

2022

ANNUAL HIGHLIGHTS

A Closer Look at the Maryland Transportation Authority



Maryland
Transportation
Authority

CONTENTS

1	Who We Are About the Maryland Transportation Authority (MDTA)
1	Why are Roads Tolled? Toll Roads Meet Transportation Needs
1	Guiding Principles of the MDTA Mission, Vision & Eight Values that Guide Us
2	The MDTA Board & Leadership Roundtable
3	The MDTA Facilities Providing Vital Links in Maryland's Transportation Network
7	2022 Major Project Headlines
8	Meeting Strategic Goals: <ul style="list-style-type: none">■ Advance the Future of Transportation■ Provide Exceptional Customer Service■ Maximize Safety & Reliability■ Maintain a Strong Financial Position■ Create Tomorrow's Workforce Today



ABOUT THE MDTA

Who We Are

For over 50 years, the Maryland Transportation Authority (MDTA) has provided Maryland's citizens and visitors with safe, secure, reliable, and convenient transportation facilities.

The MDTA was established in 1971 by the Maryland General Assembly to finance, construct, operate, preserve, and improve the State's toll facilities and finance new revenue-producing transportation projects. Today, eight toll facilities – two turnpikes, two tunnels, and four bridges – connect Marylanders to life's opportunities.

Financed by toll revenue, the MDTA does not rely on State tax dollars. Revenues are separate from the State's General Fund and Transportation Trust Fund and are reinvested into facilities to operate and maintain them.

The MDTA's Trust Agreement, for the benefit of bondholders, outlines how funds may be used as the MDTA develops and finances transportation solutions.

The MDTA is committed to preserving the State's vital infrastructure and maintaining quality and excellence in customer service. The organization's values, traditions— and most importantly our employees—help achieve these goals.

WHY ARE ROADS TOLLED?

Roads are Tolled for Three Primary Reasons:

- To pay for a road that can't be built soon enough with available resources.
- To pay for continued maintenance and operation of a roadway.
- To pay for other transportation improvements in the area, such as work on highways, bridges and tunnels, travel plazas, or toll facilities.
- To manage congestion with dynamic tolling.

Toll roads offer economic, quality of life, and safety benefits that can be delivered years in advance of using other funding methods.

Toll Roads Meet Transportation Needs Without Raising Taxes

Construction and maintenance of many roads in Maryland are typically paid for with State and federal taxes. However, while transportation needs have increased, government budgets have decreased. Toll roads offer a way to meet this challenge without raising taxes.

With tolling, only those who use facilities are charged for their upkeep and maintenance. The MDTA is self-sufficient and receives no gas tax, motor vehicle fees, or other revenue in the General Fund or Transportation Trust Fund. MDTA facilities are fully financed, operated, maintained, improved, and protected with toll revenues paid by customers using those facilities.

Maryland is a Tolling Leader

Toll plazas are disappearing across Maryland. State roadways today are 100% cashless, with innovative All-Electronic Tolling. This technology saves time and money, eliminates congestion at toll plazas, reduces engine idling, and allows drivers to travel at highway speed across bridges, through tunnels, and along express lanes.

GUIDING PRINCIPLES OF THE MDTA

A Singular Mission

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

A Simple 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.

- Maximizing Safety and Reliability
- Delivering Excellent Customer Service
- Transforming the Workforce of Tomorrow
- Advancing the Future of Transportation

THE MDTA BOARD AND LEADERSHIP ROUNDTABLE

The MDTA Board

Members serve as the policy-setting, decision-making, and governing body responsible for all actions taken by the MDTA. Authority to set tolls is at the discretion of the Board. Maryland's Secretary of Transportation presides as Chairman.

Consisting of eight Members appointed by the Governor with the advice and consent of the Senate, the Board's expertise includes structural engineering, transportation planning, land-use planning and finance. Each Member serves a four-year term and term expirations are staggered.

Our Board Members (2022):

Dontae Carroll
William H. Cox, Jr.
William C. Ensor II
W. Lee Gaines, Jr.
Mario J. Gangemi, P.E.
John F. von Paris
Cynthia D. Penny-Ardinger
Jeffrey S. Rosen
Chairman: Transportation Secretary James F. Ports, Jr.

Our Leadership Roundtable (2022):

Will Pines, P.E., Executive Director
Mary O'Keeffe, Chief of Staff
Deborah E. Sharpless, CPA, Chief Financial Officer
Col. Kevin Anderson, Chief Law Enforcement Officer
Joseph Sagal, CPM, Chief Operating Officer
Percy Dangerfield, Chief Administrative Officer
James Harkness, Chief Engineer
Donna Dicerbo, Director of Procurement
Tonya Dorsey, Director of Human Resources and Workforce Development
David Goldsborough, Director of Information Technology
Chantelle Green, Director of Finance
David K. Greene, Director of Policy, Innovation and Performance
Evan Howard, Director of Asset Management and Support Services
Heather Koeberle, Director of E-ZPass Operations
Kelly Melhem, Director of Communications
Kimberly A. Millender, Principal Counsel
Vicentia Rattini, Director of Civil Rights and Fair Practices
Paul Trentalance, Director of Audits
Paul J. Truntich, Jr., Director of Environment, Safety and Risk Management
Melissa Williams, Director of Planning and Program Development

Values that Guide Us:

SAFETY

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

INNOVATION

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

ACCOUNTABILITY

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

COMMUNICATION

We encourage healthy discussions 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 our employees to take initiative to accomplish outcomes using strategies they determine are best. We provide opportunities to all employees.

STEWARDSHIP

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

TRANSPARENCY

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

TRUST

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



MDTA FACILITIES

PROVIDING VITAL LINKS IN MARYLAND'S TRANSPORTATION NETWORK

The MDTA's tolling system consists of two turnpikes, including the I-95 Express Toll Lanes (ETL); plus, two tunnels and four bridges that together cover more than 775 road miles of major highways. These facilities keep Maryland moving and provide safe and efficient options for those travelling throughout the State.

The MDTA Police provide law enforcement services on MDTA facilities, at BWI Thurgood Marshall Airport, and at the Port of Baltimore.



John F. Kennedy Memorial Highway (I-95)

Opened in 1963, this 50-mile section of I-95 runs from the northern Baltimore City line to Delaware. Tolls are collected in the northbound direction only just north of the Millard E. Tydings Memorial Bridge, located over the Susquehanna River in northeast Maryland. The I-95 Maryland House and Chesapeake House travel plazas serve millions of customers annually. Eight miles of I-95 Express Toll Lanes (ETL) opened on the JFK Highway between I-895 and White Marsh in 2014. Tolls are paid at highway speeds on the I-95 ETL via All-Electronic Tolling (AET) as vehicles pass beneath tolling structures.

- **FY 2022 JFK HIGHWAY TRAFFIC VOLUME: 14.2 MILLION VEHICLES***
- **FY 2022 TRIPS EXPRESS TOLL LANES: 8.1 MILLION**



Thomas J. Hatem Memorial Bridge (US 40)

The oldest of the MDTA's facilities, this 1.4-mile, four-lane bridge opened in 1940. It spans the Susquehanna River on US 40 between Havre de Grace and Perryville in northeast Maryland. Tolls are collected in the eastbound direction only. The Hatem Bridge was the first of the MDTA's legacy facilities to begin All-Electronic Tolling in 2019.

- **FY 2022 TRAFFIC VOLUME: 4.5 MILLION VEHICLES***

**Note: tolls are collected in one direction only.*



Baltimore Harbor Tunnel (I-895)

The 1.4-mile, four-lane tunnel opened in 1957. Designated as I-895, the tunnel crosses under the Patapsco River and connects major north/south highways and many arterial routes in Baltimore’s industrial sections. Including the tunnel and approach roadways, the total facility is approximately 18.3 miles long.

■ **FY 2022 TRAFFIC VOLUME:**
25 MILLION VEHICLES



Francis Scott Key Bridge (I-695)

This outer crossing of the Baltimore Harbor opened in 1977 as the final link in I-695 (Baltimore Beltway). The 1.7-mile Key Bridge crosses over the Patapsco River where Francis Scott Key was inspired to write the words of America’s national anthem, “The Star-Spangled Banner.” This facility also includes the Curtis Creek Drawbridge and the Bear Creek Bridge. Including the Key Bridge and approach roadways, the total facility is approximately 10.9 miles in length and one mile of Broening Highway from the Exit 44 ramp to Maryland Avenue/Avon Beach Road intersection in Dundalk in Baltimore County.

■ **FY 2022 TRAFFIC VOLUME: 11.8 MILLION VEHICLES**



Fort McHenry Tunnel (I-95, I-395)

This eight-lane tunnel is nearly 1.4 miles long and connects the Locust Point and Canton areas of Baltimore, crossing under the Patapsco River just south of historic Fort McHenry. When it opened in 1985, it was the largest underwater highway tunnel and the widest vehicular tunnel built by the immersed tube method in the world. It's a vital link in I-95, the East Coast's most important interstate route. Including approach roadways, the total facility stretches to 10.3 miles long.

■ **FY 2022 TRAFFIC VOLUME:**
41.6 MILLION VEHICLES

Intercounty Connector (ICC)/MD 200

The ICC links I-270/I-370 in Montgomery County and US 1 in Prince George's County, and is Maryland's first all-electronic, variably priced toll facility. The first segment between I-370 at Shady Grove and MD 97 in Rockville/Olney opened in 2011; the second segment to I-95 opened in 2011; and the ICC was completed to US 1 in Laurel in 2014. A faster, more reliable drive for motorists, the ICC also helps reduce congestion on I-495 (Capital Beltway). Tolls are paid at highway speeds with All-Electronic Tolling.

■ **FY 2022 TRIPS: 31.1 MILLION**



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

The Bay Bridge crosses the Chesapeake Bay along US 50/301. Dual spans provide a direct connection between Maryland's Eastern Shore and metro Baltimore, Annapolis and Washington, DC. At 4.35 miles (eastbound) and 4.33 miles (westbound), the spans are among the world's longest and most scenic over-water structures. The original span opened in 1952 and provides a two-lane roadway for eastbound traffic. The parallel structure opened in 1973 and provides three lanes for westbound travelers. During periods of heavy traffic, one lane of the westbound bridge is "reversed" to carry eastbound travelers. The Bay Bridge was the third of the MDTA's legacy facilities to begin highway-speed All-Electronic Tolling in May 2020.

■ **FY 2022 TRAFFIC VOLUME: 12.9 MILLION VEHICLES***



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

Opened in 1940, this 1.9-mile, two-lane bridge is located on US 301 and spans the Potomac River from Newburg, Maryland, to Dahlgren, Virginia. President Franklin D. Roosevelt participated in the facility's groundbreaking in 1939. Tolls are collected in the southbound direction. In 2016, the MDTA Board approved \$765 million in funding for construction of a new Potomac River Crossing to replace the Nice/Middleton Bridge. On October 12, the 1.7-mile, four-lane new bridge fully opened to traffic. The old bridge will be utilized for 100 acres of newly seeded oyster bed in the lower Potomac River basin.

■ **FY 2022 TRAFFIC VOLUME: 3.0 MILLION VEHICLES***

**Note: tolls are collected in one direction only.*

2022 MAJOR PROJECT HEADLINES



Harry W. Nice Bridge

The I-95 at Belvidere Road Interchange Project

A groundbreaking event marked the start of the nearly \$85 million I-95 at Belvidere Road Interchange Project in October 2022. This initiative will improve access and support ongoing and planned economic development along the Belvidere Road corridor. Operations are underway to support pre-stage utility relocation work, widening of Belvidere Road, and initial structural work.

A partial cloverleaf interchange is being created, with access to and from Belvidere Road and I-95 at the new Exit 95. Improvements will enhance the safety of the corridor around the interchange. The existing two-lane overpass on Belvidere Road is being replaced with increased lane and shoulder widths, a four-foot median, and traffic barrier upgrades. Improved access to and from nearby commercial developments will reduce the number of vehicles traveling through local communities and through high-crash intersections identified during the planning study.

Current options for travelers accessing I-95 in this area are either from MD 222, via southbound US 40, or from MD 272, via northbound US 40. The new interchange will maximize the reliability of local and regional travel through time savings, reduced delays and improvements to the level of service at signalized intersections along US 40, MD 222, MD 272, and adjacent county roads. Improvements will meet both current and future demands.

The project is a partnership between the MDTA, Cecil County, and Stewart Property Management Inc., in coordination with the U.S. Federal Highway Administration. The interchange is anticipated to open to traffic in fall 2025.

New Harry W. Nice/Thomas “Mac” Middleton Bridge Replacement

The MDTA completed its replacement of the new Nice/Middleton Bridge, which opened to traffic in October 2022—three months ahead of schedule. The opening celebration included a ribbon cutting, followed by a parade of historic vehicles across the new span.

The new bridge offers four 12-foot-wide lanes with two-foot shoulders, which doubles capacity, improves safety, and enhances emergency response and maintenance/inspection activities. It is designed for a 100-year service life, which will minimize future maintenance costs, and replaces the old 1.9-mile, narrow two-lane bridge over the Potomac River with a new, wider and safer bridge.

The new bridge design includes more than \$2 million in features to accommodate lane sharing for cyclists. Materials from the original bridge will be used to create an artificial fish reef, and 100 percent of the steel will be recycled. In addition, the MDTA is working with partner agencies to create acres of oyster habitat through five seedings. Decommissioning of the old bridge will continue through 2024.



MEETING STRATEGIC GOALS



Transformational Change is Happening at the MDTA

Projects, actions, and organizational culture are all driven by the MDTA's mission, vision, and values. These principles guide us and form the foundation of the five goals outlined in the MDTA's Strategic Plan.

Our core mission goes beyond collecting toll dollars. The MDTA provides customers a better driving experience and an improved quality of life, making toll expenses well worth the money spent.

Our Roadmap

The MDTA's Strategic Plan outlines how transformation is occurring. It is a roadmap for the future, helps us determine where to spend time, money, and resources, and leads everyone in moving toward shared goals.

GOAL: ADVANCE THE FUTURE OF TRANSPORTATION

The MDTA is a leader in shaping and enhancing Maryland's and the region's transportation network. We deliver innovative solutions and projects of all sizes in less time, and the future can be seen in several current initiatives:

Bay Crossing Study

Tier 1 of the Bay Crossing Study National Environmental Policy Act (NEPA) was completed in April 2022. The combined Final Environmental Impact Statement/ Record of Decision allows the next step in the strategy to address congestion and future traffic demand crossing the Chesapeake Bay to advance. Tier 2 of the Bay Crossing Study kicked into high gear in September of 2022 with a series of open houses – marking the first of several public participation opportunities.

The \$28 million Tier 2 study will build upon the Tier 1 findings and identify specific alignment alternatives within Corridor 7 (the Tier 1 Selected Corridor Alternative), which is two miles wide and 22 miles long, from the Severn River

Bridge in Anne Arundel County to the US 50/US 301 split in Queen Anne's County. The Tier 2 study will identify and evaluate a No-Build Alternative as well as various crossing alignments and types. Tier 2 also will analyze buses, ferries, and transportation system and demand management, as well as how they may be used in conjunction with other alternatives.

The study is anticipated to wrap up in fall 2026. If a build alignment alternative is selected, another Record of Decision for Tier 2 would be required before proceeding to final design, right-of-way acquisition, and construction. A No-Build Alternative means that no action of any kind would be taken.

Getting Your Foot in the Door

The MDTA attended numerous community events to increase awareness of the agency's Minority Business Enterprise, Small Business Reserve, and Veteran-Owned Small Business Enterprise programs, and help any company that wants to do business with the MDTA.

These outreach events provided education to minority, small and veteran business communities regarding MDTA and statewide procurement opportunities.

Minority Business Enterprise (MBE), Small Business Reserve (SBR) and Veteran-Owned Small Business Enterprise (VSBE) Contract Participation

The MDTA's MBE participation as of June 30th (Fiscal Year 2022) was 18.83%, or approximately \$81,640,399 million of the \$433,576,997 million in contracts awarded. MBE participation decreased from the prior fiscal year by \$22,265,916 million total contract awards decreased by \$104,621,962 million.

MDTA's SBR performance for Fiscal Year 2022 was 3.7% (\$19,899,869 million) of total contract payments of \$540,608,186 million. This was roughly \$1,074,471 less than the designated payments in the prior fiscal year.

VSBE performance was 0.94%, or approximately \$4,068,334 million of the total awarded contracts of the \$433,576,997 million.

I-95 Express Toll Lanes (ETL) Northbound Extension

Reconstruction of northbound I-95 between MD 43 and south of MD 152 continues. The roadway is being widened to allow for construction of two ETLs in the median area. The future roadway will offer four general purpose, non-tolled lanes, and two ETLs.

Reconstruction of the I-95 interchange at MD 152 and reconstruction of the Raphael Road overpass at I-95 also continued throughout 2022.

To offset the loss of trees from construction, contractors planted more than 24 acres of trees in a reforestation project located along Raphael Road in Baltimore County. The site yielded 9,712 feet of stream restoration credits and roughly 14 acres of wetland restoration credits to offset environmental impacts.

The \$1.1 billion I-95 ETL Northbound Extension enhances the MDTA's efforts to provide a safe and reliable drive for millions of drivers each year – commuters and interstate travelers alike – who travel the East coast's "Main Street." Additional improvements include increasing the quality of life for numerous communities with the addition of new noise walls; enhancing water quality; replacing or rehabilitating seven bridges that are each more than 50 years old; and constructing two new Park and Ride facilities. The ETL Extension is expected to open to traffic by the end of 2024 to MD 152, with the full extension to north of MD 24 in Harford County open by the end of 2027.

GOAL: PROVIDE EXCEPTIONAL CUSTOMER SERVICE

A key element in this goal is solid communication and improved travel experiences for customers. In 2022, the MDTA accomplished the following to further this goal:

Courtesy Patrols

Emergency Response Technicians logged nearly 100,000 miles on patrol and assisted more than 24,000 motorists in 2022.

Customer Assistance Plan

Approved by the MDTA Board in February 2022, the Customer Assistance Plan offered a 9.5 month temporary Civil Penalty Waiver Grace Period that allowed drivers with unpaid Video Tolls to pay them without penalty – all at once or over time – as long as they were paid in full by 11:59 p.m. December 14, 2022. This limited time opportunity served as a temporary payment plan by allowing drivers the opportunity to stretch out toll payments over the entire waiver grace period. As a result of the grace period, \$183 million in civil penalties were waived for approximately 844,000 drivers and businesses that paid their outstanding Video Tolls.

Toll bill referrals to the Central Collection Unit for collections and MDOT Motor Vehicle Administration for registration suspensions were temporarily paused and resumed after the waiver grace period ended. In addition, the MDTA's tolling vendor increased the number of customer service agents to help achieve our standard of exceptional customer service, resulting in significantly reduced customer call and web chat wait times.

In an effort to keep customers up to date and informed of the unique nature of the Customer Assistance Plan, MDTA distributed monthly press releases with updated statistics and urgent reminders to those with Notices of Tolls Due. DriveEzmd.com and mdta.maryland.gov were both updated to include banners and graphics that let drivers know about the program. In addition, a comprehensive media campaign was launched that included static and digital billboards, digital ads, radio spots, and posters in our Customer Service Centers.

The Customer Assistance Plan was not toll forgiveness, nor an elimination of tolls owed; rather it provided relief for customers facing late fees on toll bills that accrued during the height of the COVID-19 pandemic. The MDTA completed pandemic backlog transaction processing in fall 2022 for Maryland accounts.

In the Driver's Seat

The MDTA helped drivers stay on top of news, projects and traffic with 837 email/text alerts to GovDelivery subscribers and 87 news releases and traffic advisories in 2022.

1-877-BAYSPAN (229-7726) received more than 732,547 calls during 2022, giving motorists traveling the Bay Bridge real-time travel conditions 24/7.

MDTA Police in the Community

The MDTA Police meet our communities where they live. Officers supported blood drives, school events, child safety seat installations, Shop with a Cop, National Night Out, Faith & Blue, and dozens of other engagement opportunities.

The MDTA Police celebrated its 32nd year of Toys for Tots collections. Since 1990, MDTA employees have teamed up with generous customers to donate more than 171,000 toys and \$144,000 to the U.S. Marine Toys for Tots Program for children across Maryland.

Building a Mobile App

To make it even E-Z'er for E-ZPass Maryland customers to update and manage their accounts, the MDTA is in the final stages of testing its DriveEzMD Mobile App. When it debuts in play stores in 2023, customers will be able to:

- Request and manage transponders.
- View toll and payment transactions.
- Update or change payment details.
- Enroll in automatic account replenishment.
- Add and remove vehicles on their accounts.
- Register an E-ZPass On the Go.



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 employees and contractors. Keys to this goal are reducing crashes, identifying and preventing criminal activities, system preservation and preparing for natural and man-made hazards. Among the highlights in 2022 were the following:

Centralized Work-Injury Case Management

The MDTA's safety/risk management software solution—STEAM (Safety, Teamwork, Excellence, Action, Management system)—now includes a centralized injury case management workflow to track all cases.

Routine check-ins are held with stakeholders and the agency's worker's compensation insurance carrier. This ensures that all claims are being managed in a timely and appropriate manner. The goal is to expeditiously return all employees to full duties.

Prioritizing Traffic Safety at the MDTA Police

Officers targeted dangerous driving behavior, prevented crashes, and saved lives by arresting 950 dangerous drivers impaired by drugs and/or alcohol in 2022. The MDTA Police Commercial Vehicle Safety Unit placed more than 6,300 dangerous commercial vehicles and commercial vehicle drivers out of service during inspections on MDTA roadways.



Safety at BWI Airport and Port of Baltimore

MDTA Police Officers assigned to the BWI Marshall Airport and Port of Baltimore detachments ensured the safety of more than 23 million passengers catching a flight or embarking on a cruise in the previous year.

Bridge Structure Safety

The MDTA uses a tool called Bridge Asset Management Program (BAMP), which is updated regularly with bridge inspection data to help maximize safety and reliability of bridge structures:

- Calculating a priority score for each bridge and ranking all bridge assets considering current condition, risks in structural adequacy and exposure, and performance history.
- Identifying, quantifying, and estimating the cost of bridge improvement work.
- Developing and prioritizing three types of improvement projects (major, preservation and paint) including engineering and construction costs.
- Forecasting future conditions through advanced deterioration modeling.
- Generating information for future planning and reports.

Facility Asset Management Roadmap

The MDTA developed a Facility Asset Management Roadmap in 2022. The goal is to identify, prioritize, and schedule various initiatives to achieve at a minimum the following goals:

1. Establish centralized asset inventories
2. Implement warranty tracking
3. Increase information accessibility

4. Increase user acceptance and use
5. Streamline workflows and processes
6. Understand existing condition assessment information and procedures
7. Identify existing performance models and measures and levels of service

Managing Incidents

Monitoring traffic 24/7, the MDTA's Authority Operations Centers (AOC's) in Baltimore and at the Bay Bridge handled 26,374 incidents in 2022 including crashes, disabled vehicles, debris, weather events and other incidents.

Implementation of Maintenance of Traffic Application (MOT App)

The MDTA implemented an MOT App to provide MDTA construction management and inspection staff real-time results of Temporary Traffic Control (TTC) inspections. The MOT App was developed as a tool to aid in improving the performance metrics of the program and to provide all MDTA construction management and inspection staff weekly summary reports on the status of the program.

GOAL: MAINTAIN A STRONG FINANCIAL POSITION

Included in this goal are efficient revenue collection and operations, maximizing services and benefits through money spent, and maintaining a strong credit rating to ensure our borrowing costs are as low as possible.

The following initiatives work toward a strong financial position for the MDTA, with fiscally sound and innovative financial systems, planning, and asset management:

Excellence in Reporting

For the tenth consecutive year, the MDTA received the Certificate of Achievement for Excellence in Financial Reporting for the production of the FY 2022 Annual Comprehensive Financial Report. The certificate is awarded by the Government Finance Officers Association and is the highest form of recognition in governmental accounting and financial reporting.

Electronic Excess Property Declaration Program

A new electronic system for submission and tracking of Excess Property Declaration (EPD) forms was implemented in 2022. The previous paper-based process was updated to this all-electronic format, reducing paper consumption and improving efficiencies in the EPD process.

Successful Bond Issues

Approximately \$39 million of Series 2012 bonds were refinanced for \$2.2 million in interest cost savings, which will be realized over the next seven years.

Strong Bond Ratings Affirmed

The agency maintained its Aa2 credit ratings and continues to be among the five highest rated tolling entities within Moody's toll sector.

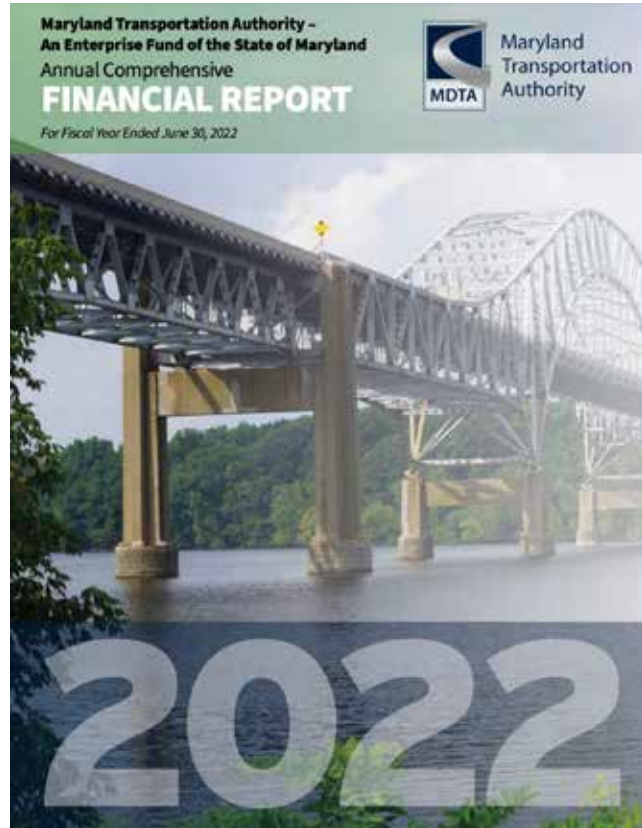
New Loan Secured for the Nice/Middleton Bridge

To fund a portion of the new Nice/Middleton Bridge Project, the MDTA secured a \$200 million federal Transportation Infrastructure Finance & Innovation Act (TIFIA) loan through a 2.5-year process with the U.S. Department of Transportation.

At closing, the rate was 2.89%, which is below prevailing financing rates.

Increased Insurance Claims Recovery

During 2022, the MDTA recovered more than \$1.4 million



through insurance claims, representing an increase of 28% from 2021. Reviews of facility damage reports, interactions with responsible parties and insurance providers, and routine claim follow-ups all contributed to the increased funds recovered.

Procurement Highlights

In 2022, the MDTA completed 114 total procurements totaling \$348,780,333.39. This included:

- 56 newly awarded contracts totaling \$308,046,602.14
- 47 contract modifications totaling \$31,003,948.93
- 7 contract renewals totaling \$5,037,144.41
- 4 Memorandums of Understanding totaling \$5,692,638.20.

New Compliance System Software

Over the past year, the agency designed and configured a new contract compliance system software called PRISM. The system enables the MDTA to access real-time compliance data related to Disadvantaged Business Enterprise, Minority Business Enterprise, Veteran-Owned Small Business Enterprise and Small Business Reserve subgoals.

GOAL: CREATE TOMORROW'S WORKFORCE TODAY

A team of individuals who develop innovative solutions, make continuous improvements, and provide exceptional service, the MDTA nurtures each person through training and development initiatives, strong internal communications, and a continual focus on the MDTA of tomorrow.

Human Resources and Workforce Development

Ongoing efforts to improve the agency in these areas included finalizing Memoranda of Understanding with several universities and community colleges to provide employees with direct bill options for the Career Development Program. At the same time, the Career Development Program was successfully relaunched to provide employees further education choices. Together, these efforts are an excellent benefit to help retain our employees.

Small Business Procurement

The MDTA conducted four Small Business Procurement classes for employees with agency purchasing credit cards and their supervisors. The training included guidance and assistance for:

- Rules of conducting Small Business Procurement in Maryland.
- How to utilize Minority, Small, and Veteran Business firms.
- How to make purchases from MD Preferred Providers, including Blind Industries and Services of Maryland, Maryland Correction Enterprises, and the Maryland Works Program.
- Green purchasing.

Agency-wide Training

In 2022, MDTA held its Supervisor Essentials Training, a required course for all MDTA supervisors and managers to review policies & procedures. MDTA staff presented information on policies and procedures for drugs & alcohol, asset control & damage recovery, environmental, policy, innovation, & performance, recruitment & examination, classification & compensation, employee services & programs, employee/employer relations, Title VI programs, equal employment opportunity, internal investigations, and Public Information Act requests. Two hundred and ninety-nine (299) supervisors and managers completed Supervisor Essentials Trainings in 2022.

In addition, the MDTA completed Sexual Harassment Prevention Training for approximately 1,400 employees.



Police Leadership Development and Training

The MDTA Police invested in Leadership in Police Organizations (LPO), a development training program of the International Association of Chiefs of Police. LPO is modeled after the concept of dispersed leadership, where every officer is a leader, and delivers modern behavioral science concepts uniquely tailored to law enforcement.

To date, 254 police supervisors, officers, emergency dispatchers, and administrative civilians have attended. Our goal is that 100% of MDTA Police team members will complete the program.

Leadership Infusion

In 2019, the MDTA committed to infusing a leadership of mindfulness, selflessness and compassion throughout the agency. In 2022, 144 employees successfully completed this months-long leadership development effort.



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