracting authority for this Project, ensuring procurement can proceed efficiently and in compliance with state requirements.

Project Timeline

Table 2 – Project Schedule

Task	2026				2027				2028
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1
Task 1 – Project Initiation	█								
Task 2 – Asset Scan		█	█						
Task 3 – Facility Needs Assessment			█	█					
Task 4 – Concept Design + Cost Estimation					█	█			
Task 5 – Business Case Analysis							█	█	
Task 6 – Implementation Plan & Roadmap									█
Leadership & Work Group Engagement	█	█	█	█	█	█	█	█	█

Feasibility of the Work Plan

In a multijurisdictional and multimodal agency such as the MDOT, data collection, processing, and workshops are expected to take time, as we work through to validate and ensure consistency across the 6 sites. We have taken the maximum permissible assumptions on the scheduled time for collaborative engagement with the anticipated time to synthesize the available information to address any uncertainty that may arise with schedules and coordination. The tasks would run with regular recurring meetings and check-ins with the consultant, MDOT and the Build America Bureau. Where appropriate MDOT will regularly engage stakeholders to ensure knowledge transfer.

Preparing business case analysis Task 5 requires the gathering of information in a structured manner from preliminary screenings from Task 2 and 3 and lends itself to holding dual-purpose workshops for education on the organizational transition of MDOT and its stakeholder partner to the culmination of Task 6 upon selection of viable projects for procurement and implementation. These 4 tasks will be the core to successful delivery and constitutes over 12 months to provide sufficient time to enable the collaborative nature of discussions to place importance on the process of selecting projects that would be bankable and of interest to private sector investors.

Private Sector Investment Viability

MDOT has taken due consideration of the varying levels of complexity to deliver TOD development on all 6 sites. Through the market outreach as part of Task 5, MDOT will aim to align internal stakeholders to the preferred option for each site and reduce the perceived risk of a multi-jurisdictional environment. While the goal is to use the business case approach to clearly define key activities, MDOT recognizes the need to offer flexibility to allow for the long-term development and evolution of the concept of inclusive infrastructure based on the market. MDOT will coordinate with consultants to conduct market outreach activities, using potential methods such as organizing virtual education and communication in-person events such as an industry forum. This approach will gather valuable insight and feedback from the market to determine risk acceptance appetite and ensure the organizational transition administration of the potential P3 project is attractive to private sector participation.

Capacity to Deliver Proposed Activities

MDOT's Office of Real Estate and Economic Development, supported by MTA and the Office of Innovative Finance and Delivery, will manage the Project and provide oversight. ORED has dedicated staff for this work, including multiple project managers, ensuring coverage and continuity if replacement is needed. Additional supporting staff within MDOT can be assigned as required. Consulting services will be procured through an existing MTA contract, as with MDOT's current IFACG award, or through MEDCO, which has successfully managed prior TOD studies such as the Penn Line TOD Strategy. Both MTA and MEDCO have confirmed contracting authority. The consulting team will provide specialized expertise in engineering, finance, and legal advisory, with backups available through the contracting structure to ensure continuity.

Public Engagement & Partnership Activities

Both MTA and ORED are experienced in conducting comprehensive public outreach activities that ensure community engagement throughout the project development process. MDOT, in partnership with Baltimore City and the private sector, hosted a public Open House (Jan 2024) for the Reisterstown Plaza Metro Station TOD Vision Plan and has also engaged the private site developer in multijurisdictional design charrettes. If awarded funding, MDOT will host four community events to present study findings to MARC and Baltimore transit riders and local communities; two of which would be held along the MARC Penn Line and two along the Baltimore Metro network.

MDOT, in partnership with the Washington Suburban Transit Commission ("WSTC"), are conducting a preliminary TOD study for Brunswick Line stations. That work is identifying stations with TOD potential and screening out those without. Through this grant, MDOT will advance 1–2

Brunswick stations identified for high TOD potential, along with Camden Line sites, toward programming, financial analysis, and market solicitation.

BUDGET NARRATIVE

The \$1 million grant funding would enable MDOT to retain professional consulting services and leverage completed and on-going MDOT TOD work. The Project would build organizational capacity to strategize and implement third party agreements to finance, plan, design, deliver, operate and maintain infrastructure – a necessary catalyst to springboard TOD development at state-owned sites in Maryland. Because MDOT is not seeking staff resources under this Project, we will not be applying an indirect rate. MDOT does not have a current or pending NICRA in place and, in accordance with 2 CFR § 200.414(f), will not be electing to charge the 10 percent de minimis indirect cost rate.

Budget Plan

Table 3 summarizes the Project budget. Please refer to the attached **Appendix II - Budget Spreadsheet**, which provides a detailed budget including detailed cost breakouts by task. Total Funding Request is \$1,000,000 (federal share). The budget is structured to maximize impact while remaining within the program’s cost ceiling. MDOT will contribute in-kind staff resources for oversight and coordination.

Table 3 - Budget Breakdown by Expense Category

Role / Labor Category	Rate (\$/hr)	Hours	Cost
Principal	\$350	185 (4%)	\$64,750
Project Manager	\$250	1,200 (25%)	\$300,00
Associate (Engineer)	\$150	708 (15%)	\$106,200
Associate (Engineer)	\$125	1,010 (21%)	\$126,250
Associate (Finance)	\$200	730 (15%)	\$146,000
Associate (Finance)	\$200	784 (16%)	\$156,800
Associate (Legal/Transaction)	\$400	250 (5%)	\$100,000
TOTAL:		4,867	\$1,000,000

Sources and Uses of Funds

The \$1 million federal grant funding would be used to cover professional consulting services. The commitment of agency staff time would be covered by agency operating budgets and is not included in the funding request. No additional federal or non-federal (state or local) funds will be used for the Project

OVERSIGHT AND STAFFING

Proposed Leadership, Staff Expertise Required, and Expected Level of Effort

Derek Davies, Director, Development, will serve as the Project Manager for the Project. Mr. Davies, under the leadership of David Zaidain, Chief, Real Estate and TOD, has extensive experience in team leadership, transportation planning, and project delivery. Mr. Davies leads the Transit-Oriented Development Team, including responsibility for developing financing and implementation strategies for MDOT TOD and Joint Development projects. As the Project will be a cross-functional, multidisciplinary effort across the MDOT organization, Mr. Davies and Mr. Zaidain will be supported by Marshall Macomber, Chief, Office of Innovate Finance and Delivery; Neela Babu, director of the MDOT Office of Project Development and Delivery; Kathy Robertson, MDOT MTA Director of the Office of Real Estate; and Darrel Smith, Director, Office of Statewide Planning with MDOT MTA. In addition to Mr. Davies, Ms. Hartman, Ms. Babu, Mr. Lattin, and Mr. Lippert, ORED professional staff including Darron Cooper and Sunny Cooper will implement many components of the project and ensure smooth delivery as well as continual outreach and engagement with the private sector and the community. Both are Project Managers at ORED and have extensive experience in real estate development and economic development in the Baltimore region. Please see attached **Appendix I - Resumes** of MDOT staff.

As outlined in the Budget Plan table above, it is assumed that:

- MDOT staff will serve in the project manager role and as project support for 20% FTE for the duration of the Project.
- MDOT staff will provide procurement support during project initiation.
- MDOT staff will serve on a working group including leadership, stakeholder and public engagement.

Institutional Controls and Policies

MDOT's Joint Development Policy was approved by the Transportation Secretary in May 2025. The policy applies to all MDOT owned land and establishes the goals and objectives of Joint Development, defines roles and responsibilities, and sets out the processes for both solicited and unsolicited Joint Development solicitations. This framework provides MDOT with a clear structure to evaluate, negotiate, and deliver TOD projects in a way that maximizes public value while ensuring transparency and accountability.

The Project will build on this foundation by expanding MDOT's capacity to apply the policy systematically across the Camden and Brunswick MARC Lines. MDOT also has a representative on the Board of MEDCO, which has partnered on current Penn Line work and supported delivery of TOD at Owings Mills, ensuring coordination and alignment across state entities.

Technical Capacity and Ability to Carry Out the Proposed Activities

MDOT annually administers over \$3 billion in federal and state capital funding to make multimodal transportation investments to enhance safety, state of good repair, connectivity, commerce, and mobility. Since the passage of the historic Infrastructure Investment and Jobs Act (IIJA), MDOT estimates it now administers over \$1.5 billion in federally funding, annually, through formula funding allocations and competitive discretionary grant awards. MDOT is a committed public

steward of taxpayer funding and maintains numerous controls and best practices to ensure compliance with state and federal regulations, effective and transparent management of public resources, and best practices to watchfully oversee major public procurements, including P3 arrangements.

MTA provides consolidated, multi-modal transit services for residents across the State of Maryland. MTA is the designated Federal Transit Administration (“FTA”) direct recipient for the State and [receives over \\$250,000,000 in federal funding annually](#). Baltimore’s rail transit services and MARC commuter rail services are supported by the FTA’s 5307 Urbanized Area Formula Grants, 5337 State of Good Repair Grants, which includes funding directly for station improvements, and numerous U.S. Department of Transportation grants. These include an FY2022-2023 Federal State Partnership for Intercity Passenger Rail (Baltimore Penn Station Master Plan - \$108,000,000); a FY2023 RAISE (Mondawmin Transit Hub Project - \$20,000,000); a FY2023 Pilot Program for Transit Oriented Development (West Baltimore MARC TOD Implementation Plan - \$550,000); and a FY2025 IFAC Grant (Baltimore Region Asset Scan for Springboarding Transit Oriented Development through Innovative Financing - \$1,000,000).

Capability to Oversee and Manage Procurement of Technical Services

MDOT’s Office of Real Estate & Economic Development will lead project management and procurement. MTA, as asset owner, will provide technical coordination and station-level requirements. The consultant team (to be procured competitively) will deliver technical, financial, and legal advisory services.

MDOT manages over \$3 billion annually in capital programs, while MTA is an FTA direct recipient managing over \$250 million annually. ORED has recently expanded its TOD program capacity through the Penn Line TOD Strategy, Baltimore Region TOD Action Agenda, and BAB/IFACG-funded initiatives. This demonstrates capacity to deliver, governance strength, and credibility with both public and private partners.

The MDOT procures approximately \$2 billion in goods, services, building construction, maintenance, and renovations annually. Procurements are conducted through the eMaryland Marketplace Advantage (eMMA), a statewide, online procurement system that provides seamless access to consolidated and comprehensive procurement information. MDOT closely adheres to the State Procurement Office’s mission of ensuring Maryland’s government procures the highest quality materials, equipment, supplies, and services of every description essential to needs, enabled through the state’s centralized eProcurement program.

APPENDICES

Appendix I – Resumes

Appendix II – Budget Plan

Appendix III – Key Information Table and Asset Information