BALTIMORE REGIONAL TRANSIT COMMISSION

FINAL ANNUAL REPORT

2023–2026

Prepared Pursuant to the Transportation Article § 7-213(i) of the Annotated Code of Maryland

Staffed by the Baltimore Metropolitan Council

BRTC

BALTIMORE REGIONAL TRANSIT COMMISSION

October 12, 2026

This report is prepared and submitted pursuant to Transportation Article § 7-213(i) (MSAR # 14763)

Commission Members

Member	Jurisdiction	Appointment
Jon Laria, Chair	Baltimore City	Governor
D'Andrea Walker, Vice Chair	Baltimore County	County Executive
Christine Anderson	Anne Arundel County	County Executive
Lakey Boyd	Howard County	Governor
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Clarence "Trey" Dickerson	Howard County	County Executive
Mike Netzer	Baltimore County	County Executive
Markus Moore	Anne Arundel County	Governor
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Lester Davis	Baltimore City	Governor
Veronica McBeth	Baltimore City	Mayor
Aaron Tomarchio	Baltimore County	County Executive
Simone Johnson	Baltimore City	Mayor

BRTC Staff	Title
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Chapter I: Executive Summary

A. Purpose

This Final Annual Report documents the work, findings, and institutional contributions of the Baltimore Regional Transit Commission (BRTC) from its establishment in 2023 through its repeal by the Maryland Transit Administration Reform Act (Chapter 420, Acts of 2026) (the "**MTA Reform Act of 2026**"). The report provides a record of the BRTC's statutory duties and activities; key findings and lessons learned while it provided regional transit oversight; an inventory of ongoing work requiring continuity; recommendations for next steps to improve transit in Central Maryland and for the new governance bodies created under the MTA Reform Act of 2026; and a transition framework to ensure no loss of institutional memory or capacity.

B. Background

The BRTC was created by the Maryland General Assembly and Governor Wes Moore in June of 2023 and launched in October of that same year (Chapter 504, Acts of 2023) to provide regional oversight, public accountability, and structured review of Maryland Transit Administration's (MTA) planning, budgeting, and service decisions. Its statutory duties included annual review of the Capital Needs Inventory (CNI), Consolidated Transportation Program (CTP), Regional Transit Plan of Central Maryland (RTP), and quarterly service changes. The MTA Reform Act of 2026 repeals the BRTC and replaces it with (1) the Board of Directors for Baltimore Core Transit Service, a governing board with approval authority over budget requests, major service changes, RTP updates, and CNI reports and, (2) the Commuter Services Advisory Board, to advise MTA on commuter bus and rail services.[1] The repeal takes effect October 1, 2026.

C. Summary of BRTC Activities (2023–2026)

Since its first meeting in February of 2024, the BRTC conducted 19 public meetings, reviewed major planning and budget documents, and engaged in extensive public and regional coordination. Key activities included:

- Annual review of the Consolidated Transportation Program (CTP), including project deferrals and capital priorities
- Review of the Capital Needs Inventory (CNI), including state of good repair needs and fleet modernization
- Approval of MTA's five-year RTP update and monitoring of implementation, including corridor progress

[1] Baltimore Core Transit Services are managed by the Maryland Transit Administration (MTA) and is legally defined in Maryland Transportation Article §7–301.1. (a) as "An area in Anne Arundel County, Baltimore City, Baltimore County, Harford County, and Howard County that is served by light rail, metro, or fixed bus route service; and"…"any other area in which the population commutes to an area described in this subsection in order to use light rail, metro, or fixed bus route service. It includes four primary local transit components:

- Baltimore-Area Local Bus: Includes core bus networks like CityLink, LocalLink, and Express BusLink routes.
- Baltimore-Area Light Rail: The light rail transit network spanning the metropolitan area.
- Baltimore-Area Metro: The rapid transit heavy rail subway line.
- Paratransit Services: Specialized Mobility transit services for riders with accessibility challenges.

- Quarterly review of service changes and system performance
- Special projects on governance reform, project delivery, staffing and retention, and federal reauthorization
- First-hand tours of MTA facilities, providing direct exposure to system conditions and infrastructure challenges
- Legislative testimony and advocacy on bills affecting transit funding, governance, and operations

D. Key Findings and Recommendations

What began as a series of discrete concerns raised by riders, operators, local governments, and agency staff is actually a complex set of interconnected, system-level challenges. These challenges span operations, capital investment, governance, and fiscal stability, and they consistently limit the region's ability to deliver reliable, modern, and coordinated transit service. The Maryland Department of Transportation (MDOT) and MTA have taken meaningful steps to address these challenges through operational reforms, capital planning, performance reporting, and major project development, while continued funding constraints limit the pace and scale of implementation. Priority areas for continued progress, many of which MDOT and MTA have already begun addressing, include:

- Volatility in the Transportation Trust Fund, undermining long-term planning, programming, and project delivery
- Capital investment gaps in state of good repair and facility modernization
- Funding gaps for major expansion investments such as the BMORE BUS Plan and the Red Line
- Reliability challenges driven by staffing shortages, aging fleets, and a history of deferred maintenance
- Project delivery constraints, including procurement challenges, limiting the pace and scale of capital execution
- Fragmented regional coordination between MDOT, MTA, LOTS, and local jurisdictions
- Additional performance transparency, especially for bus services
- Commitment to improvements in RTP-identified corridors
- Workforce stabilization
- Federal funding challenges

Adequate funding is paramount to the future of transit in Central Maryland. In its formal comment letter on the FY2026-FY2031 CTP, the BRTC highlighted that, without a robust CTP, we risk having a set of ambitious plans that are unfunded and therefore unimplemented. **The BRTC noted that the "plans vs. funding" gap is particularly acute when we have a set of recent plans that, if funded, would propel our regional transit system forward.** These include the updated CNI and RTP, the MARC Growth and Transformation Plan, and the BMORE BUS implementation plan, as well as the State's announced and planned construction of the Red Line. Taken together, these initiatives create an extraordinary opportunity to build on MTA's current momentum, extend upon the foundation established through the work of the BRTC, and deliver transformative improvements for transit riders across Central Maryland, **provided the CTP supplies the resources needed to bring them to fruition**.

E. Process Recommendations for New Governance Bodies

The BRTC recommends that the new Board of Directors for Baltimore Core Transit Service:

- Adopt a structured annual budget review cycle aligned with MDOT's budget process
- Strengthen operating and capital program oversight and project delivery tracking
- Establish clear major service change approval policies
- Maintain and improve public-facing performance dashboards
- Formalize regional coordination with MTA Office of Local Transit Support (OLTS) and local jurisdictions
- Preserve institutional memory through staff continuity and document transfer

The BRTC recommends that the new Commuter Transit Service Board:

- Adopt a structured annual review cycle for MARC and Commuter Bus operating and capital budget requests aligned with MDOT's budget process and closely coordinate with the Core Transit Service Board on statewide advocacy efforts
- Establish clear guidance protocols for reviewing and commenting on major commuter rail and commuter bus capital projects, including fleet procurement, station improvements, and corridor upgrades
- Formalize coordination with MTA modal offices, including MARC Operations, Commuter Bus Operations, and the Office of Local Transit Support (OLTS), to ensure alignment with statewide transit planning
- Develop a consistent framework for stakeholder engagement, including riders, accessibility advocates, labor representatives, and MARC jurisdictions

F. Recommendations for the General Assembly

To support successful implementation of the MTA Reform Act of 2026, the BRTC recommends the General Assembly should:

- Monitor staffing and administrative capacity needs for the new Board of Directors for the Baltimore Core Transit Service
- Hold periodic oversight hearings on the Baltimore Core Transit Service operations
- Standardize public reporting requirements for both new boards

Beyond these basic administrative and managerial steps, the BRTC strongly recommends that the General Assembly identify, evaluate, and provide dedicated funding options for Baltimore Core Transit Service.

G. Conclusion

The BRTC provided the Baltimore region with its first structured, transparent, and regionally representative transit oversight body in over 50 years. Its repeal by the MTA Reform Act of 2026 marks a transition to a more powerful governance model creating the Baltimore Core Transit Service Board and a separate advisory body for Commuter Transit Service. This Final Annual Report reflects the progress the BRTC and MTA have made and ensures the BRTC's work is preserved, ongoing initiatives are not lost, the new Board inherits a clear roadmap, and the region maintains continuity in oversight and public accountability.

Chapter II: Background and Statutory Mandate

A. Establishment and Purpose

The Baltimore Regional Transit Commission (BRTC) was established by the Maryland General Assembly in 2023 to strengthen regional oversight, transparency, and public accountability for transit services in the Baltimore metropolitan area. Codified in Transportation Article §7-213, the BRTC was designed as a regional advisory body with representation from Baltimore City, Baltimore County, Anne Arundel County, and Howard County.

The BRTC's statutory purpose was to:

- Provide structured, ongoing public oversight of MTA's transit planning and performance
- Ensure regional coordination across jurisdictions
- Review and comment on MTA’s budget requests
- Review and comment on major planning documents, including the Capital Needs Inventory (CNI) and Consolidated Transportation Program (CTP)
- Review and approve the Central Maryland Regional Transit Plan (RTP)
- Serve as a public forum for transit riders, local governments, and stakeholders

The BRTC was staffed by the Baltimore Metropolitan Council (BMC), which provided planning support, meeting administration, and technical assistance.

B. Governance Structure (2023–2026)

Under Maryland Transportation Article §7-213 (now repealed by the MTA Reform Act of 2026), the BRTC was composed of:

- 14 voting members appointed by the Governor and local executives across four jurisdictions
- 1 nonvoting labor representative from the Amalgamated Transit Union
- The Secretary of Transportation (voting only in case of a tie)

Members served three-year terms with a limit of two consecutive terms. The BRTC elected its own Chair and Vice Chair, adopted bylaws, and met at least quarterly. BMC provided one senior planner, two junior planners, and administrative and technical support, along with a public website hosting minutes, agendas, and public comments.

C. Statutory Duties

The following table summarizes the BRTC's statutory responsibilities under former Transportation Article §7-213:

Category	Statutory Duty (Former §7-213(g))
Governance & Operations	Adopt bylaws; establish policies and procedures; maintain conflict of interest standards; keep minutes and maintain public records; maintain a public website.
Meetings & Public Engagement	Meet at least quarterly; accept public comments at meetings and electronically at all times.

Annual Review Cycle	Include CNI, CTP priorities, and RTP updates on the agenda at least once per year.
Performance Oversight	Request and review information from the Annual Attainment Report; evaluate performance metrics; issue written recommendations to influence MTA priorities.
Service Oversight	Review and comment on service change reports and major service change proposals.
Budget Review	Review and comment on MTA's annual operating and capital budget requests for the Baltimore region, including bus, rail, MARC, commuter bus, and paratransit.
Planning & Coordination	Review and approve updates to the Central Maryland Regional Transit Plan; review local transit plans to ensure coordination with MTA services.
Advocacy for MTA	Provide input and engage in advocacy for the Baltimore region public transit systems maintained by MTA.
Reporting	Submit an annual report to the Governor, MTA, and General Assembly by December 1 each year.

D. Relationship to Regional and State Transit Planning

The BRTC served as a bridge among local jurisdictions (Baltimore City, Baltimore County, Anne Arundel County, and Howard County), regional planning bodies (BMC), and state transit operations (MTA). Its statutory mandate required it to ensure that MTA's plans, budgets, and decisions addressed the transit needs of the Baltimore region. The BRTC's work was closely tied to the Central Maryland Regional Transit Plan (RTP), the Capital Needs Inventory (CNI), the Consolidated Transportation Program (CTP), and the Annual Attainment Report, which together form the backbone of Maryland's transit planning and performance reporting framework.

E. Repeal by the MTA Reform Act

The MTA Reform Act of 2026 repealed Maryland Transportation Article §7-213 in its entirety, terminating the BRTC effective October 1, 2026. The bill replaces the BRTC with the Board of Directors for Baltimore Core Transit Service and Commuter Services Advisory Board. The repeal could create a governance discontinuity unless mitigated through transition planning, as the new Boards do not directly inherit BRTC records or ongoing work by statute.

F. BRTC Timeline (2023–2026)

Year / Date	Milestone
2023 Session	General Assembly establishes the BRTC under Transportation Article §7-213.
Fall 2023	BMC hires staff to support the BRTC.
January 1, 2024	BRTC members identified, appointed and empaneled. Initial terms of Commissioners begin; staggered terms implemented.

2024	BRTC adopts bylaws, begins quarterly meetings, launches public website, and conducts first CTP/CNI/RTP review cycle.
2025	BRTC issues its first full Annual Report; expands public engagement; deepens review of performance metrics and service changes.
February 10, 2026	HB1081/SB947 introduced, proposing repeal of the BRTC and creation of new transit governance bodies.
April 2026	General Assembly passes HB1081/SB947.
May 2026	Governor signs bill formally into law as the MTA Reform Act of 2026
October 1, 2026	The MTA Reform Act of 2026 takes effect; Transportation Article §7-213 repealed; BRTC formally sunsets.
Late 2026	New Boards begin work; administrative transition period begins.

Chapter III: Meetings and Governance

A. Meeting Structure

From February 2024 through September of 2026, the BRTC conducted 19 public meetings administered by BMC. Meetings followed a consistent structure: public notice and agenda posting; hybrid or virtual format; a public comment period; presentations from MDOT and MTA; statutory review items (CTP, CNI, RTP, service changes); special project briefings; and BRTC discussion and recommendations. In addition to formal meetings, Commissioners participated in tours of MTA facilities, providing first-hand exposure to the operational conditions, infrastructure challenges, and state of good repair issues that shaped the BRTC's advocacy and recommendations throughout its tenure.

B. Meeting Topics by Year

2024

February 2, 2024: MTA 101, budget overview, Transportation Trust Fund and CTP orientation, MTA accomplishments and organizational structure.

March 8, 2024: FY 2025 MTA budget documents, OP/Cap summary, MTA updates.

May 3, 2024: Adoption of BRTC bylaws, MTA updates, public engagement and transparency discussion.

June 7, 2024: MTA updates, system performance, CTP overview, service planning 101, fall service changes, work group work plan, bylaws finalization, and "Why Transit?" regional briefing.

July 12, 2024: MTA and performance updates, MDOT CTP process overview, work group updates, MDOT ORED briefing.

September 6, 2024: Annual reporting for Baltimore regional transit systems, Baltimore RTA models, working group progress, MDOT CTP, MTA performance updates.

October 4, 2024: MTA performance updates, CTP project deferrals, service hours per employee, MTA staff concerns on transit cuts.

November 8, 2024: MTA updates, OD/CX and RTP update, MTA performance, RTA presentation, MDOT project prioritization outreach briefing.

2025

January 17, 2025: MTA and RTP updates, final CTP updates, MTA performance, alternative transit governance and funding structures final report, 2024 Annual Report (revised).

March 7, 2025: Administrator updates, LOTS Working Group update, MTA performance, RTP update, staffing working group update, BRTC testimony on MGA bills (HB 105, HB 432, HB 80, HB 517, HB 1370, SB 20, SB 190, SB 401, and others).

May 2, 2025: Federal surface reauthorization overview, letter to MTA Administrator, budgeting process, fall service change proposal, MTA performance, CMRTP update, draft CTP priority letter, legislative update.

July 11, 2025: MTA performance and budget updates, CMRTP update, CNI update, staffing, hiring, and retention comparison report.

September 4, 2025: MTA performance and updates, RTP update, CTP highlights brochure, 2026 CTP updates.

November 7, 2025: MTA updates and budget close, CTP comment letter draft, 2025 Annual Report outline.

2026

January 23, 2026: Draft CTP comment letter, MGA tracking report, MTA and MDOT updates, funding priorities, Project and Program Delivery Working Group report, transit funding priorities.

March 6, 2026: RTP updates, Legislative session update, MDOT's TOD Strategic Plan for the Baltimore region, performance updates, and transition planning under HB1081/SB947.

May 1, 2026: Baltimore City's Strategic Plan for Water Transit, Red Line update, Light Rail Modernization update, BCPSS - MTA student rider agreement, legislative session wrap up.

July 10, 2026: MTA priority request for the draft CTP, Priority Letter and processes, Final Annual Report outline discussion.

September 25, 2026: Final meeting, CTP discussion, Final Annual Report presentation.

C. Annual Statutory Review Cycles

1. Consolidated Transportation Program (CTP)[2]

The CTP is Maryland's six-year capital program for transportation investments. The BRTC's statutory role was to review the draft CTP, assess its implications for the Baltimore region, and issue a formal comment letter to MDOT and MTA. The BRTC reviewed the CTP at multiple points each year:

- January–March: Foundational briefings on the Transportation Trust Fund (TTF), CTP structure, and MTA's capital budgeting process. Legislative hearings and testimony.

[2] Dark blue text indicates a hyperlink to referenced document(s).

- Summer: MDOT and MTA presented updates on capital program execution, project delivery challenges, and anticipated changes to the upcoming CTP
- Fall (September–November): Detailed review of the draft CTP and development of the BRTC's annual comment letter
- January: Updates on the final CTP, incorporated into the annual report and legislative testimony

Key themes raised across the 2024–2026 cycle include: insufficient capital investment in state of good repair; delays in major projects critical to the region; the need for transparent prioritization criteria; and the impact of TTF revenue volatility on the Baltimore regional transit system.

2. Capital Needs Inventory (CNI)

The CNI is MTA's 10-year assessment of capital needs across all modes. The BRTC reviewed it annually, typically in summer. In July 2025, MTA presented, and the BRTC endorsed, a comprehensive CNI update including asset condition assessments, fleet age profiles, and facility needs. ***Key themes include: the scale of state of good repair backlogs; the need for predictable, multi-year capital funding; the importance of aligning the CNI with the RTP and CTP; and the urgency of State of Good Repair investments and facility modernization.***

3. Regional Transit Plan (RTP) – Update & Implementation

The RTP is the 25-year strategic plan for Central Maryland transit. The BRTC received RTP updates at meetings in November 2024, January 2025, March 2025, and September 2025, covering corridor studies, implementation timelines, and coordination with local jurisdictions. The BRTC formed an ad hoc working group to work more closely with MTA on the details of the RTP through the summer of 2025 ending in a unanimous approval for the RTP update at the BRTC's September meeting. ***Key themes include: the need for clearer implementation timelines; integration of RTP priorities into the CTP; the role of local jurisdictions in supporting transit corridors; and improving performance metrics tied to RTP goals.***

4. Service Change and Performance Review

MTA conducts service changes quarterly and publishes performance metrics monthly. Performance updates appeared at nearly every BRTC meeting across 2024–2026. Service Planning 101 was presented in June 2024; fall service change proposals were reviewed in May 2024 and 2025; and a staffing, hiring, and retention report was provided in July 2025. ***Key recurring concerns include: chronic bus reliability issues; operator availability and hiring challenges; railcar and bus fleet age; paratransit performance and ADA compliance; and the need for clearer performance dashboards.***

D. Special BRTC Projects and Initiatives

1. Alternative Transit Governance and Funding Structures

Multiple meetings were devoted to understanding regional transit authority (RTA) structures including a September 2024 presentation on Baltimore RTA models. A consultant-led study is available on BMC's website. The final report presented in January 2025 examined comparative governance structures in peer regions, funding mechanisms used by other transit agencies, implications of shifting from a state-run to a regionally governed model, and potential pathways for enhancing local accountability. This initiative directly informed legislative discussions during

the 2025 and 2026 General Assembly sessions, including the debates that produced the MTA Reform Act of 2026.

2. Federal Surface Transportation Reauthorization

In May 2025, the BRTC received a detailed briefing on the upcoming federal surface transportation reauthorization, covering anticipated changes to federal transit formula programs, competitive grant opportunities, implications for fleet electrification and state of good repair, and federal performance reporting obligations.

3. Staffing, Hiring, and Retention Analysis

In July 2025, the BRTC received a comprehensive staffing comparison report developed by BRTC staff which examined operator shortages and hiring bottlenecks, wage competitiveness relative to peer agencies, training and onboarding processes, workforce demographics and retirement trends, and impacts on service reliability.

4. Project and Program Delivery Working Group

Convened in 2025 and early 2026, this Working Group examined causes of capital project delays, procurement and contracting challenges, staffing constraints within MTA's capital program, and opportunities for accelerating delivery. Its January 2026 report was incorporated into the BRTC's CTP comment letter and 2025 Annual Report outline. The MTA Reform Act of 2026 contained provisions that addressed issues first identified by the Project and Program Delivery Working Group and the BRTC, specifically, provisions for tort reform to allow MTA liability parity with all other state agencies, delegated procurement authority that would allow MTA parity with roads and bridges, and "quick-take" for faster acquisition of right-of-way for MTA like the Maryland State Highway currently enjoy. **Although these provisions were not enacted, the BRTC recommends that they remain priorities for future legislative and policy action.**

5. Locally Operated Transit Systems (LOTS) Working Group – Coordination

Multiple meetings were devoted to the LOTS Working Group and broadening their understanding of the region's LOTS systems, issues and successes, and discussions on coordination challenges and opportunities for coordinated service planning, fare integration, and capital coordination.

6. Transit Funding Priorities and Legislative Engagement

Throughout the 2025 and 2026 legislative sessions, the BRTC reviewed and commented on proposed legislation affecting transit funding, governance, and service delivery, articulating regional priorities around stable funding, transparent performance reporting, stronger regional coordination, and protection of core transit services.

7. MTA Facility Tours and First-Hand Condition Assessment

Commissioners participated in tours of MTA's transit facilities, gaining direct exposure to the operational realities and infrastructure challenges that technical reports and data alone cannot fully convey. These tours allowed Commissioners to observe conditions first-hand, including the state of Light Rail infrastructure in need of repair and Metro Subway railcars approaching or exceeding their useful service life. Witnessing these conditions directly strengthened the BRTC's understanding of the urgency and scale of MTA's capital needs and informed its advocacy before the General Assembly. The BRTC drew on this first-hand knowledge when pressing for increased capital funding for state of good repair improvements to the Light Rail

system and for the procurement of new Metro railcars, priorities that appear in the BRTC's CTP comment letters, annual reports, and legislative testimony.

8. MTA – Baltimore City Public Schools– Student Riders

BRTC members established an *ad hoc* working group to examine the complexities of the Baltimore City student transportation issues resulting from decision to offer school choice programs and transit infrastructure and service issues such as bus driver shortages, and infrastructure limitations. The group explored how to better communicate these challenges to the public and discussed potential improvements through better infrastructure and city partnerships. MTA-BCPSS recently executed a new Memorandum of Agreement which formalizes data-sharing and educational initiatives.

9. BRTC's Webpages

Important BRTC materials and news were provided by BMC and dedicated to serving the administrative functions of the of the BRTC. Here, Commissioners and staff found information and resources related to its operations, functions, policies, and initiatives.

10. Monthly Newsletter

Beginning in November 2025, the BRTC launched a monthly newsletter to provide the public, Commissioners, elected officials, and regional partners with accessible updates on transit issues affecting the Baltimore region. The newsletter highlighted Commission activities, projects and service developments from the regional transit providers, legislative and funding issues, public engagement opportunities, transit history, and the broader benefits of public transportation. It expanded the Commission's public-facing communications and created a regular forum for connecting BRTC work with the transit issues, investments, and policy decisions shaping the region.

Chapter IV: Key Findings and Lessons Learned

This chapter summarizes key findings and lessons learned from the BRTC's work between 2024 and 2026, including its public meetings, statutory reviews of the CTP, CNI, and RTP, its working groups, public comments received, facility tours, and legislative engagement. Across these activities, the BRTC observed that many of the region's transit challenges are interconnected: reliability, capital investment, project delivery, governance, workforce capacity and public accountability affect one another.

A. Capital Investment and Infrastructure

1. State of Good Repair Needs Exceed Available Funding

Through its CTP and CNI reviews, the BRTC found that state of good repair needs across Bus, Light Rail, Metro Subway facilities, and systems far exceeded available capital funding; deferred maintenance and delayed projects had direct operational impacts; fleet replacement schedules were not historically aligned with industry best practices; and facility modernization, lagged behind peer agencies. Commissioners reinforced their data-driven assessments with first-hand knowledge from tours of MTA facilities, where they observed deteriorating Light Rail infrastructure, aging Metro Subway railcars, and an Eastern Bus Facility in need of additional investment, directly. This first-hand exposure gave the BRTC's advocacy added credibility and urgency, and it informed specific calls for capital investment in Light Rail state of good repair and Metro Subway railcar procurement in the BRTC's CTP comment letters, annual reports, and legislative testimony. The BRTC consistently emphasized that predictable, multi-year capital funding is essential to stabilize and modernize the system, and that increased investment is necessary to address the long history of deferred transit investment and maintenance in the region.

2. Project Delivery Capacity Must Be Strengthened

The Project and Program Delivery Working Group identified staffing shortages in capital program management, procurement bottlenecks, limited in-house engineering capacity, challenges coordinating with external contractors, and insufficient project delivery tracking and transparency. These findings underscore the need for additional organizational reforms and capacity building within MTA, to deliver projects more quickly and at lower cost.

3. RTP Implementation Requires Alignment with Capital Planning

The BRTC found that RTP priorities were not always reflected in CTP project selection, CNI investment categories, or annual budget requests. This misalignment between plans and budgets undermines the region's long-term transit vision and complicates future efforts to improve the system.

B. Expansion and Enhancement Funding

1. Funding Volatility Undermines Long-Term Planning

Review of the Transportation Trust Fund (TTF) and CTP demonstrate that revenue volatility creates uncertainty for both capital project planning and procurement timelines, and short-term budget adjustments can derail multi-year projects, while Baltimore's core transit system requires dedicated, stable funding. This finding informed much of the BRTC's advocacy, including legislative testimony, throughout its existence.

In its comment letter to MDOT on the FY2026-FY2031 CTP, the BRTC highlighted that, without a robust CTP, we risk having a set of ambitious plans that are unfunded and therefore unimplemented. **The BRTC noted that the "plans vs. funding" gap is particularly acute when we have a set of recent plans that, if funded, would propel our regional transit system forward.** These include the updated CNI and RTP, the MARC Growth and Transformation Plan, and the BMORE BUS implementation plan, as well as the State's announced and planned construction of the Red Line. Taken together, these initiatives present a tremendous opportunity to transform transit in Central Maryland, but only if the CTP provides the resources necessary to realize them. The full funding of the Light Rail Modernization Program -- a laudable commitment by the Governor and General Assembly – is concrete evidence of the power of sound planning combined with serious investment.

More generally, the BRTC recognizes that the Baltimore region faces a dual obligation: to provide safe, decent, reliable, and accessible transit service for today's riders, while also preparing the system to serve a growing region with changing demographics, travel patterns, employment centers, housing markets, and land uses. These responsibilities are connected, not competing. Reliable core service is the foundation for equitable regional growth, and future growth will require transit investments that respond to where people live, work, study, and access essential services.

Meeting both obligations will require a candid and sustained conversation about how Maryland and the Baltimore region will fund transit sustainability and growth going forward. Stable funding must be sufficient not only to address state of good repair needs, workforce capacity, and day-to-day reliability, but also to support strategic service expansion, corridor implementation, transit-oriented development, and access for communities whose mobility needs are changing. The General Assembly, MDOT, MTA, the new governance bodies, and regional jurisdictions should work together to identify funding approaches that preserve the existing system, modernize it, and allow it to grow in ways that reflect the region Baltimore is becoming.

2. Funding for BMORE BUS Must Be an Immediate Priority

BMORE BUS is a long-awaited and much-needed plan to improve core bus service for MTA's riders, 80% of whom are bus riders. The BRTC views BMORE BUS as a high-ROI (return on investment) opportunity for the State, because of the number of riders it would affect and the amount of improvements it would achieve. The BRTC unanimously endorsed the BMORE BUS Plan on September 4, 2025. However, the CTP to date has allocated a very small amount of funds toward BMORE BUS, only enough to acquire the site for an essential Fifth Bus Division and for some short-term planning. Robust funding for BMORE BUS, including construction of the Fifth Bus Division, must be an immediate priority.

3. We Must Make Progress on the Red Line

We continue to see the impact of a regrettable decision by the prior State administration to halt the Red Line project and reject nearly $1 billion in federal funds. While the BRTC acknowledges the uncertain federal environment, it urges a prompt conclusion to MTA's pending evaluation of Red Line modes (Light Rail vs. Bus Rapid Transit) and development of a funding plan and project schedule soon thereafter.

B. System Performance and Operational Trends

1. Reliability Challenges Persist Across Modes

Across nearly every meeting, MTA's performance updates highlighted issues of recurring reliability issues, particularly in the bus system. Key drivers included operator availability

constraining service delivery (and subsequent improvements); aging bus and rail fleets with high maintenance demands; state of good repair backlogs affecting vehicle availability; and infrastructure constraints including power systems, signal systems and right-of-way limitations. The BRTC observed many operational challenges that appeared to be symptoms of deeper structural issues requiring ongoing attention, sustained operating and capital investment, and efforts in workforce development.

2. Staffing and Workforce Capacity Are Critical Constraints

The BRTC's 2025 staffing analysis revealed difficulty attracting and retaining key MTA work functions, wage competitiveness issues relative to peer agencies, lengthy onboarding and training timelines, high overtime reliance, and retirement-driven attrition. These workforce challenges directly affected service reliability, customer experience, and MTA's ability to implement service changes or expand operations. Recommendations included:

1. Offer Better Pay and Benefits: Ensure workers receive competitive wages and benefits by working closely with state and union partners to encourage long-term employee retention
2. Grow the Workforce: Expand MTA's workforce and reduce contractor reliance to prepare for ridership growth, retain institutional knowledge, and prevent staff burnout from high workloads.
3. Recruit and Keep Workers: Provide training, clear career paths, and use workforce data to improve hiring.

The BRTC appreciates recent progress by MTA on these issues.

3. Performance Metrics Need Greater Transparency

While MTA provided regular performance updates, the BRTC has identified several gaps: metrics were not always tied to RTP goals; dashboards lacked geographic granularity; on-time performance definitions varied by mode; and timely public reporting was not always accessible. The BRTC believes that current, clear, consistent, and publicly accessible performance metrics are essential for accountability and public trust. MTA has developed a Customer Experience dashboard, Rider Experience “Lab” and Performance Improvement webpages providing accessible performance updates. These should be improved and made available more frequently.

C. Governance, Coordination, and Planning

1. Regional Coordination Is Essential but Underdeveloped

The BRTC’s work with MTA, LOTS and local jurisdictions revealed fragmented service planning across agencies, limited integration of local transit plans into MTA decision-making, and opportunities for shared fare policy, technology, and service coordination. The BRTC has concluded that regional coordination must be institutionalized and not performed *ad hoc*.

2. Public Engagement Must Be More Accessible and Continuous

Public comments at BRTC meetings highlighted persistent concerns about reliability and frequency, a need to fund important transit projects in the region, ongoing accessibility challenges especially for paratransit users, a desire for clearer communication about service changes, and a need for multilingual and community-based engagement. The BRTC believes that public engagement must be proactive, multilingual, and community-centered to reflect the region’s diverse needs.

3. Transparency and Accountability Improve Decision-Making

The BRTC's public meetings, published agendas, and annual reports created a level of transparency that had not previously existed in Baltimore's transit governance. Regular public reporting improves trust; clear documentation supports continuity across administrations; and open meetings create a venue for regional collaboration. These practices should be preserved and strengthened under the new governance bodies.

4. Regional Connectivity Requires Coordination Between Core Transit and Commuter Services

Throughout its review of transit planning, service changes, and regional mobility issues, the BRTC observed that transit riders experience the transportation network as a single system regardless of agency or service type. Effective mobility depends not only on the quality of Bus, Metro Subway, Light Rail, and paratransit services, but also on the integration of MARC commuter rail and commuter bus services.

The BRTC encourages opportunities to strengthen coordination between local and commuter services through improved schedule coordination, transfer planning, rider information, fare integration, capital planning, and joint performance monitoring. As new governance bodies assume responsibility for different components of Maryland's transit system, continued collaboration will be essential to ensure that service planning decisions support seamless regional travel and maximize the value of public investments.

Chapter V: Ongoing Work Requiring Continuity

This chapter identifies the principal issues, reviews, initiatives, and records that require continuity as the BRTC sunsets and the new governance bodies established under the MTA Reform Act of 2026 assume responsibility for transit oversight. These items are not merely administrative carryovers; they represent active areas of policy development, capital planning, service monitoring, public engagement, and institutional knowledge that could lose momentum without deliberate transfer and follow-through. Accordingly, the following should form the basis of an ongoing workplan for the Board of Directors for Baltimore Core Transit Service and, where appropriate, the Commuter Services Advisory Board:

A. Ongoing Statutory Reviews

1. Consolidated Transportation Program (CTP)

The BRTC's review of the 2026–2031 CTP was underway at the time of repeal. Outstanding items requiring transfer to the new Board include:

- Finalization of the 2026 CTP Comment Letter
- Advocacy for continued BMORE Bus investments
- Advocacy for continued progress toward completing the Red Line
- Follow-up on project deferrals identified in late 2024,2025, and 2026
- Continued monitoring of capital program execution
- Review of the CTP Highlights Brochure and regional priority alignment

2. Capital Needs Inventory (CNI)

Following the comprehensive July 2025 CNI update, several follow-up items remain:

- Assessment of, and action to address, the state of good repair backlogs
- Support and analysis of TTF fund sources and evaluation of new funding and financing alternatives
- Review of fleet replacement schedules
- Evaluation of facility modernization and electrification needs
- Alignment of CNI categories with RTP priorities

3. Regional Transit Plan (RTP)

The RTP is a 25-year plan requiring continuous monitoring. Outstanding items include:

- Review of corridor implementation timelines
- Evaluation of RTP performance metrics
- Integration of RTP priorities into the CTP and CNI
- Implementation of a transit corridor planning effort and coordination with local jurisdictions on land use and transit corridor planning

4. Service Change and Performance Review

Outstanding service and performance issues requiring ongoing oversight include:

- Follow-up on Fall 2025 service change impacts
- Continued monitoring of operator availability and hiring trends

- Evaluation of bus and rail reliability metrics
- Oversight of paratransit (Mobility) performance

B. Unresolved Recommendations: Budget and Policy Issues

1. Revenues, Budget and Capital Program Delivery

A durable, high-performing regional transit system depends on revenue structures that grow with the needs of the network, not lag behind them. Identifying and evaluating new funding sources is essential because the current mix of revenues cannot sustain the level of investment required to modernize aging assets, expand service, and meet rising expectations for reliability, equity, and economic competitiveness. Without proactive revenue development, the region remains trapped in a cycle of deferred maintenance, short-term fixes, and vulnerability to federal funding fluctuations.

Crucially, once new revenues are identified, they must be budgeted strategically, allocated in ways that maximize long-term value, stabilize operations, and ensure that capital investments are sequenced to deliver the greatest systemwide benefit. Optimal budgeting of these funds strengthens fiscal resilience and ensures that every new dollar directly advances the region's mobility, equity, and economic goals.

The BRTC's Project and Program Delivery Working Group identified systemic barriers that continue to slow or constrain MTA's capital execution. These include procurement delays, insufficient project management capacity, limited in-house engineering expertise, and inconsistent project tracking and transparency tools. These challenges can reduce MTA's ability to deliver state-of-good-repair and other work on schedule, advance major corridor projects, and meet federal readiness requirements. The new Board of Directors for Core Transit Service should embed these findings into its capital oversight framework, ensuring that project delivery reforms, particularly staffing, process modernization, and performance monitoring, remain a top priority.

2. Workforce Stabilization

The BRTC's MTA staffing analysis underscored that without an ongoing focus on workforce development, instability could again become a significant risk to reliable transit service. MTA has made measurable progress toward addressing issues in bus operator hiring which has translated into improved on-time performance, but several structural issues remain unresolved. Key challenges include persistent recruitment and retention difficulties, non-competitive wages in certain classifications, lengthy and inconsistent onboarding processes, and overreliance on contractors and overtime to meet daily service needs. The most acute shortages identified were in maintenance technicians, capital project delivery staff, and transit police, each of which directly affects safety, fleet availability, and project execution. Addressing these gaps will require the new Board of Directors to adopt a sustained, multi-year workforce strategy that aligns compensation, training pipelines, and staffing models with the agency's service and capital ambitions.

3. Regional Coordination with LOTS

Coordination between MTA and the region's Locally Operated Transit Systems (LOTS) remains uneven. Persistent issues include fragmented service planning, limited fare and technology integration, uncoordinated capital planning, and missed opportunities for joint procurement. Strengthening regional coordination is essential for creating a seamless rider experience and ensuring that local and state investments reinforce one another rather than operate in parallel.

4. Baltimore City Student Transit Riders

The BRTC identified ongoing challenges in serving Baltimore City Public School students, including service reliability during school travel windows, crowding, safety concerns, and coordination gaps between MTA, BCPS, and City agencies. The BRTC acknowledges MTA's efforts to date and that this work requires continued focus, structured interagency collaboration, and a clear governance home to ensure student mobility needs are consistently prioritized.

5. Integration of Commuter and Core Transit Services

The region's mobility network depends on the effective integration of MARC commuter rail, commuter bus, and Baltimore-area core transit services. Riders rely on these connections for access to jobs, schools, healthcare, and regional destinations. Outstanding issues include schedule coordination, transfer reliability, passenger information, fare policy alignment, station and stop access, and integration of commuter services into regional land-use and transit planning. These issues require ongoing collaboration between the Baltimore Core Transit Service Board and the Commuter Services Advisory Board to ensure a coherent, regionally connected system.

C. Multi-Year Initiatives Requiring Continuity

1. Fleet Electrification and Facility Modernization

The transition to zero-emission buses is a long-term, system-wide transformation requiring sustained leadership. Key components include facility retrofits, charging infrastructure deployment, workforce training, updated fleet procurement schedules, and coordination with utilities and local jurisdictions. Disruption or delay in these efforts could jeopardize future federal funding eligibility, increase long-term costs, and slow progress toward state climate goals.

2. Major Corridor Projects

Several corridor initiatives are in various stages of planning or analysis, including the Red Line, the BMORE Bus initiative, the Light Rail Modernization Program, the North–South Transit Corridor, and other RTP priority corridors. These projects require consistent oversight to maintain momentum and progress. The Red Line and BMORE Bus Initiative require capital funding for engineering and construction and represent a long-term commitment to success of transit in the Baltimore region.

3. Federal Funding Opportunities

The BRTC's 2025 federal reauthorization briefing highlighted significant opportunities and current challenges in competitive grant programs, formula funding changes, and multi-agency partnerships. To remain competitive, MTA must help the region maintain capital readiness, robust project pipelines, and coordinated regional applications. The new Board of Directors for Core Transit Services and the Commuter Services Advisory Board will play a critical role in ensuring that Baltimore continues to secure federal investment and does not fall behind peer regions.

D. Documentation and Institutional Knowledge Transfer

To ensure continuity, the following materials must be transferred to the new governance bodies:

- CTP, CNI, and RTP review files
- 2024 and 2025 Annual Reports
- Working group reports (Staffing, Program & Project Delivery, LOTS)

- Legislative testimony and bill analyses
- Performance dashboards and data sets
- Public comment archives
- Meeting minutes, agendas, and recordings

Chapter VI: Recommendations for the New Boards

A. Overview

The repeal of the BRTC and establishment of the Board for Baltimore Core Transit Service under the MTA Reform Act of 2026 represents a significant restructuring of transit oversight in the Baltimore region. The new Board of Directors for Baltimore Core Transit Service is granted substantial governing authority, including approval of operating and capital budget requests; major service changes; RTP updates; CNI reports; actions on federal New Starts grants; and major service plans and policies. The following recommendations are designed to support effective governance from Day One.

B. Establish a Structured Annual Review Cycle

The MTA Reform Act of 2026 requires the Board of Directors for Baltimore Core Transit Service to include the CNI, CTP priorities, and RTP updates on its agenda at least once per year. The Board should adopt a formal annual cycle aligned with MDOT's statewide budget process and federal reporting timelines:

- Q1: Performance review, staffing updates, RTP implementation
- Q2: CNI review, capital program execution
- Q3: Draft CTP review, service change proposals
- Q4: Final CTP review, annual report preparation

C. Adopt and Maintain Public-Facing Performance Dashboards

The Board of Directors for Baltimore Core Transit Service is required to review performance metrics and issue written recommendations. To support this, the Board should develop mode-specific dashboards for bus, rail, and paratransit; include geographic granularity (e.g., reliability by corridor); align metrics with RTP goals; and publish dashboards on its website, as required by transparency provisions in the MTA Reform Act of 2026.

D. Formalize Regional Coordination Mechanisms

The MTA Reform Act of 2026 requires the Board of Directors for Baltimore Core Transit Service to review local transit plans to ensure coordination with Baltimore Core Transit Service. The Board should establish a Regional Coordination Working Group including Baltimore City DOT, Baltimore County DOT, Anne Arundel County OIT, Howard County OOT, LOTS providers, and BMC staff; hold quarterly coordination meetings; develop shared service planning templates; and align local and MTA capital priorities.

E. Strengthen Capital Program Oversight

Given the authority of the Board of Directors for Baltimore Core Transit Service to approve capital budget requests and CNI reports, it should implement a capital project tracking system and require quarterly updates on state of good repair backlogs, fleet replacement schedules, facility modernization, and electrification readiness. MTA should present project delivery risk assessments for all significant projects.

F. Adopt Clear Policies for Major Service Change Approval

The Board of Directors for Baltimore Core Transit Service should define “major service change” in its bylaws, review equity analyses for all major changes, establish a clearer public engagement protocol for service changes, and require post-implementation performance monitoring.

G. Establish Coordination between Boards

Although the Board of Directors for Baltimore Core Transit Service and the Commuter Services Advisory Board have distinct statutory responsibilities, many transportation issues span both governance bodies. The Boards should establish regular coordination procedures including periodic joint meetings, shared review of regional mobility issues, and coordination on matters affecting transfer connectivity, rider information, fare integration, station access, capital planning, and major service changes.

Particular attention should be given to locations and corridors where local transit services connect with MARC commuter rail and commuter bus operations. Regular coordination will help ensure that regional mobility goals, transit-oriented development initiatives, and RTP implementation efforts are supported by an integrated transportation network rather than separate modal planning processes.

H. Preserve Institutional Memory

The MTA Reform Act of 2026 requires MTA to provide a Deputy Administrator and analyst to staff the Board. The Board of Directors should prioritize hiring or contracting staff with BRTC/BMC experience and develop a transition document summarizing annual cycles, ongoing projects, stakeholder relationships, and outstanding recommendations.

Chapter VII: Recommendations for the General Assembly

A. Strengthen Long-Term Funding Stability

1. Identify and Evaluate Dedicated Funding Options for Transit in the Baltimore Region

The BRTC repeatedly identified volatility in the Transportation Trust Fund (TTF) as a barrier to state of good repair investment, fleet replacement, facility modernization, and RTP implementation. The General Assembly should explore dedicated revenue sources, multi-year capital commitments, contractual obligations, regional funding partnerships, and federal matching strategies to provide the stable funding essential for the new Board to fulfill its statutory responsibilities.

The BRTC recognizes that the region must both sustain safe, decent, reliable transit service for today's riders and prepare the system to serve a growing region with changing demographics, travel patterns, employment centers, housing markets, and land uses. These goals are inseparable: reliable core service is the foundation for equitable growth, and future growth requires transit investments that respond to where people live, work, study, and access essential services. The General Assembly, MDOT, MTA, the new governance bodies, and regional jurisdictions should use the transition created by the MTA Reform Act of 2026 to begin a candid, sustained effort to identify how Maryland and the Baltimore region will fund both transit sustainability and transit growth going forward.

2. Protect Baltimore Core Transit Funding During Rail Authority Study

Section 6 of the MTA Reform Act of 2026 requires a technical study on the creation of a rail authority. The law explicitly states that funding options for a statewide rail authority must not undermine future financial support for Baltimore Core Transit Services. The General Assembly should require MDOT/BMC to present funding scenarios and monitor the study's recommendations for unintended impacts.

B. Ensure a Structured and Well-Resourced Transition

1. Require a Formal Transition Plan from MTA

The MTA Reform Act of 2026 repeals Transportation Article §7-213 without specifying a statutory transition period. The General Assembly should require MDOT and MTA to submit a formal transition plan detailing: transfer of BRTC records and work products; staffing assignments required under Section 7 of the MTA Reform Act of 2026; timeline for onboarding new Board members; continuity of annual review cycles (CTP, CNI, RTP); and public communication and website transition.

2. Monitor Implementation of Required Staffing Positions

The MTA Reform Act of 2026 mandates a Deputy Administrator and analyst for the Core Transit Board, a Deputy Administrator and analyst for the Commuter Services Advisory Board, and a shared support officer. The General Assembly should require quarterly implementation updates to ensure these positions are filled promptly with qualified personnel.

C. Support Governance Capacity and Accountability

1. Require Periodic Oversight Hearings

The General Assembly should hold periodic oversight hearings of the Boards' meetings to review performance, challenges and issues. Hearings should focus on capacity and implementation, public engagement practices, and reporting.

2. Clarify Expectations for Coordination Between the Two Boards

The MTA Reform Act of 2026 creates two separate bodies with overlapping interests. The General Assembly should encourage annual joint meetings, shared performance metrics, coordinated capital planning, and unified public reporting where appropriate to prevent fragmentation and ensure systemwide coherence.

D. Enhance Transparency and Public Engagement

The MTA Reform Act of 2026 mandates annual reports from both Boards. The General Assembly should require standardized reporting templates with mode-specific performance dashboards, geographic reliability reporting, and clear explanations of service change decisions. To maintain the transparency established by the BRTC, the General Assembly should also require livestreaming and archiving of all Board meetings, accessible public comment in multiple formats, multilingual engagement strategies, and ADA-compliant digital materials.

E. Support Regional Coordination and Integration

The BRTC identified persistent coordination gaps between MTA and local transit systems. The General Assembly should require annual LOTS coordination reports, encourage shared service planning and fare and technology integration, align local and state capital priorities, and require annual RTP implementation updates while monitoring corridor progress to ensure RTP priorities are reflected in the CTP and CNI.

F. Protect and Strengthen Workforce Capacity

The BRTC identified operator availability as a major barrier to reliability. It also highlighted the considerable progress MTA made with operator vacancies that translated into improved performance metrics. The continuing staffing bottlenecks at the time of the report were maintenance workers, capital staff, and transit police. The General Assembly should consider annual workforce reports monitoring hiring, retention, and training metrics; support competitive compensation strategies; encourage apprenticeship and pipeline programs; reduce reliance on contractors by adding more PINs to build out in-house skills and knowledge, and ensure capital budgets include workforce readiness funding to support the skills and training required for electrification and system modernization.

G. Conclusion

The new governance structure created under the MTA Reform Act of 2026 offers a significant opportunity to strengthen transit oversight, improve service quality, and enhance regional accountability in the Baltimore region. To ensure the success of this transition, the General Assembly should require structured implementation, strengthen funding stability, support governance capacity, enhance transparency, promote regional coordination, and protect workforce readiness. These actions will provide the new Boards with the clarity, continuity, and tools necessary to deliver a more reliable, equitable, and accountable transit system for the Baltimore region.

APPENDICES

APPENDIX A

BRTC FOUNDATIONAL DOCUMENTS

- Established legislation and statutory mandate
- BRTC bylaws
- Initial work program
- Work groups

APPENDIX B

PLANNING & BUDGET

- Consolidated Transportation Program (CTP)
  - MDOT presentation on FY2025-FY2030 draft CTP
  - BRTB Overview of CTP & TTF process
  - 2024 CTP testimony
  - FY2026-2031 CTP Priority letter (May 28, 2025, link)
  - FY 2025-2030 draft CTP Comment letter (November 2024, link)
  - FY 2026-2031 draft CTP Comment letter (November 2025, link)
- Capital Needs Inventory (CNI)
  - CNI Update presentation
  - 2025 CNI final document (link)
- Regional Transportation Plan (RTP)
  - BRTC RTP Comment letter (link)
  - BRTC questions to MTA on draft RTP (February 2025, link)
  - BRTC Chair statement on the RTP (September 2025, link)

APPENDIX C

BRTC INDEPENDENT STUDIES & WORKING GROUPS

- Funding & Governance
  - Baltimore Transit Funding and Governance presentation to BRTC (11/2024)
  - Alternative Transit Governance and Funding Structures report
- LOTS Working Group
  - 2025 LOTS Working Group update
- Project & Program Delivery Working Group
  - Procurement process presentation to BRTC
  - MDOT & MTA submittals to BPW
  - MTA Tort Liability and Potential Solutions presentation
  - Project & Program Delivery Working Group workplan (explainer)
  - PPD 2026 update
  - PPD 2024 update
- Staffing, Hiring and Retention Analysis (link)
- BRTC Work Group Work Plans 2024

APPENDIX D

LEGISLATIVE & POLICY ENGAGEMENT

- State Legislative selected testimony and letters
  - MTA Budget hearing Chair testimony - Senate B & T - Public Safety, Transportation, and Environment Subcommittee (March 1, 2024, link)
  - MTA Budget hearing Chair written testimony – House Approps – Transportation and Environment Subcommittee (February 17, 2025)
  - MTA Budget hearing Chair written testimony – House Approps – Transportation and Environment Subcommittee (March 4, 2026)
- Federal Reauthorization briefing presentation (May 2025)
- BRTC Transit Priorities for Funding Flyer (2026)

APPENDIX E

PERFORMANCE, SERVICE AND INSTITUTIONAL RECORD

- Representative performance/service-change materials (2025)
- Facility-tour documentation and
- Work Group progress
  - Fall 2024 progress
  - Staffing Work Group 2025
  - LOTS Work Group 2025 progress
- Fall Service changes
  - June 2024 service change review
  - Fall 2025 Service Change review and response letter