



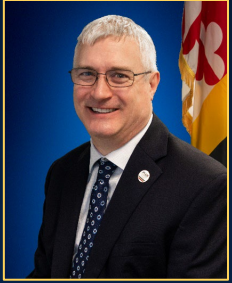
**2025 Fall Conference at Ashore Resort & Beach Club
Ocean City, Maryland**

MDOT SHA Northbound 2.0 and LPA Improvement Efforts

Ray Moravec, Justin Mohr, and Cheryl Ladota

September 19, 2025

Introductions



- **Ray Moravec, PE** is the Deputy Chief Engineer for Planning, Engineering, and Real Estate at the Maryland State Highway Administration (SHA). Ray oversees the Office of Highway Development, Structures, Real Estate, Environmental Design, Planning and Preliminary Engineering. Ray has over 35 years of experience in all phases and aspects of transportation planning, design and the NEPA process. His experience includes highway and transit studies, ADA compatibility, bicycle/pedestrian design, traffic system management and operation studies, environmental technical studies and documentation, traffic operations/demand management analysis, noise analysis, land use analysis, and agency, public, and elected official coordination and outreach.



- **Just Mohr** is the Division Chief in the Office of Structures at the Maryland Department of Transportation State Highway Administration (MDOT SHA). He leads the Local Government Bridge Program and oversees several design teams delivering bridge replacement and rehabilitation projects statewide. With over 25 years of structural engineering experience, Justin is dedicated to improving safety and strengthening communities through resilient infrastructure. He is currently part of the Leadership Maryland Emerging Leaders Program. Outside of work, Justin enjoys restoring classic vehicles and spending time with his family.

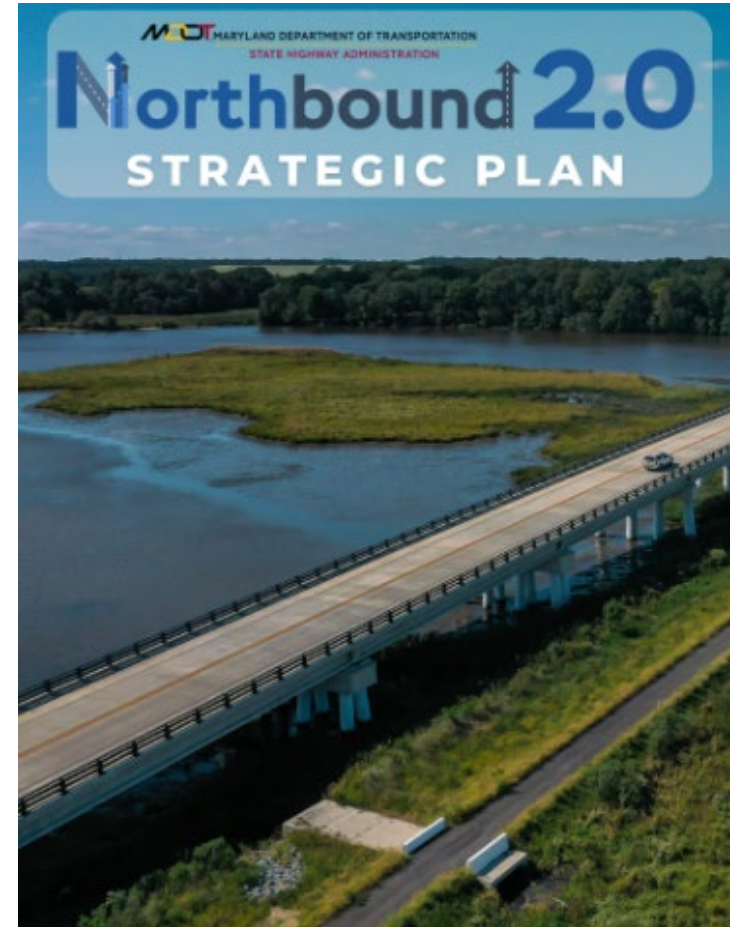


- **Cheryl Ladota** is the Chief of the Grants and Programs Management Division (GPMD) in the Office of Planning and Preliminary Engineering (OPPE) at the Maryland State Highway Administration (SHA). She leads the Division in providing project delivery support and program management for active transportation, discretionary grants and bicycle/pedestrian safety projects for local partners, SHA and other MDOT modes. Her portfolio of grants includes Transportation Alternatives, Recreational Trails, Safe Routes to School, Scenic Byways, Carbon Reduction, an array of discretionary grants and Congressional Earmarks. Cheryl has worked for SHA for eight years. She has decades of experience in all aspects of program and project management. In her previous careers she has been a zookeeper and licensed social worker, both of which come in handy in her current role.

Agenda

SHA Northbound 2.0 and LPA Improvement Efforts

- Northbound 2.0 Overview
 - SHA Focus on Organizational Efficiency
 - LPA Program Improvements and On-going Efforts
-
- 1.0 PDH



Northbound 2.0 Strategic Plan



People First

- Knowledge Management; Customer Service & Community Engagement; Internal Communications; Organizational Morale



Team Excellence

- Employee Growth; Cross-Functional Teams; Inclusive Workplaces, Partnerships, & Communities; Work Smarter



Organizational Efficiency

- Procurement Efficiencies; Process Modernization; Process Documentation; Financial Education, Awareness, & Accountability



Project & Program Development & Delivery

- Holistic Planning; On-Time & On-Budget; Building the Capital Shelf; Environmental Stewardship



Culture of Safety

- Work Zone Safety; Vision Zero; Maintain Safe Systems; Occupational Safety & Safe Facilities

Northbound 2.0 Strategic Plan

Organizational Efficiency and Modernization

Examples of Improvements and Activities Underway

- Integration of core financial applications
- Establishment of Project Fulfillment Center
- Utility Permit Process Improvements
- Access Permit Manual Updates
- Performance Measurement Dashboards
- Local Public Agency Program Improvements

The image shows a screenshot of the MDOT (Maryland Department of Transportation) State Highway Administration Utility Permit Application form. The form is titled "UTILITY PERMIT APPLICATION" and includes a date field set to 5/5/2025. It is divided into three main sections: SECTION I - TYPE OF PERMIT REQUEST (Check One Only), SECTION II - UTILITY INFORMATION, and SECTION III - LOCATION & DESCRIPTION OF FACILITIES UNDER PERMIT. SECTION I includes checkboxes for Utility Construction Permit, Utility Construction or Relocation Permit Extension, and Utility Relocation Permit (for MDOT SHA Projects). SECTION II includes fields for Company (Name), Address, City, State, Zip, Office Phone, Cell, Project Contact (Name), Title, Email, and Fax. SECTION III includes fields for County, Route Prefix, MDOT SHA Route #, Begin Intersection, End Intersection, Route Name, Job ID or Utility Company's Ref. #, and a section for PROPOSED UTILITY WORK with checkboxes for Aerial Work Only/No Excavation, Underground Work, and Both Aerial and Underground work, along with a description of work field.

MDOT MARYLAND DEPARTMENT OF TRANSPORTATION
STATE HIGHWAY ADMINISTRATION

UTILITY PERMIT APPLICATION

Date: 5/5/2025

SECTION I - TYPE OF PERMIT REQUEST (Check One Only)

☒ Utility Construction Permit ☐ Utility Relocation Permit (for MDOT SHA Projects)
☐ Utility Construction or Relocation Permit Extension *Blanket Permits require a signed Acknowledgement Form. Please contact the applicable District Office.

SECTION II - UTILITY INFORMATION

Company (Name): _____ Project Contact (Name): _____
Address: _____ Title: _____
City: _____ State: _____ Zip: _____ Email: _____
Office Phone: _____ Cell: _____ Fax: _____

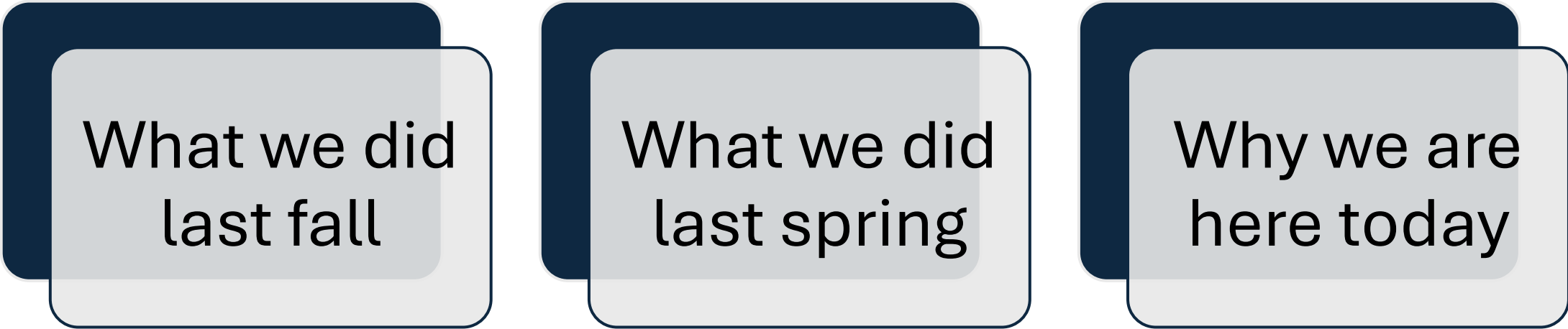
SECTION III - LOCATION & DESCRIPTION OF FACILITIES UNDER PERMIT

A. LOCATION OF WORK
County: * --None-- ▾ Route Prefix: * --None-- ▾
MDOT SHA Route #: _____
Begin Intersection: _____ End Intersection: _____
Route Name: _____
Job ID or Utility Company's Ref. #: _____

B. PROPOSED UTILITY WORK
Utility Work Category: * ▾ Intend to deactivate or take out of service? * None ▾
☐ Aerial Work Only/No Excavation ☐ Underground Work ☐ Both Aerial and Underground work
Description of Work: _____

CEAM Partnership

LPA Efforts and Coordination



What we did
last fall

What we did
last spring

Why we are
here today

CEAM Fall Conference 2024

Last Fall 2024

LPA and Federal Grant Process Opportunities and Challenges



Federal Aid Highway Program Background



SHA Federal Grant Program Overview



Funding Availability and Fundamentals



Sponsor Roles & Responsibilities



Related Activities, Needs and Resources



CEAM Spring Conference 2025

Spring 2025

- Brainstorm Sessions – How can we improve the LPA Efforts?



CEAM Spring Conference 2025

Spring 2025

- Provide your feedback on how SHA can improve our processes for administering local programs!
 - Local Bridge
 - Transportation Alternatives
 - Recreational Trails
- Let us know how our team can provide better service, streamline processes, and/or modernize systems.



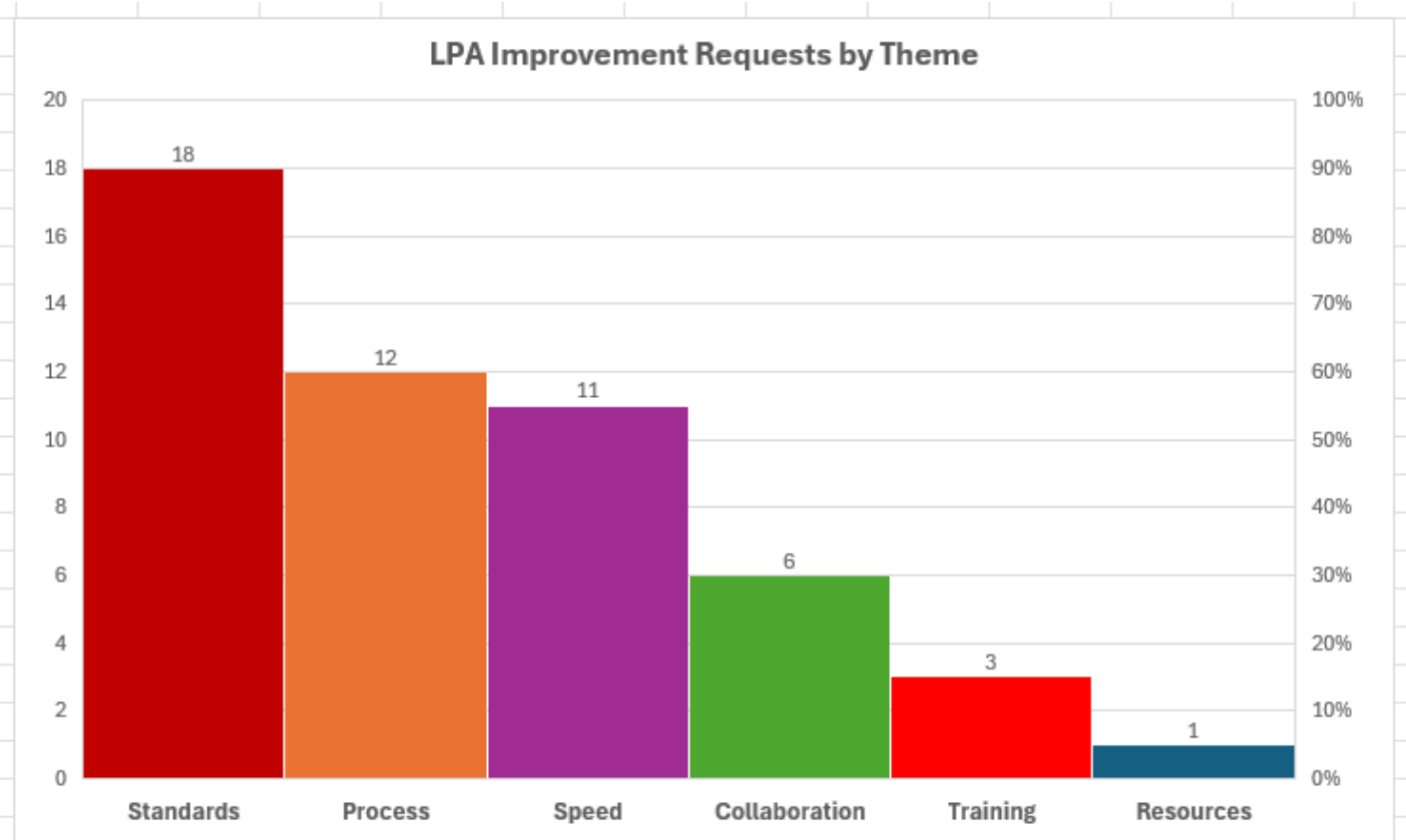
<http://bit.ly/44YLeSd>

CEAM Spring Conference 2025

Spring 2025

- Survey Results

Speed	11
Process	12
Collaboration	6
Standards	18
Resources	1
Training	3



CEAM Fall Conference 2025 - Today

State Highway Administration

Shared a handout at MACO



Local Government Programs

Working Together for Success

Program Overview

The Maryland State Highway Administration (SHA) is committed delivering a Local Public Agency (LPA) Program that effectively meets the project development and delivery needs of our local partners. SHA recently met representatives of the County Engineers Association of Maryland to receive local feedback on areas of the program that could be improved and more efficient. SHA is taking several actions to be responsive to local challenges and provide our partners with the necessary resources to deliver projects with federal aid.

What do you need to know?

SHA's Action Plan	● Launched the LPA Council ● Established Grants and Program Management Division ● Revamping internal federal aid approval processes and systems ● Updating the Local Public Agency Manual ● Offering SHA Contract Authority for design projects ● Developing new and user friendly website to promote transparency ● Providing training for federal project delivery in October 2025 ● Identifying other opportunities to improve and streamline review and approval processes
How You Can Help?	● Be prepared to start your project when funds are awarded ● Complete timely and accurate submissions ● Accurately evaluate technical assistance needs ● Be responsive to requests for information and project updates ● Develop and commit to a project schedule ● Track milestones and budget ● Be proactive with change and extension requests ● Schedule a preapplication meeting to discuss upcoming projects ● Attend the federal project delivery training in October 2025 ● Schedule and lead milestone meetings with a regular cadence
Using SHA Consultant Contract	● Submit request to SHA project manager ● Make sure all paperwork is submitted accurately ● Receive approval and consultant assignment ● Schedule project scoping meeting ● Initial proposal is received from consultant ● Review proposal and negotiate if necessary ● Receive approval and sign cost sharing agreement ● After receiving federal authorization, NTP letter will be issued
Federal Requirements	● Must comply with Federal Code and Regulations ● National Environmental Policy Act (NEPA) Approval ● Right-of-Way Approval ● Procurement Process ● Federal Authorization Progress ● Full-time staff to act as Responsible Charge ● Federal Highway Administration (FHWA) and SHA Stewardship and Oversight Agreement

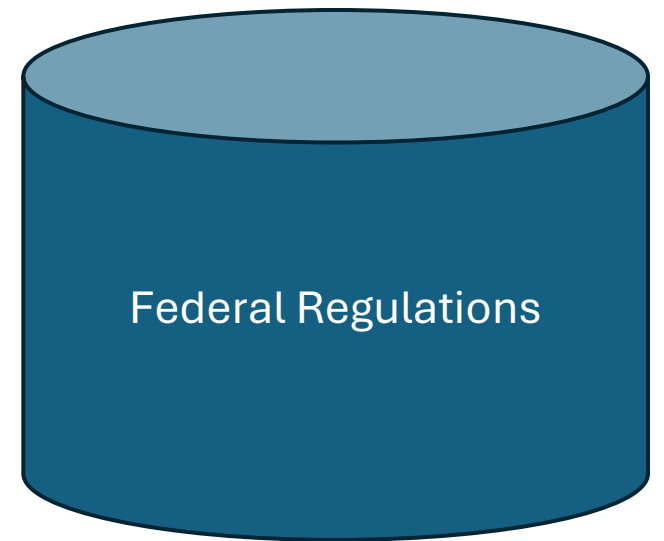
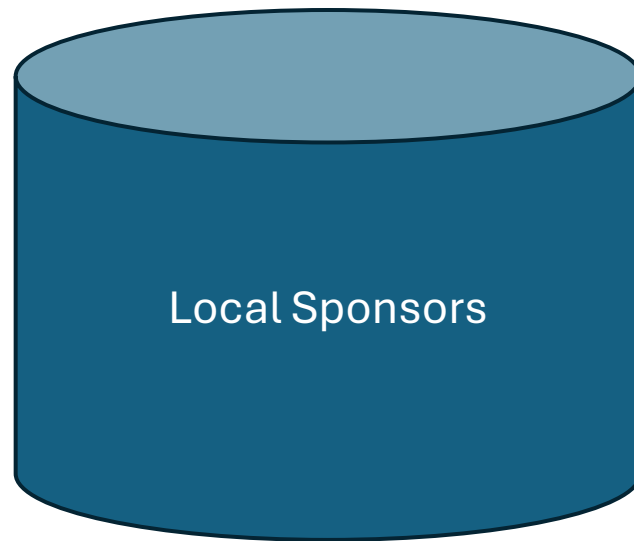
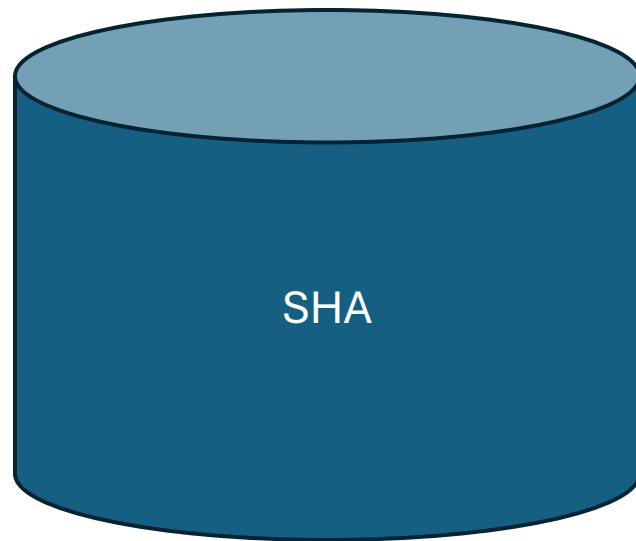
For additional information, please contact Cheryl Ladota at cladota@mdot.maryland.gov or 410-545-8552

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Today

What we have learned!

- Three Key Buckets of Responsibility



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State Highway Administration



LPA Council

Grants and Programs Management Division

Local Public Agency Manual

SHA Contract Authority

New Website

Local Sponsor Training

Process Improvements

Performance Measurement

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State Highway Administration

Grants and Programs Management Division

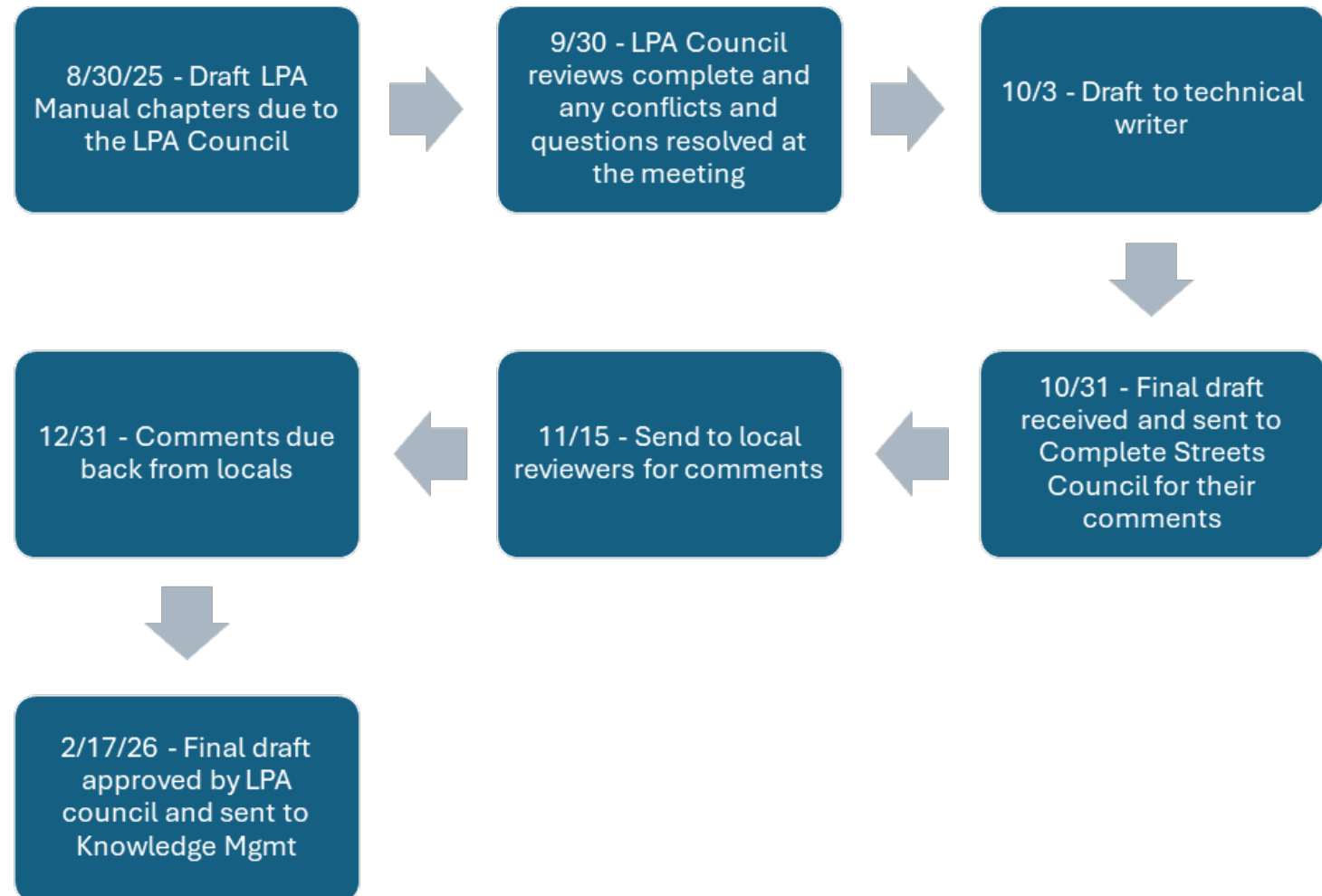
- Division Goal: Identify, apply, and manage the implementation of grants and programs
- Three key areas of focus:
 - Bike/Ped Safety and Coordination
 - TAP/SRTS/RT Programs
 - Grants/Earmarks and Discretionary Programs



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State Highway Administration

LPA Manual Update



CEAM Fall Conference 2025 - Today

State Highway Administration

SHA Contract Authority



1. Submit request to SHA project manager
2. Make sure all paperwork is submitted accurately
3. Receive approval and consultant assignment
4. Schedule project scoping meeting
5. Initial proposal is received from consultant
6. Review proposal and negotiate if necessary
7. Receive approval and sign cost sharing agreement
8. After receiving federal authorization, NTP letter will be issued

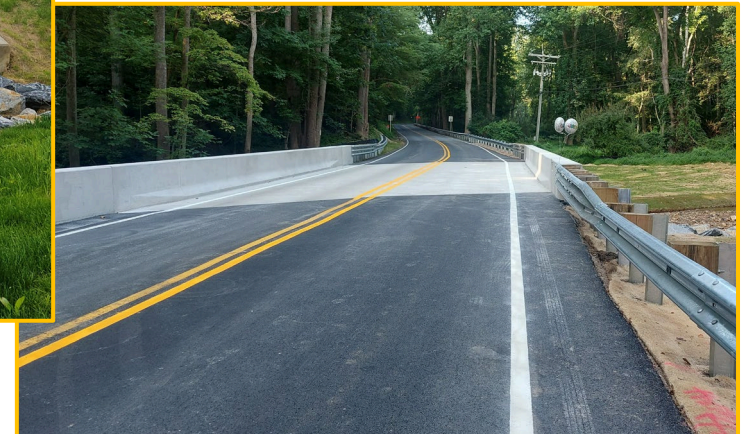
UNDER CONTRACT

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State Highway Administration

LPA Local Bridge Program Updates

- Expanded Local Bridge Program Team
- Streamlining Processes
- Increased County & SHA Engagement
- Improved Program Tracking



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Local Sponsors

How you can help!



Be prepared



Be timely and
accurate



Be responsive



Be proactive



Be engaged

CEAM Fall Conference 2025 - Today

Federal Regulations



MUST COMPLY WITH
FEDERAL CODE AND
REGULATIONS



NATIONAL
ENVIRONMENTAL
POLICY ACT (NEPA)
APPROVAL



RIGHT-OF-WAY
APPROVAL



PROCUREMENT
PROCESS



FEDERAL
AUTHORIZATION
PROCESS



FULL-TIME STAFF TO ACT
AS RESPONSIBLE
CHARGE



FEDERAL HIGHWAY
ADMINISTRATION
(FHWA) AND SHA
STEWARDSHIP AND
OVERSIGHT AGREEMENT

CEAM Partnership

Continued Efforts and Coordination

- Ongoing Coordination and Updates
- CEAM Session at MdQI
- CEAM Spring Conference
 - LPA Local Structures Presentation

*Thank
you!*



QUESTIONS?

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