

MDTA Strategic Plan

Moving Forward



WHO ARE WE?

Financed by toll revenue without relying on State tax dollars, the Maryland Transportation Authority (MDTA) was established in 1971 by the Maryland General Assembly to finance, construct, operate, preserve and improve the State's toll facilities, as well as to finance new revenue-producing transportation projects. The MDTA's toll facilities – two turnpikes, two tunnels and four bridges – connect Maryland to life's opportunities.

The MDTA's revenues are separate from the State's General Fund and Transportation Trust Fund and are reinvested into our facilities to operate and maintain them. The MDTA's Trust Agreement, for the benefit of its bondholders, outlines how these funds may be used as the MDTA develops and finances transportation solutions for Maryland's citizens. For more than 45 years, the MDTA has provided Maryland's citizens and visitors with safe, secure, reliable and convenient transportation facilities. We are committed to preserving our vital infrastructure and to quality and excellence in customer service. We rely on our organization's values, traditions and – most importantly – our employees, to achieve these goals.

WHY ARE ROADS TOLLED?

The construction and maintenance of many roads in Maryland have typically been paid for with State and federal taxes. However, while transportation needs have increased, government budgets have decreased. Toll roads offer a way to meet transportation challenges without raising taxes. Only those who use the facilities are charged for their upkeep and maintenance. Roads are tolled for three basic reasons – to pay for a road that can't be built soon enough with available resources, to pay for the continued maintenance and operation of a roadway and to pay for other transportation improvements in the area, such as work on highways, bridges and tunnels, travel plazas or toll facilities. Toll roads offer economic, quality of life and safety benefits that can be delivered years in advance of using other funding methods.

MDTA'S STRATEGIC PLAN

A strategic plan helps leaders and employees determine where to spend time, money and resources. It establishes priorities across the organization, and it helps select and rank projects and investments that need to be made. A strategic plan provides the MDTA with a roadmap for the future and helps everyone move the MDTA in the same direction.

The Strategic Plan puts into writing what the MDTA stands for, what is important and what the MDTA is doing to be successful. It is dynamic and will be reviewed as goals are achieved to maintain a forward focus.

For many years, the MDTA has seen itself, first and foremost, as a toll agency. Tolls are the financial means that support the MDTA's operations and services provided to its customers. However, the MDTA understands that its core mission goes beyond collecting funds. Today, the MDTA strives to provide its customers with an improved quality of life and to make the added expense of a toll well worth the money spent. The MDTA of tomorrow is going to be different from the MDTA of today, and this Strategic Plan outlines how that change will occur.



MDTA'S GUIDING PRINCIPLES

The MDTA's activities, actions and culture are driven by its Mission, Vision, Purpose and Values. These guiding principles form the foundation of the Strategic Plan.



Mission Statement

The Maryland Department of Transportation is a customer-driven leader that delivers safe, sustainable, intelligent, exceptional, and inclusive transportation solutions in order to connect our customers to life's opportunities

MDTA VISION

The MDTA will improve the quality of life and create time for the customers we serve by revolutionizing customer service, delivering premium transportation alternatives and providing a safer, faster and more reliable driving experience.

MDTA PURPOSE

Maximizing Safety and Reliability

Delivering Excellent Customer Service

Transforming the Workforce of Tomorrow

Advancing the Future of Transportation

MDTA VALUES

Accountability: Team members and individuals hold each other responsible for the commitments they have made.

Communication: We encourage healthy discussion built on shared information and knowledge throughout the organization. We clearly, effectively and deliberately share information with and receive feedback from stakeholders.

Employee Empowerment: We encourage employees to take initiative to accomplish outcomes using the strategies they determine are best. We provide opportunities to all employees.

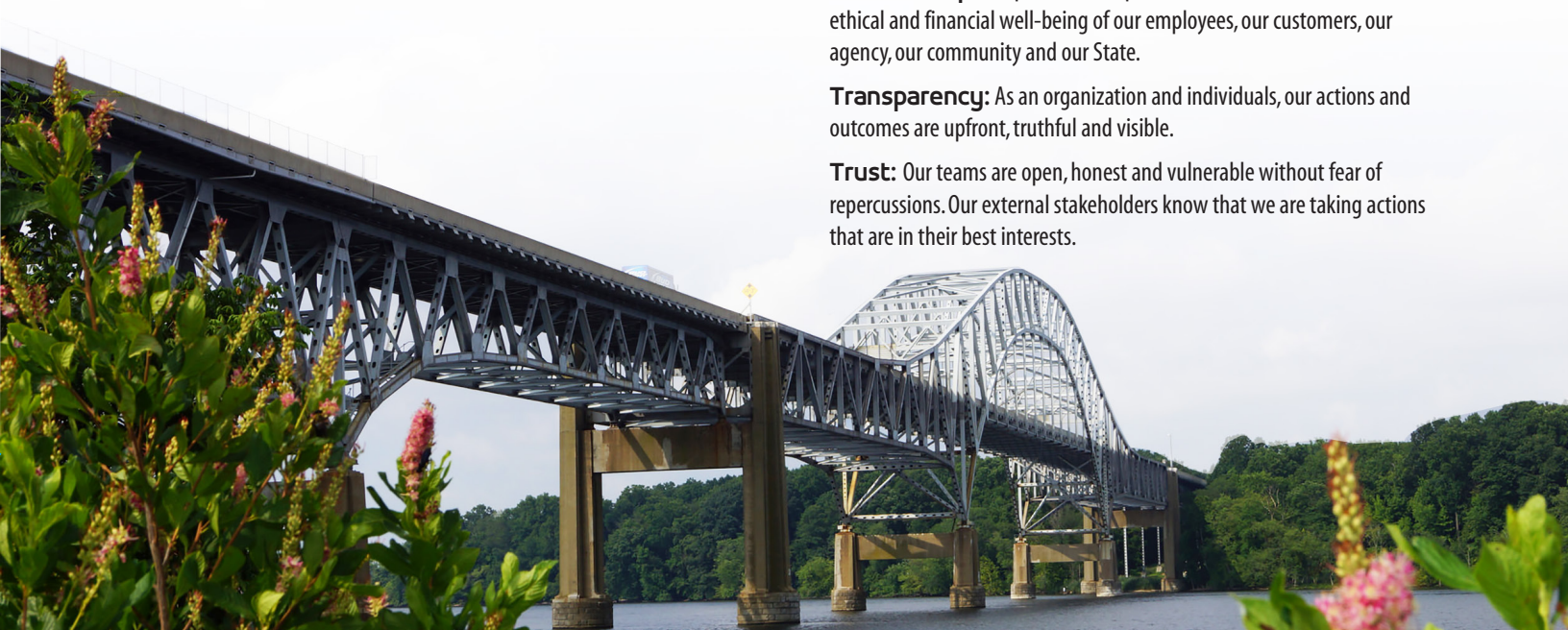
Innovation: We are a national leader in applying state-of-the-art technology to revolutionize transportation operations and enhance customer service.

Safety: We are a provider and partner of safe, reliable and resilient transportation services to our employees, customers and community.

Stewardship: We promote and protect the social, environmental, ethical and financial well-being of our employees, our customers, our agency, our community and our State.

Transparency: As an organization and individuals, our actions and outcomes are upfront, truthful and visible.

Trust: Our teams are open, honest and vulnerable without fear of repercussions. Our external stakeholders know that we are taking actions that are in their best interests.



MDTA'S FACILITIES

MDTA's toll facilities provide vital links in Maryland's transportation network. Covering more than 775 road miles of major highways, MDTA's tolling system consists of two turnpikes, including Maryland's first all-electronic toll facility (the Intercounty Connector (ICC)/MD 200) and the I-95 Express Toll Lanes (ETL); two tunnels and four bridges. These facilities provide customers with travel options and help keep traffic moving in Maryland. The MDTA Police provide law-enforcement services on MDTA facilities and at BWI Thurgood Marshall Airport and the Port of Baltimore.

PRESERVE AND IMPROVE FACILITIES

As MDTA's facilities continue to age, it faces intensive investments to preserve and extend the life of the assets. MDTA will continue to utilize its enhanced facility inspection program as part of a system-wide preventative maintenance and preservation focus, to ensure that MDTA infrastructure is in good working order and safe for our customers.

CENTRAL REGION

Baltimore Harbor Tunnel (I-895)

- ▶ Crosses under the Patapsco River and provides key connections for major north/south highways and many arterial routes in Baltimore City's industrial sections

Fort McHenry Tunnel (I-95)

- ▶ Crossing under the Patapsco River south of Fort McHenry and connecting the Locust Point and Canton areas of Baltimore, the tunnel is a vital link in I-95, the East Coast's most important interstate route

Francis Scott Key Bridge (I-695)

- ▶ Spans the Patapsco River and serves as the outermost of the three toll crossings of Baltimore Harbor; the bridge and approaches provide the final links in Interstate 695 (the Baltimore Beltway)

SOUTHERN REGION

William Preston Lane Jr. Memorial (Bay) Bridge (US 50/301)

- ▶ Crosses the Chesapeake Bay along US 50/301. Its dual spans provide a direct connection between Maryland's Eastern Shore and the metropolitan areas of Baltimore, Maryland and Washington, D.C.

Governor Harry W. Nice Memorial/Senator Thomas "Mac" Middleton Bridge (US 301)

- ▶ Spans the Potomac River providing a key link between Newburg, Maryland and Dahlgren, Virginia

Intercounty Connector (ICC)/MD 200

- ▶ Maryland's first all-electronic toll facility connects I-370 in Montgomery County and US 1 in Prince George's County, delivering dependable travel times with a relatively congestion-free highway

NORTHERN REGION

Thomas J. Hatem Memorial Bridge (US 40)

- ▶ Spans the Susquehanna River between Havre de Grace (Harford County) and Perryville (Cecil County) and is the oldest of the eight toll facilities

John F. Kennedy Memorial Highway (I-95)

- ▶ Designated Interstate 95 as part of the national highway interstate system, this 50-mile section runs from the northern Baltimore City line to the Delaware state line

I-95 Express Toll Lanes (ETL)

- ▶ Provides eight miles of additional travel lanes on I-95 between Baltimore City and White Marsh, Maryland

TRAVEL PLAZAS

Maryland House Travel Plaza

- ▶ I-95 at mile marker 82 between Exit 80 (MD 543) and Exit 85 (MD 22) in Harford County, Maryland

Chesapeake House Travel Plaza

- ▶ I-95 at mile marker 97 between Exit 93 (MD 222) and Exit 100 (MD 272) in Cecil County, Maryland



TOLL FACILITIES

Thomas J. Hatem
Memorial Bridge ①
(US 40)

John F. Kennedy
Memorial Highway ②
(I-95)

Fort McHenry Tunnel ③
(I-95, I-395)

Baltimore Harbor Tunnel ④
(I-895)

Francis Scott Key Bridge ⑤
(I-695)

Intercounty Connector
(ICC)/MD 200 ⑥

William Preston Lane Jr.
Memorial (Bay) Bridge ⑦
(US 50/301)

Governor Harry W. Nice Memorial/
Senator Thomas "Mac" Middleton Bridge ⑧
(US 301)

MDTA'S STRATEGIC GOALS



GOAL: ADVANCE THE FUTURE OF TRANSPORTATION

The MDTA is poised to become a leader in shaping and enhancing Maryland's transportation network by supporting the delivery of innovative solutions and projects – big and small – in less time. These opportunities will occur in several areas:

- ▶ Mobility
- ▶ Innovation
- ▶ Quality Project Delivery and Sustainable Development



GOAL: PROVIDE EXCEPTIONAL CUSTOMER SERVICE

The MDTA will develop a reputation among its customers by being an honest and transparent agency.

- ▶ Communication
- ▶ Travel Experience



GOAL: MAXIMIZE SAFETY AND RELIABILITY

The MDTA's most-critical responsibility is providing safe and reliable movement of people and goods and ensuring the safety of its employees and contractors. The MDTA will continue to do this by reducing crashes, identifying criminal activities and preparing for natural and man-made hazards.

- ▶ Crash Reduction
- ▶ Work-Related Incident Reduction
- ▶ Risk Management
- ▶ Deterrence





GOAL: MAINTAIN A STRONG FINANCIAL POSITION

The MDTA will operate efficiently so that the revenue collected through tolls provides the maximum amount of services and benefits. It will maintain its strong credit rating to ensure that borrowing costs are as low as possible.

- ▶ Fiscally-Sound and Innovative Financial Systems and Planning
- ▶ Asset Management



GOAL: CREATE TOMORROW'S WORKFORCE TODAY

The MDTA will become an agency composed of individuals and teams who develop innovative solutions, are empowered to make continuous improvements and strive to provide internal and external customers with exceptional service.

- ▶ Training and Development
- ▶ Allocation of Workforce
- ▶ Internal Communication
- ▶ Employee Empowerment





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TheMDTA



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