

2020



➤ THE MDTA STRENGTH IN SERVICE

CALENDAR YEAR HIGHLIGHTS





CONTENTS

ABOUT THE MDTA	2
THE MARYLAND TRANSPORTATION AUTHORITY BOARD	6
LEADERSHIP ROUNDTABLE	7
EIGHT FACILITIES CONNECTING MARYLANDERS	8
THE MDTA IS CHANGING MARYLAND FOR THE BETTER	12
CONSOLIDATED TRANSPORTATION PROGRAM	16
ENSURING SAFER FACILITIES, WORKPLACES, & ROADWAYS	18
MDTA COURTESY PATROLS & VEHICLE RECOVERY UNIT (VRU)	22
EMPLOYEE SAFETY INITIATIVE	24
2020 E-ZPASS® OPERATIONS	26
LAW ENFORCEMENT EFFORTS	28
COMMITMENT TO OUR ENVIRONMENT & SUSTAINABILITY	32
MDTA COMMUNICATIONS & COMMUNITY OUTREACH	35
JOBS WELL DONE	38
FINANCIALS	40



»» ABOUT THE MDTA

A SINGULAR MISSION

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



CONNECTING MARYLANDERS TO OPPORTUNITY

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 and finance new revenue-producing transportation projects.

The MDTA is financed by toll revenue without relying on State tax dollars. Eight toll facilities – two turnpikes, two tunnels, and four bridges – connect Marylanders to life's opportunities.

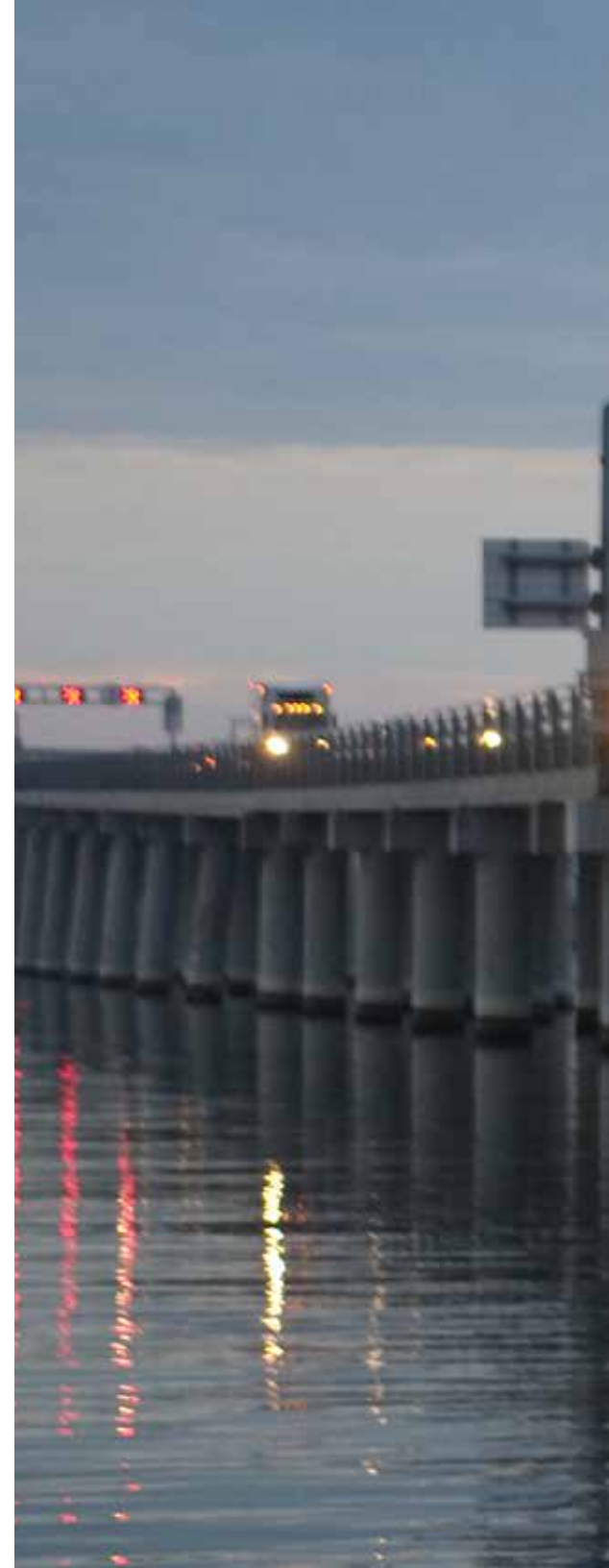
SEPARATE REVENUES

MDTA 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 bondholders, outlines how funds may be used as the Authority develops and finances transportation solutions.

For nearly 50 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 maintaining quality and excellence in our customer service. We rely on our organization's values, traditions, and most importantly our employees, to achieve these goals.

THE 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 our stakeholders.
- **Employee Empowerment** - We encourage our employees to take initiative to accomplish outcomes using the 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 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.





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.

1

MAXIMIZING SAFETY
& RELIABILITY

2

DELIVERING
EXCELLENT
CUSTOMER SERVICE

3

TRANSFORMING
THE WORKFORCE
OF TOMORROW

4

ADVANCING THE
FUTURE OF
TRANSPORTATION

MEMBERS



DONTAE CARROLL



WILLIAM H. COX, JR.



WILLIAM C. ENSOR III



W. LEE GAINES, JR.

CHAIRMAN



MDOT TRANSPORTATION
SECRETARY GREGORY SLATER

EXECUTIVE DIRECTOR



MARIO J. GANGEMI



JOHN F. VON PARIS



CYNTHIA D. PENNY-ARDINGER



JEFFREY S. ROSEN



JAMES F. PORTS, JR.

THE MARYLAND TRANSPORTATION AUTHORITY BOARD

The Board serves 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 Board Members. Maryland's Secretary of Transportation presides as Chairman. In addition, the group consists of eight Members appointed by the Governor with the advice and consent of the Senate. The composition of the Board must reflect the diversity of the population and include expertise in structural engineering, transportation planning, land-use planning and finance. Each Member serves a four-year term and term expirations are staggered.

LEADERSHIP ROUNDTABLE:

James F. Ports, Jr., *Executive Director*

Mary O'Keefe, *Chief of Staff*

Deborah E. Sharpless, *CPA, Chief Financial Officer*

Col. Kevin Anderson, *Chief Law Enforcement Officer*

William Pines, *P.E., Chief Operating Officer*

Percy Dangerfield, *Chief Administrative Officer*

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*

James Harkness, *Chief Engineer*

Towanda Livingston, *Director of Civil Rights and Fair Practices*

Kelly Melhem, *Director of Communications*

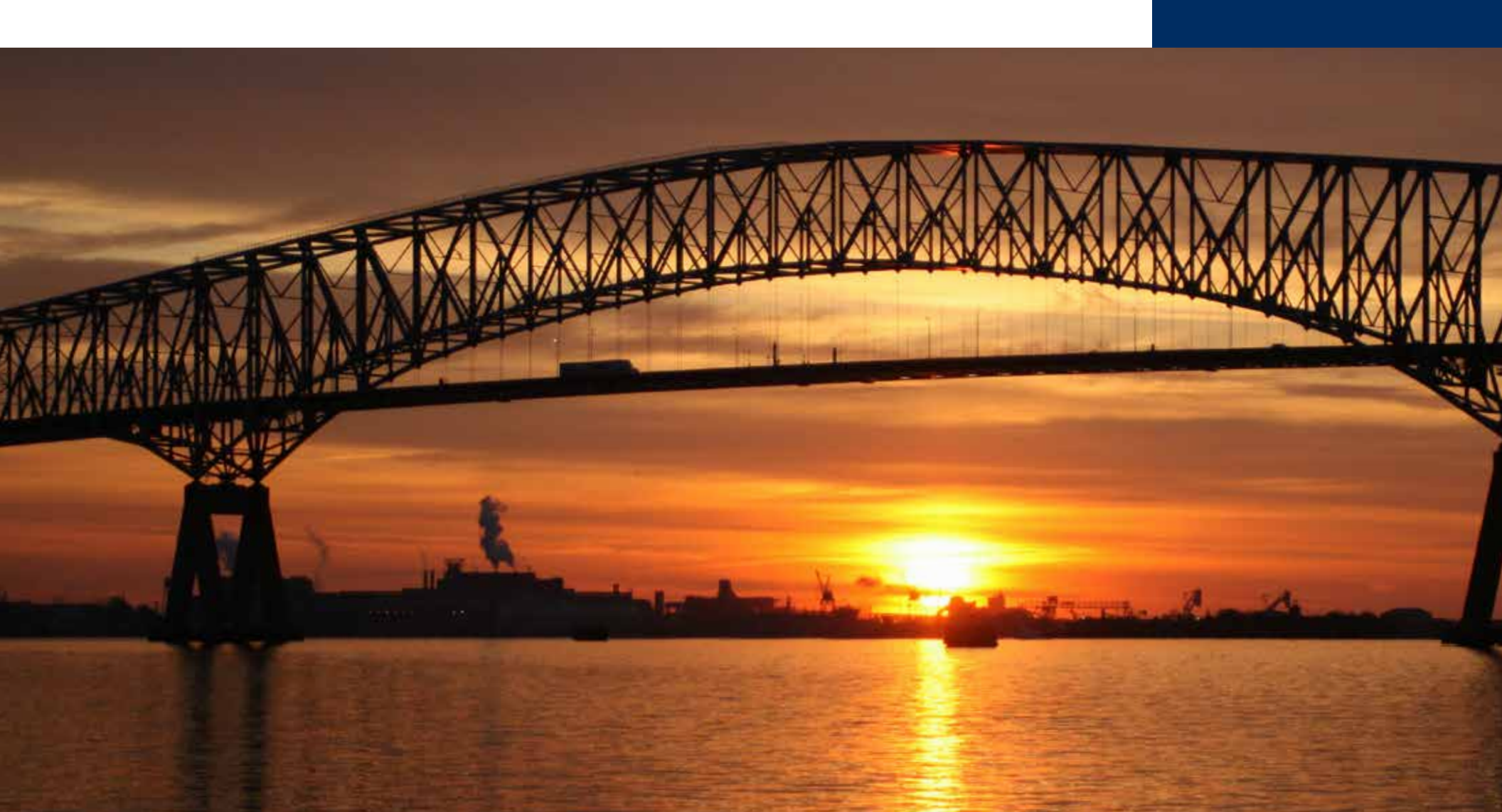
Kimberly A. Millender, *Principal Counsel*

Darol Smith, *Director of E-ZPass Operations*

Paul Trentalance, *Director of Audits*

Paul J. Truntich, Jr., *Director of Environment, Safety and Risk Management*

Melissa Williams, *Director of Planning and Program Development*



» EIGHT FACILITIES
CONNECTING
MARYLANDERS

1 JOHN F. KENNEDY MEMORIAL HIGHWAY (I-95)

FY 2020 JFK HIGHWAY AND TOLL PLAZA TRAFFIC VOLUME
24 MILLION VEHICLES*

FY 2020 TRIPS EXPRESS TOLL LANES
6 MILLION



Opened in 1963, this highway is a 50-mile section of I-95 from the northern Baltimore City line to Delaware. Tolls are collected in the northbound direction only at the toll plaza one mile 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 the 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.



JFK HIGHWAY WORKERS' MEMORIAL AT THE MARYLAND HOUSE TRAVEL PLAZA

*NOTE: TOLLS ARE COLLECTED IN ONE DIRECTION ONLY, BUT TRAFFIC VOLUME REFLECTS BOTH DIRECTIONS.

2 THOMAS J. HATEM MEMORIAL BRIDGE (US 40)

FY 2020 TRAFFIC VOLUME
8.4 MILLION VEHICLES*



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 located 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 AET in 2019.

3 BALTIMORE HARBOR TUNNEL (I-895)

FY 2020 TRAFFIC VOLUME
14.4 MILLION VEHICLES



The 1.4-mile, four-lane tunnel opened in 1957. Designated I-895, the facility 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.

4 FRANCIS SCOTT KEY BRIDGE (I-695)

FY 2020 TRAFFIC VOLUME
11.7 MILLION VEHICLES



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 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. The Key Bridge was the second of the MDTA’s legacy facilities to begin AET in October 2019.

5 INTERCOUNTY CONNECTOR (ICC)/MD 200

FY 2020 TRAFFIC VOLUME
14.4 MILLION TRIPS



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 via AET.

6 FORT MCHENRY TUNNEL (I-95, I-395)

FY 2020 TRAFFIC VOLUME
41.1 MILLION VEHICLES



When it opened in November 1985, the Fort McHenry Tunnel was the largest underwater highway tunnel and the widest vehicular tunnel built by the immersed tube method in the world. The 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. The tunnel is a vital link in I-95, the East Coast’s most important interstate route. Including the tunnel and approach roadways, the total facility is 10.3 miles in length.

7 WILLIAM PRESTON LANE JR. MEMORIAL (BAY) BRIDGE (US 50/301)

FY 2020 TRAFFIC VOLUME
22.8 MILLION VEHICLES*



The Bay Bridge crosses the Chesapeake Bay along US 50/301. Its dual spans provide a direct connection between recreational and ocean regions on Maryland's Eastern Shore and the metro areas of Baltimore, Annapolis and Washington, D.C. 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 eastbound traffic, one lane of the westbound bridge is "reversed" to carry eastbound travelers ("two-way" traffic operations). The Bay Bridge was the third of the MDTA's legacy facilities to begin AET in May 2020.

8 GOVERNOR HARRY W. NICE MEMORIAL/SENATOR THOMAS "MAC" MIDDLETON BRIDGE (US 301)

FY 2020 TRAFFIC VOLUME
5.3 MILLION VEHICLES*



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 only. In 2016, the MDTA Board approved \$765 million in funding for construction of a new Potomac River Crossing to replace the Nice/Middleton Bridge by early 2023, as well as a new operations, police and customer service campus.

***NOTE: TOLLS ARE COLLECTED IN ONE DIRECTION ONLY,
BUT TRAFFIC VOLUME REFLECTS BOTH DIRECTIONS.**



»» THE MDTA IS
CHANGING MARYLAND
FOR THE BETTER

MARYLAND STRONG

Despite the COVID-19 pandemic and its unique challenges, the MDTA forged ahead with several initiatives to make Maryland a better place to travel, work and play.



LT. GOVERNOR BOYD K. RUTHERFORD AND MDTA CHAIRMAN GREGORY SLATER VISIT THE NEW NICE/MIDDLETON BRIDGE PROJECT

“In addition to historic toll relief and record-breaking progress on critical infrastructure updates, permanent all electronic (cashless) tolling is the latest step we’ve taken to save motorists time and money. By combining innovation, safety, and savings, this truly is a win-win for the State government and for everyone who travels in our great State.”

GOVERNOR LARRY HOGAN, AUGUST 2020

ALL ELECTRONIC TOLLING (AET) STATEWIDE

All eight MDTA facilities are all electronic. In August 2020, Governor Hogan announced that full-time All Electronic Tolling (AET) has become permanent across the entire state of Maryland. With AET, drivers do not stop or slow down to pay tolls. Instead, they are collected through *E-ZPass* and Video Tolling. The system not only provides convenience for motorists, but it also means less engine idling for better fuel efficiency and reduced emissions, decreased congestion and increased safety.

NEW NICE/MIDDLETON BRIDGE (US 301) CONSTRUCTION UNDERWAY

The Governor Harry W. Nice Memorial/Senator Thomas “Mac” Middleton Bridge is the 1.9-mile, two-lane continuous truss bridge over the Potomac River between Newburg in Charles County, Maryland and Dahlgren in King George County, Virginia. The MDTA is replacing it with a completely new bridge that will double the current vehicle capacity and provide a median, new shoulders and other safety improvements. The new structure will feature AET and 135-foot clearance to allow for large ships to pass underneath. The Lieutenant Governor’s visit kicked off work in July. The new bridge is scheduled to open in early 2023.

BAY BRIDGE MILESTONES

On January 28, 2020, Governor Larry Hogan announced that deck work on the Bay Bridge westbound right lane would be complete and AET at the Bay Bridge would go live by the summer. The Governor was joined by Executive Director Jim Ports, MDTA construction inspectors and work crews in removing Toll Booth 4 to mark the first milestone in replacing existing toll systems. The MDTA responded to the Governor’s call and beat the summer goal, as the westbound right lane reopened in April, and highway speed AET went live in May with a new tolling gantry just after the bridge on the Eastern Shore.





GOVERNOR LARRY HOGAN VISITS THE I-895 BRIDGE REPLACEMENT PROJECT

I-895 BRIDGE REPLACEMENT

A new I-895 bridge north of the Baltimore Harbor Tunnel is now open to traffic. The \$252 million I-895 Bridge project extends for three miles from the south side of the Harbor Tunnel to the Boston/O'Donnell Street ramp at Exit 11. The work includes replacing the Holabird Avenue exit ramp and rehabilitating the Harbor Tunnel. Governor Hogan visited the new bridge before it opened to traffic in December 2020. The three-year project began in April 2018 and is expected to be completed in summer 2021.

I-95 AT BELVIDERE ROAD INTERCHANGE

A new partial cloverleaf interchange at Belvidere Road will support economic development along the Belvidere Road corridor and provide direct access to I-95 from nearby warehouses, distribution centers, freight hubs and mining sites. The project in Cecil County is a partnership between the MDTA, Cecil County and Stewart Property Management, Inc., in coordination with the Federal Highway Administration. The project received a Federal Highway Administration Better Utilizing Investments to Leverage Development (BUILD) discretionary grant. The \$60 million project is anticipated to be complete in 2025.

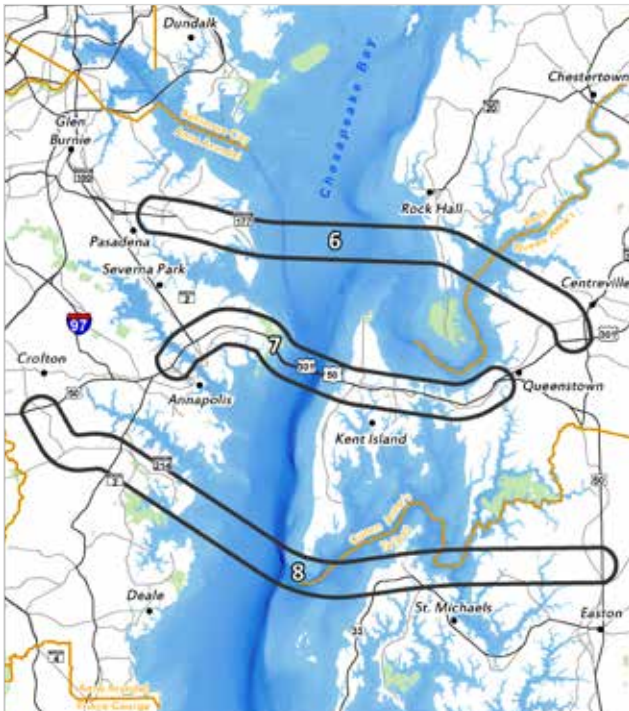
STUDYING A NEW CHESAPEAKE BAY CROSSING

The MDTA and Federal Highway Administration (FHWA) are following a tiered National Environmental Policy Act (NEPA) process that provides a systematic approach for advancing potential transportation improvements. The purpose of the Bay Crossing Study is to consider potential alternatives to provide expanded traffic capacity and additional access across the Chesapeake Bay to improve mobility, travel reliability and safety at the existing Bay Bridge, while considering financial viability and environmental responsibility. The study also looks at modal and operational transportation methods including ferry service, bus rapid transit, rail transit and transportation systems management/travel demand management.

The Bay Crossing Study Tier 1 is retaining the No-Build alternative and these Preliminary Corridor Alternatives Retained for Analysis (CARA):

- Corridor 6: MD 100 to US 301 between Pasadena (Anne Arundel County), Rock Hall (Kent County) and Centreville (Queen Anne's County);
- Corridor 7: existing Bay Bridge corridor, US 50/301 to US 50 between Crofton (Anne Arundel County) and Queenstown (Queen Anne's County); and
- Corridor 8: US 50/301 between Crofton (Anne Arundel County) and Easton (Talbot County).

Data indicates that each of the three corridor alternatives could have a positive impact on traffic. Corridor 7, the corridor where the existing Bay Bridge is today, provides the most congestion relief. This corridor best relieves congestion at the existing Bay Bridge on both non-summer weekdays and summer weekends compared to all other corridors. Corridor 7 would best reduce backups at the existing Bay Bridge, provide the greatest reduction in the duration of unacceptable congestion levels, and is more compatible with existing land-use patterns, according to the study data.



BAY CROSSING STUDY PRELIMINARY CORRIDOR ALTERNATIVES RETAINED FOR ANALYSIS

The Bay Crossing Study is expected to wrap up in winter 2021/2022 when the combined Tier 1 Final Environmental Impact Statement/Record of Decision is published.



CONSOLIDATED TRANSPORTATION PROGRAM

The MDTA's six-year Consolidated Transportation Plan (CTP) for FY 2020-2025 totals \$3.2 billion. In addition to annual inspections and repair work, the MDTA has programmed projects to address cyclical preservation needs such as deck sealing, painting, deck repair and replacement, substructure rehabilitation, superstructure repairs and full structure replacements.

System preservation ensures that Maryland's aging infrastructure is safe and in good condition. The System Preservation Program for FY 2020-2025 is comprised of 154 projects with a total budget of \$1.1 billion – approximately 39 percent of the MDTA's six-year CTP total.

Here is a closer look at a few of these initiatives.

I-95 EXPRESS TOLL LANES NORTHBOUND EXTENSION

The I-95 Express Toll Lanes Northbound Extension program will enhance the MDTA's efforts to provide a safe and reliable drive for its customers and expands the Traffic Relief Plan that Governor Larry Hogan announced in December 2017. In addition, the proposed improvements will increase quality of life for numerous communities with the addition of several new noise walls and will replace or rehabilitate seven bridges that are more than 50 years old. The extension is expected to be open to traffic by the end of 2024 to MD 152, with the full extension to north of MD 24 open to traffic by the end of 2027. In 2020, construction was underway for the overpasses at Bradshaw Road, Old Joppa Road, and Clayton Road, along with the I-95 NB Auxiliary Lane from MD 152 to MD 24 and several new noise walls.



I-95 EXPRESS TOLL LANES



WESTBOUND BAY BRIDGE REHABILITATION

THE BAY BRIDGE CROSSOVER AUTOMATED LANE CLOSURE SYSTEM

This \$18 million project will construct an automated lane closure system (ALCS) for implementing two-way operations on the bridge. MDTA Operations and Maintenance staff will use the ALCS to remotely close approach lanes, a process done by hand on the road today. The enhancements will include lane use signals, warning messages, crash-tested horizontal swing gates and illuminated pavement markers. These important safety features will be integrated into the existing bridge traffic control system. The two-plus year project began in February 2020 and is scheduled to be completed in fall 2022.

WESTBOUND BAY BRIDGE REHABILITATION

In September 2019, the westbound right lane of the Bay Bridge was closed to traffic as part of a \$33 million rehabilitation project for the westbound span. The lane had reached the end of its service life and was severely deteriorated, presenting a safety risk. After a directive from Governor Hogan to expedite the right lane deck rehabilitation, the MDTA took a series of steps to shorten the duration of the project and mitigate the traffic impact on commuters, visitors and residents. These steps included extra crews working around the clock, working through Thanksgiving week, converting the bridge to All Electronic Tolling (AET) and using a balanced approach to eastbound and westbound traffic. This allowed the Contractor to work in off peak travel hours during the day to expand work hours. The right lane rehabilitation was supposed to last two years but was completed more than a year ahead of schedule in April 2020. The only remaining work is to replace and upgrade the lane use signal system, which will be finished in spring 2022.



» ENSURING SAFER FACILITIES, WORKPLACES & ROADWAYS

INSPECTION OF FACILITIES

In recent years, the MDTA has strengthened its bridge and tunnel inspection program. The goal is to continue exceeding national standards while embracing newer asset management initiatives.

Besides requirements for more comprehensive hands-on inspections and procedures, MDTA and its contractors use asset management tools in inspection, preservation and capital project programs to make system-wide considerations and identify projects for long-term preservation and rehabilitation.

Independent, certified, and nationally experienced engineering firms inspect all bridges, tunnels, roadways, lighting and signage annually. Inspections are performed from August through June, mirroring the MDTA's fiscal year.

NATIONAL BRIDGE INSPECTION STANDARDS (NBIS)

NBIS requires separate and specific condition ratings for bridge deck, superstructure (beams, girders, etc.), and substructure (piers and abutments). Below are ratings from the 2020 inspection data:

	DECK	SUPERSTRUCTURE	SUBSTRUCTURE	OVERALL CONDITION
Francis Scott Key Bridge	6	6	6	6
Bay Bridge, (Eastbound)	6	6	6	6
Bay Bridge, (Westbound)	6	6	6	6
Thomas J. Hatem Bridge	7	6	6	6
Nice/Middleton Bridge	5	5	6	5
Millard E. Tydings Bridge	6	6	6	6
Fort McHenry Tunnel				6
Baltimore Harbor Tunnel				5

Rating Numbers: 5 - Fair 6 - Satisfactory 7 - Good

*Note: These ratings are not applicable for culverts that do not include the respective components (deck, superstructure and substructure).

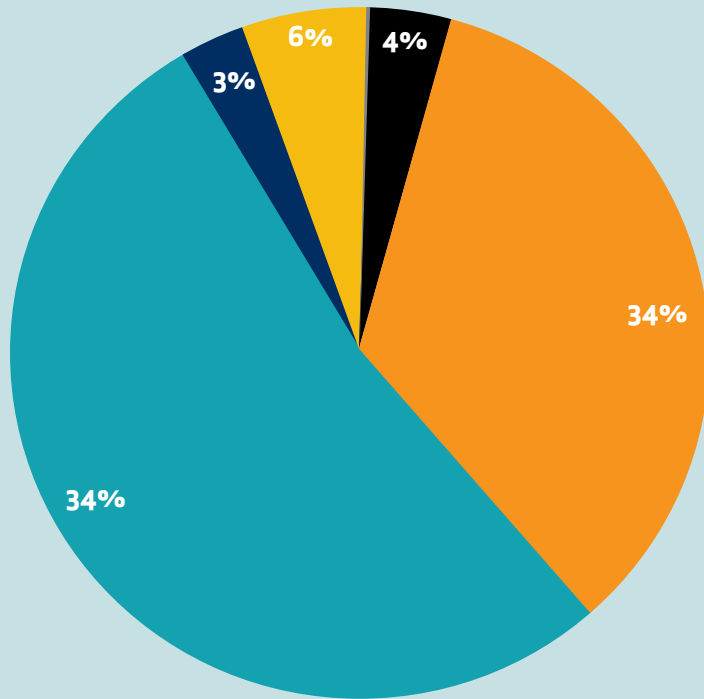
The following were among the inspections conducted in 2020:

- The MDTA inspected 325 bridges that meet the Federal Highway Administration definition, as well as two additional bridges that do not carry live traffic. These assets include Maryland's large and complex signature structures like the Bay Bridge and the two tunnels under the Patapsco River.
- 25 consultant and subconsultant firms performed \$15.6 million in inspection services in 2020. All facilities were found to be, "maintained in good repair, working order, and condition."
- All MDTA bridges allow for legally loaded vehicles, emergency vehicles and school buses to cross safely.
- The I-895 bridge was classified to be in "poor" condition. However, the MDTA's I-895 Bridge Project replaced this bridge just north of the Baltimore Harbor Tunnel. Although the replacement bridge is brand-new and in excellent condition, the condition rating has not been updated yet. New ratings require hands-on inspections, which have not been completed because of remaining construction activities.

The MDTA continues to invest in extensive training and certification of employee experts and consultant inspectors. Initiatives include the MDTA Temporary Traffic Control Training Course, National Tunnel Inspection Standards (NTIS) inspections of both tunnels, paint inspections and the MDTA inspection requirements.

The following summarizes condition ratings by component for the 325 bridges the MDTA inspected in 2020.

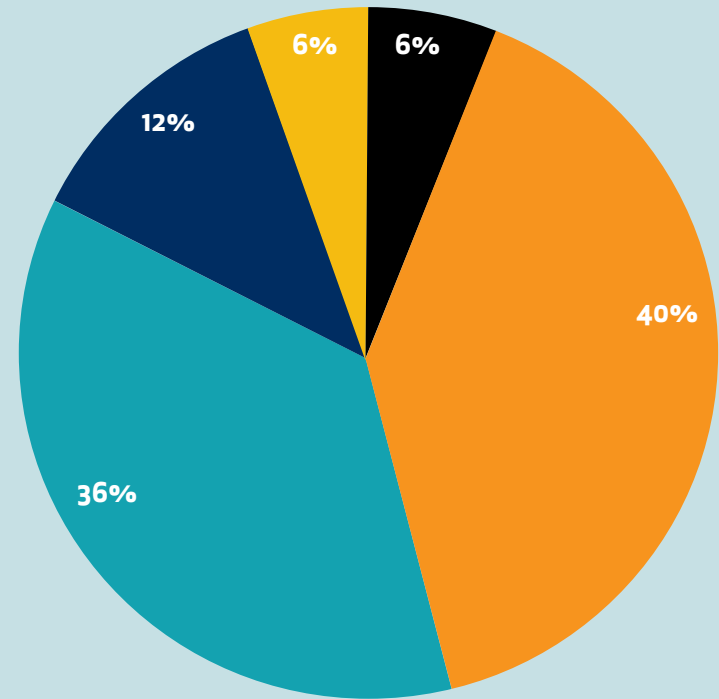
DECK CONDITION RATING	Count
4 - Poor	1
5 - Fair	13
6 - Satisfactory	112
7 - Good	171
8 - Very Good	9
N - Not applicable*	19
Grand Total	325



- 4 Poor (1)
- 5 Fair (13)
- 6 Satisfactory (112)
- 7 Good (171)
- 8 Very Good (9)
- N Not Applicable (19)

DECK CONDITION

Rating	Count
4 Poor	1
5 Fair	13
6 Satisfactory	112
7 Good	171
8 - Very Good	9
N - Not applicable*	19
Grand Total	325



- 4 Poor (0)
- 5 Fair (19)
- 6 Satisfactory (131)
- 7 Good (118)
- 8 Very Good (39)
- N Not Applicable (18)

SUPERSTRUCTURE CONDITION

Rating	Count
4 Poor	0
5 Fair	19
6 Satisfactory	131
7 Good	118
8 - Very Good	39
N - Not applicable*	18
Grand Total	325

*Note: These ratings are not applicable for culverts that do not include the respective components (deck, superstructure and substructure).

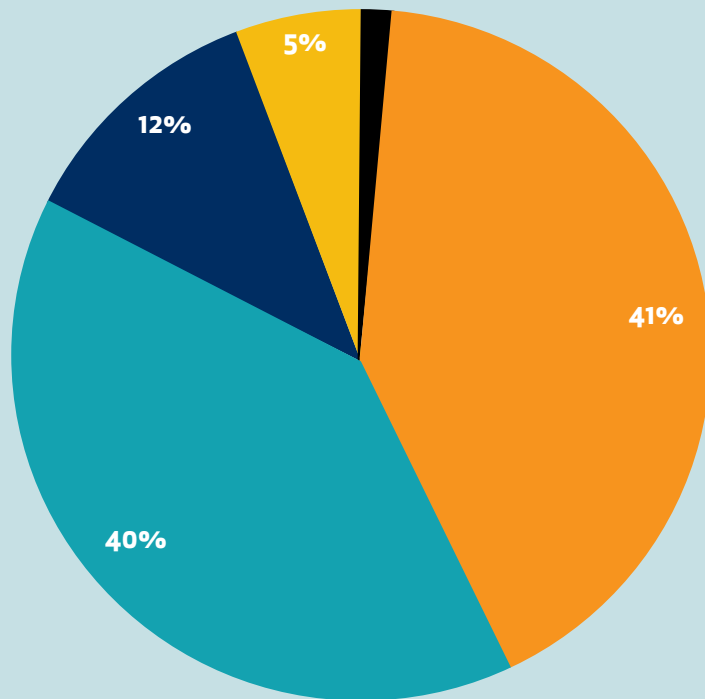
THE MAINTENANCE OF TRAFFIC (MOT) SAFETY PROGRAM



MAINTENANCE OF TRAFFIC DEVICES AT THE KEY BRIDGE

The MDTA's Office of Engineering and Construction developed the MOT Safety Program to provide the safest and most efficient traffic environment possible for contractors and customers at the site of all MDTA projects.

Inspectors conduct daily MOT safety reports and an independent traffic engineer performs random inspections on active construction projects. New construction inspection employees and contractors become certified in the MOT Safety Program during training. Onsite safety inspections follow a comprehensive MDTA Safety Program Manual.



- 4 Poor (0)
- 5 Fair (5)
- 6 Satisfactory (134)
- 7 Good (129)
- 8 Very Good (39)
- N Not Applicable (18)

SUBSTRUCTURE CONDITION

Rating	Count
4 Poor	0
5 Fair	5
6 Satisfactory	134
7 Good	129
8 - Very Good	39
N - Not applicable*	18
Grand Total	325

* Note: These ratings are not applicable for culverts that do not include the respective components (deck, superstructure and substructure).



MDTA COURTESY PATROLS & VEHICLE RECOVERY UNIT (VRU)

COURTESY PATROLS

These on-the-road patrols are vital to customer service and safety on Maryland roadways:

- Minimizing risk of crashes and congestion from stopped vehicles.
- Assisting drivers with disabled vehicles.
- Providing the fuel, tire changes or other minor repairs a motorist may need to complete their trip through a facility.
- Helping with incident-management efforts and disabled vehicle towing.



COURTESY PATROL

The MDTA's Courtesy Patrols keep traffic moving, especially during rush hours, holiday travel periods and weather or construction events. Maryland roads have many work zones, as well as bridges and tunnels, without roadway shoulders. Patrols are staffed by the MDTA's Vehicle Recovery Unit and provide 24/7 coverage to assist disabled vehicles at the Bay Bridge, Key Bridge, Baltimore Harbor Tunnel and Fort McHenry Tunnel, as well as peak-travel coverage at the Kennedy Highway and the ICC/MD 200.

Units are equipped with Automated External Defibrillators (AED), and operators are trained in the event a customer, contractor or employee has a cardiac event. Research shows that using an AED along with CPR increases survival rates by 40 to 60 percent.

**IN 2020,
MDTA COURTESY
PATROLS:**

Changed **5,940**
flat tires.

Logged **32,194**
assists—including
342 towed
vehicles and
6,453 disabled
vehicles removed
from roadways.

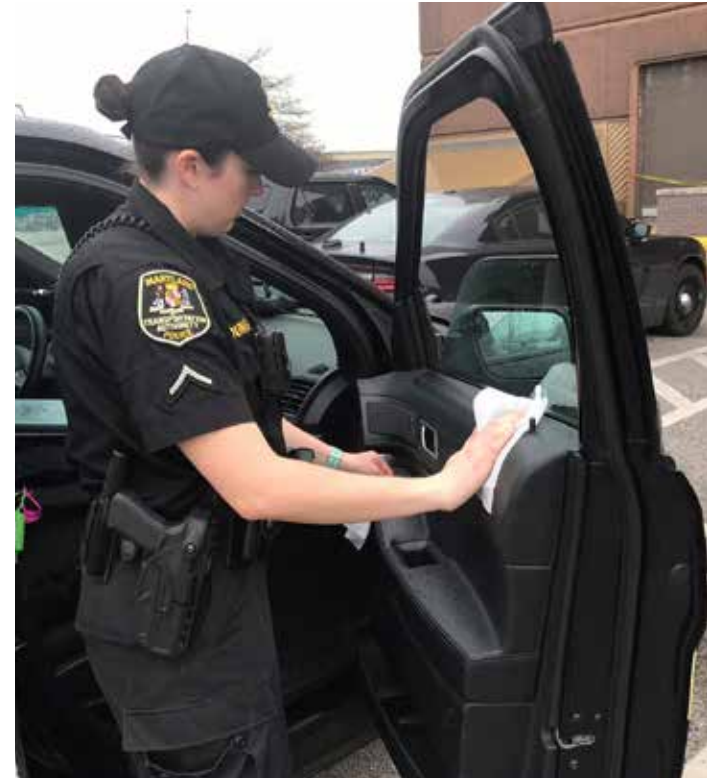
Logged over **1.3**
million patrol miles.



» EMPLOYEE SAFETY INITIATIVE



GOVERNOR HOGAN TOURS THE NEW NICE/MIDDLETON BRIDGE PROJECT



MDTA POLICE OFFICER WIPING DOWN VEHICLE

The MDTA's Office of Environment, Safety and Risk Management (OESRM) has assisted with the COVID-19 response for the safety of all employees. OESRM developed vital procedures and training for employees, which have allowed the MDTA to continue its operations and continue serving its customers throughout the State of Emergency.

OESRM continuously monitored guidance from the Centers for Disease Control, U.S. Occupational Safety and Health Administration and the Maryland Department of Health to ensure MDTA was prepared to protect employees and safely continue its operations.

Through all the uncertainty of the pandemic, OESRM performed safety assessments at all facilities and assisted the Office of Human Resources and Workforce Development in Supervisor Essentials Training.

OESRM will be scheduling employee training in 2021 for software that will make the MDTA more efficient and reduce the time needed to correct hazards.



PRINT SHOP AND MAIL ROOM



2020 E-ZPASS OPERATIONS



After 21 years of electronic tolling in Maryland, Governor Hogan announced in August 2020 that Maryland toll roads are cashless, and full-time All Electronic Tolling (AET) is here to stay. While the ICC/MD 200 and the I-95 ETL have always been fully electronic, the MDTA introduced full-time AET at the Key and Hatem bridges in 2019. Overnight in March 2020, the MDTA initiated AET at its other facilities to limit transmission of COVID-19.

In these past 21 years, *E-ZPass* use has consistently grown each year. More than 2.5 million *E-ZPass* Maryland transponders are in vehicles today. Eighty percent of all traffic at MDTA facilities uses *E-ZPass* to pay tolls electronically.

Standard *E-ZPass* transponders are free for everyone. *E-ZPass* "On the Go" transponders are pre-loaded with \$25 and sold on the Maryland Department of Transportation Motor Vehicle Administration (MDOT MVA) eStore, and at Giant Food Stores and various *E-ZPass* outreach events.

MEETING & SERVING CUSTOMERS ACROSS THE STATE

The MDTA's *E-ZPass* Outreach Team delivers information on the *E-ZPass* program to large employers, community groups and various civic organizations. Prior to the COVID-19 State of Emergency, the team appeared for 22 days at the Kent Island Volunteer Fire Department. The *E-ZPass* Outreach Bus – an out-of-commission MDOT Maryland Transit Administration (MDOT MTA) bus outfitted with *E-ZPass* colors and branding – joined the outreach team at these appearances. In addition, the Comptroller's office requested to have the MDTA and MDOT MVA Outreach buses serve downtown Annapolis for several days during the Maryland General Assembly's legislative session.

In October 2020, two additional *E-ZPass* Maryland Customer Service Centers opened to the public at MDOT MVA Annapolis and Waldorf branches. Full-service *E-ZPass* Maryland Customer Service Centers also are located at the MDOT MVAs Bel Air, Beltsville, Gaithersburg and Glen Burnie branches. This is in addition to the MDTA's own Customer Service Centers located at its toll facilities. At all locations, customers can sign up for *E-ZPass* Maryland, update their account, pay video tolls and have face-to-face interaction with a customer service representative.



E-ZPASS CUSTOMER SERVICE CENTER

E-ZPASS OUTREACH ACCOMPLISHMENTS:

Conducted **25** events pre-pandemic, during January, February, and March.

Engaged **777** total customers.

Sold **250** *E-ZPass* "On the Go" transponders.



»» LAW ENFORCEMENT EFFORTS

The MDTA Police force is nationally accredited and is the seventh-largest law enforcement agency in the State with more than 600 sworn and civilian professionals. They are responsible for law enforcement services at the MDTA's highways, tunnels and bridges; the Baltimore/Washington International Thurgood Marshall Airport (BWI) and Maryland's Port of Baltimore.

Even with the pandemic, long-term construction projects, and dangerous driving behaviors prompted by lighter traffic levels, the MDTA Police made a difference in 2020. For example, despite these challenges, there was a 32 percent decrease in reportable crashes on MDTA roadways.

In February, MDTA Chief of Police Col. Woodrow W. "Jerry" Jones III was appointed by Governor Hogan to be superintendent of the Maryland State Police (MSP). He is only the fourth superintendent to have held every rank within MSP. Governor Hogan then named the first MDTA Police Chief to come from within its ranks, Col. Kevin M. Anderson. Congratulations to both our Colonels!

At the onset of the pandemic, the force added personal safety protocols for interactions with the community and each other. Additionally, the MDTA Police Training Unit utilized technology and creative strategies to enable Recruit Classes 53 and 54 to safely complete their academy training.

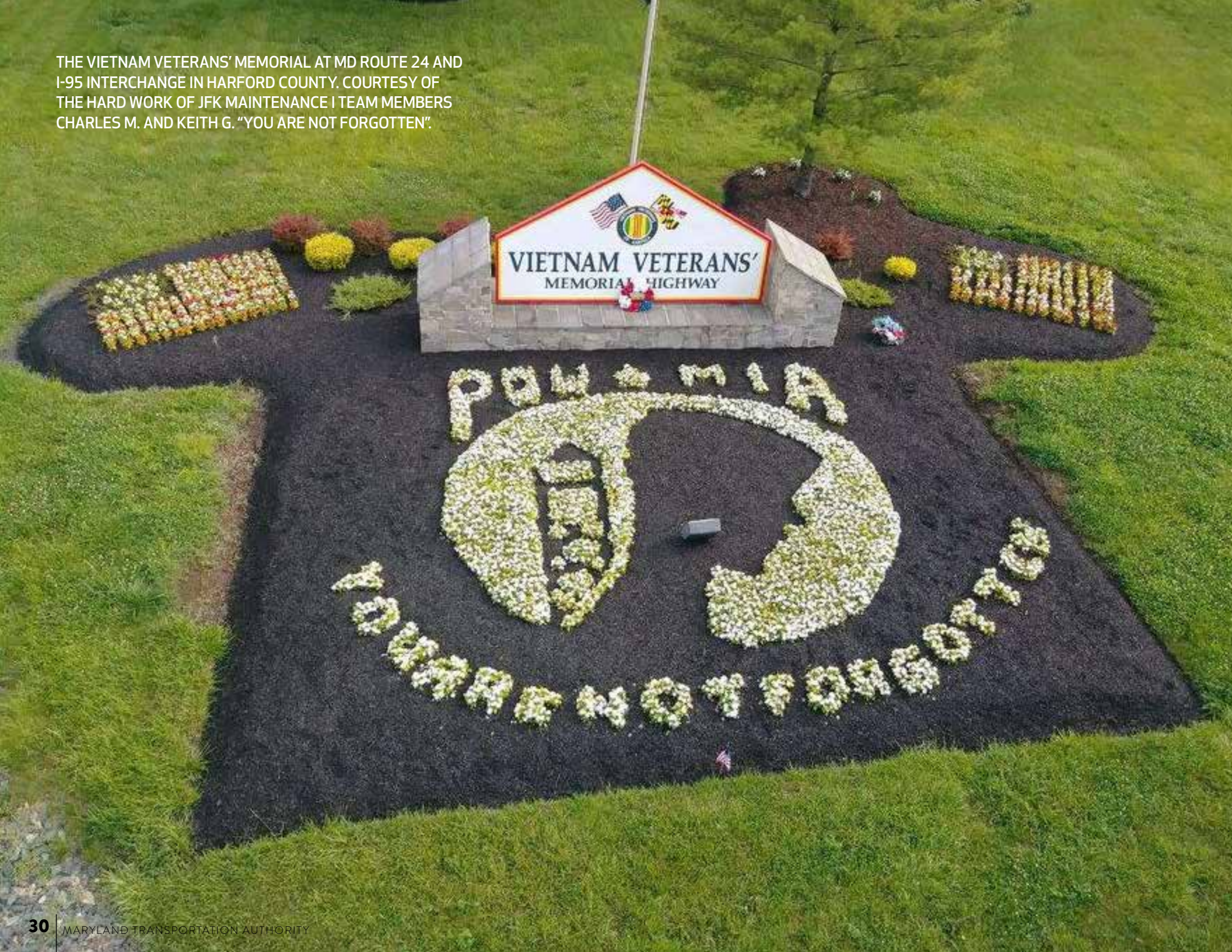
Over the course of the year came more accomplishments to be proud of:

- Making more than 42,000 traffic stops, and removing 706 impaired drivers from Maryland roadways.
- Launching a series of High Visibility Enforcement efforts, including one of the largest in the agency's recent history.
- Seizures of 74 illegal guns off the street and many pounds of illegal substances.
- Creation of a Health and Wellness Unit.
- Expansion of Operations Support and HEAT, Motors, and the DUI Team.
- Adding full-time dedicated members to the Special Response Team.
- Training new members of the Marine Unit.
- Welcoming a new explosives detection K9 team.
- Conducting almost 63,000 checks of facility premises.
- Launch of upgraded weapons systems and new technology, with TASER 7 training and certifications.



MDTA POLICE IMPAIRED DRIVING CAMPAIGN

THE VIETNAM VETERANS' MEMORIAL AT MD ROUTE 24 AND I-95 INTERCHANGE IN HARFORD COUNTY. COURTESY OF THE HARD WORK OF JFK MAINTENANCE I TEAM MEMBERS CHARLES M. AND KEITH G. "YOU ARE NOT FORGOTTEN".



FAR FEWER MAJOR CRIMES

There was a 21% decrease in major crimes handled by the MDTA Police between 2019 and 2020. The MDTA Police worked together to keep families, communities and customers safe as they used critical transportation infrastructure across Maryland. The following are just a few examples of the MDTA Police's ability to intercept and investigate serious criminal activity.

- Working with the Maryland State Police to identify suspects in a series of copper wire thefts at Central Command.
- Locating and arresting without incident a wanted murder suspect.
- Locating and arresting a subject wanted on weapons charges by the U.S. Marshals after being identified while traveling through the Fort McHenry Tunnel.
- Arresting and charging the suspect in a high-profile animal cruelty incident that occurred on the Bay Bridge and had been posted to Snapchat.
- Arresting and charging a Baltimore man and woman for the thefts of 68 rental cars from the BWI Rental Car Facility. These arrests assisted Baltimore City Police with multiple homicide investigations.
- Arresting a Harford County man after investigation into child pornography discovered on a computer used by contractors at Maryland's Port of Baltimore.

MDTA POLICE IN THE COMMUNITY

- Raised \$1,300 to benefit breast cancer research and awareness through the Pink Patch Project and sales of pink versions of the Dispatch and Marine Unit patches.
- Officer S. Claus masked up for Toys for Tots in 2020! The MDTA Police and operations staff hosted another successful Toys for Tots campaign in December, marking the 31st year the MDTA has participated in this program. Customers donated 3,000 toys and \$2,500 to the cause. Since 1990, officers and staff have collected more than 166,000 toys and \$138,500.
- Identified and then united a vulnerable missing person with his caregiver after a traffic stop at the Nice/Middleton Bridge.
- To benefit Special Olympics Maryland, Team MDTA Police participated in the 23rd Annual Polar Bear Plunge at Sandy Point State Park and raised almost \$5,000.



TOYS FOR TOTS



MDTA POLICE K9 UNIT



»» COMMITMENT TO
OUR ENVIRONMENT
& SUSTAINABILITY

CELEBRATING EARTH DAY

Many traditional events and celebrations hosted by our Office of Environment, Safety and Risk Management (OESRM) were unavailable in 2020 due to COVID-19 restrictions and workplace safety guidelines.

MDTA was able to hold one socially distant educational field trip, in mid-September. Employees visited the Jug Bay Wetlands Sanctuary located in Anne Arundel County. Connecting MDTA employees to these opportunities emphasizes the importance of participating in local programs for materials reuse, waste reduction and recycling conservation.

Unable to host the annual Earth Day fair, MDTA did kick off the Annual Recycled Art Contest for employees. Since at least half of MDTA's workforce was operating on mandatory telework orders, this year's contest was expanded to allow for "family" participation.

The 2020 Annual Recycled Art Contest winner was a spectacular entry of a male mallard duck created by a civilian member of the MDTA Police Headquarters division.

INCREASING BEST MANAGEMENT PRACTICES (BMPs) EFFICIENCY WITH BIOCHAR

In 2020, the Environmental Division continued to research stormwater Best Management Practices (BMPs) with biochar to increase treatment efficiency. This project, performed by researchers at the University of Delaware, is the continuation of a study begun in 2019 that has the potential to dramatically accelerate nutrient and sediment reductions with innovative, sustainable and cost-effective approaches.



JUG BAY WETLANDS VISIT

Combined efforts of office, maintenance and automotive personnel resulted in the recycling of **1,449** tons of materials during 2020.

Savings from recycling efforts included:

Conservation of approximately **318** trees; **3,028** gallons of oil; **31,98** kilowatt, (kW) hours of electricity; and **95,835** gallons of water by recycling **59.85** tons of paper and cardboard.

Recycling **131** tons of scrap metal, which contributed to the conservation of another **9,956** gallons of oil and a whopping **1,554,184** kW hours of electricity.

Recycling **34.06** tons of bottles and cans contributed to an additional conservation of approximately **7,382** kW hours of electricity and **1,258** gallons of oil.

Recycling **3.03** tons of electronics contributed to conservation of approximately **241,309** kW hours of electricity.

NATIVE TREE PLANTINGS & DIGITAL LANDSCAPE INSPECTIONS

The JFK Maintenance I team and Engineering's Environmental Division continue to collaborate on native tree plantings. New trees reduce mowing costs and offer cost-effective environmental mitigation credit, helping to meet Chesapeake Bay restoration requirements. The turn-key approach delivers significant savings, sustainable landscaping and opportunities for different divisions to work together.

In 2020, our environmental engineers rolled out the "Landscape Operations Inspection Application," which is a digital tool minimizing paper usage while increasing monitoring efficiency. For example, sites that used to take three days to monitor now take only one.

REDUCING USE OF ROAD SALT

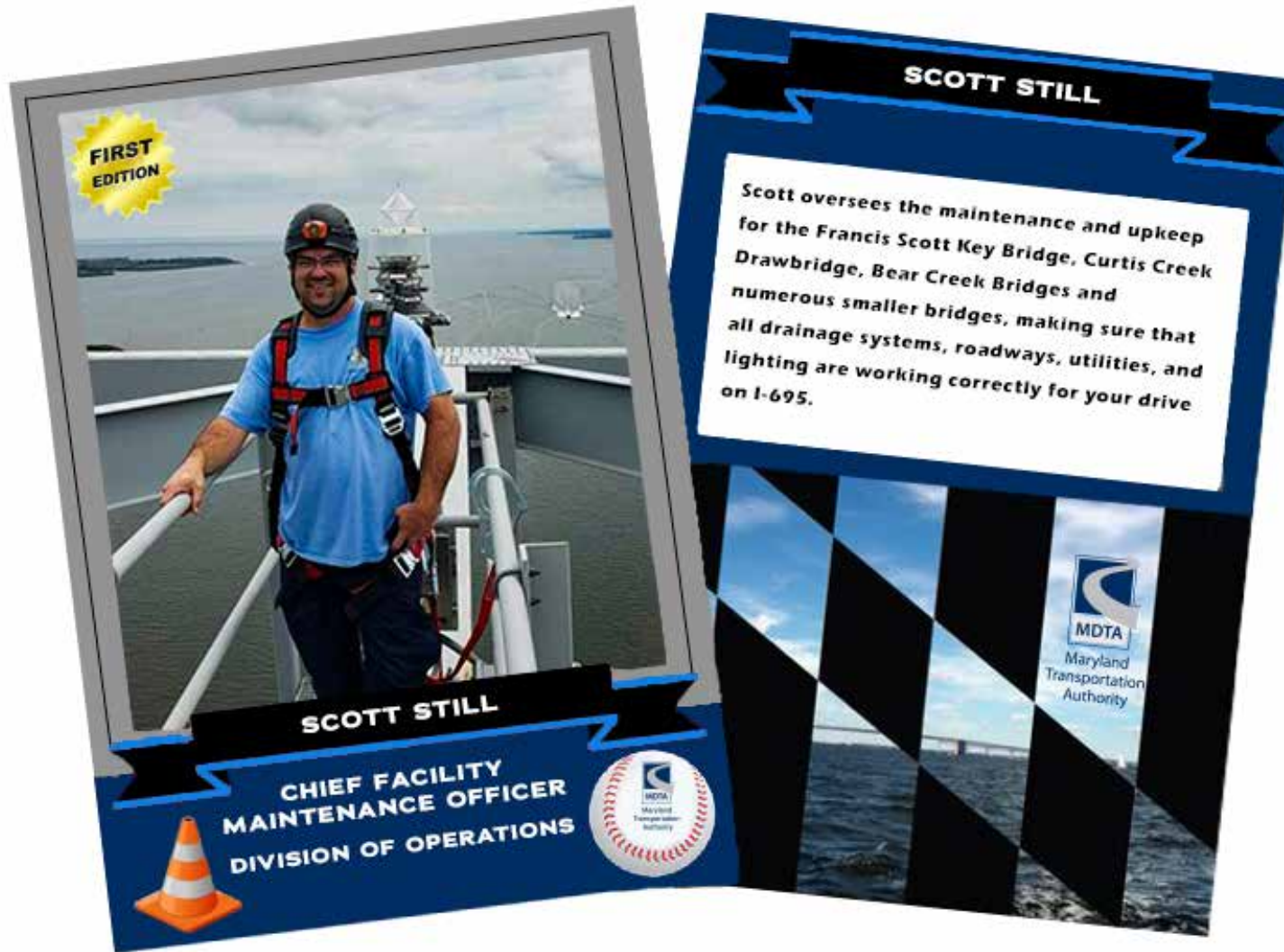
Using deicing materials on roadways helps keep drivers safe, but environmental effects can be harsh. Engineering's Environmental Division is studying ways to reduce the use of road salt in winter.

Working with the University of Alabama, the team has gathered information on alternate deicers that would have fewer negative environmental effects. Currently in Phase II of the study, laboratory experiments are being conducted to test various materials in climate-controlled settings.

GROWING RECYCLING EFFORTS

In 2007, the MDTA had a recycling rate of 4.5 percent. Today, the recycling rate is nearly 22.7 percent, far above the mandated minimum level of 15 percent.

The OESRM works with employees to recycle Maryland Recycling Act (MRA) materials, including cardboard, paper, bottles and cans, rubber, fluorescent lamps, ballasts, printer/toner cartridges, electronics and batteries. Although other materials from maintenance and automotive do not count, they recycle scrap metal, concrete, street sweeper dirt, sewage sludge, wastewater, wood and used oil.



MDTA COMMUNICATIONS & COMMUNITY OUTREACH

MDTA's Division of Communications (DOC), Community Relations and Government Relations teams use various public relations, education, grassroots marketing and digital technologies for outreach. Diverse communications tools reach customers directly and support efforts to keep them aware by delivering everything necessary to plan their daily commutes and vacations.

The DOC also teamed with operations and other MDTA offices/divisions to update Marylanders and our fellow MDTA employees during the COVID-19 State of Emergency on everything from tolling changes and Customer Service Center closures/reopenings, to face covering, social distancing and other safety guidelines.

Maryland Transportation Authority (MDTA) ✓
March 18, 2020 · 🌐

Reminder: All E-ZPass MD Customer Service Centers, including those at [Maryland Motor Vehicle Administration](#) branches are closed until further notice. MDTA will extend the time to pay Notices of Toll Due & citations without penalty, and will extend E-ZPass Discount Plan expirations.

Details <https://go.usa.gov/xdtUU...> [See More](#)

**COVID-19
EMERGENCY
ALERT**

**ALL-ELECTRONIC (CASHLESS)
TOLLING STATEWIDE
EFFECTIVE 3PM MARCH 17, 2020.**

**E-ZPASS CUSTOMER SERVICE CENTERS
CLOSED EFFECTIVE MARCH 18, 2020.**

**VISIT EZPASSMD.COM OR
CALL 1-888-321-6824 TO
PAY VIDEO TOLLS OR
UPDATE YOUR ACCOUNT.**


Maryland
Transportation
Authority

COVID-19 ALERT ANNOUNCEMENT ON FACEBOOK

BAYBRIDGE.COM & MDTA.MARYLAND.GOV

In 2020, the baybridge.com website had 601,251 unique visitors who were able to access traffic cameras along the bridge and the US 50 corridor, while finding travel tips and the latest on bridge construction projects.

Also, mdta.maryland.gov continued to provide valuable information about all facets of the agency, with more than 709,000 unique visitors on the site in 2020.

EMAIL & TEXT ALERTS

Over the course of 2020, a total of 1,476 bulletins were sent to MDTA email and text alert subscribers to keep drivers on top of ongoing roadwork and projects based on their commuter route. The agency has more than 138,836 subscribers to traffic advisories, news items and safety messages.

AND ON THE SOCIAL SIDE ...

Through various social media platforms, customers can get current information about roadways, tolling and all MDTA operations throughout Maryland. Media outlets and transportation partners retweet messages directly to their followers. Social media also offers customers an avenue to voice concerns and receive a timely response.

In 2020, the MDTA tweeted more than 2,870 times and now has more than 35,475 Twitter followers. There were nearly 49,000 “Likes” in response to Facebook posts. MDTA social media platforms also include Flickr and Instagram, with 1,864 followers combined.

1-877-BAYSPAN: BAY BRIDGE 24/7

This telephone hotline is an invaluable resource for communities, commuters, and travelers. People call 1-877-BAYSPAN (229-7726) anytime for up-to-the-minute Bay Bridge traffic conditions. The hotline is coordinated with Maryland’s 511 traveler information system, and it received more than 629,000 calls in 2020.

BAY BRIDGE TRAVEL & SAFETY CAMPAIGN

The annual Bay Bridge campaign was different in 2020 due to the COVID-19 health crisis. The campaign began in June to coincide with Ocean City businesses re-opening and stay-at-home orders lifting throughout the State. Messages ran from June through September, and included radio spots, digital and static billboards, transit ads, bus wraps, digital ads and social media. Grassroots marketing materials were distributed to local businesses in Ocean City, and posters placed in storefront windows.

With the COVID-19 pandemic, Bay Bridge “spokesbirds” Spike & Otis took a break. The 2020 campaign was a straightforward Plan Ahead message. The 2020 media buy addressed ways the target audience of beach-going drivers and travelers were consuming media during this time. The digital buy increased and the campaign added streaming radio and Video On Demand ads.

But Spike & Otis couldn’t stay away for a whole summer. They made a surprise appearance for Labor Day weekend. And being the safety conscious “spokesbirds” that they are, they proudly wore their Maryland-themed face masks.

E-ZPASS MARYLAND MARKETING

The MDTA continued several marketing campaigns to remind customers of the benefits of E-ZPass Maryland throughout the year, taking into consideration the seasons and customer needs. Messaging reminded customers that E-ZPass transponders are free and generated awareness about the State’s transition to permanent All Electronic Tolling (AET) statewide.

E-ZPass reached customers through traditional marketing like billboards, radio buys, social media boosts and digital ads, with specific focus on local newspapers and geotargeting at all facilities. The ultimate goal of the campaigns was to get motorists access to E-ZPass Maryland transponders and to create and further positive public opinion of the brand.

Partnerships also continued with local sports teams, particularly the Ravens.

“GETTING YOUR FOOT IN THE DOOR” EVENTS

In 2020, due to COVID-19 the MDTA conducted its first virtual “Getting Your Foot in the Door” event. The MDTA’s Division of Civil Rights & Fair Practices manages the outreach program, “Getting Your Foot in the Door,” which assists companies in how to do business with both federal and State government.





»» JOBS WELL DONE

MARYLAND QUALITY INITIATIVE PROJECT OF THE YEAR – OVER \$5 MILLION

I-895 over Patapsco River Flats Superstructure Replacement

MDTA POLICE AWARD WINNERS

Officer of the Year: Detective Bill Berry

Dispatcher of the Year: Dispatcher Debra Thrower

MCI of the Year: MCI James Fischer

Administrative Support Person of the Year: Brenda Silver

Police Supervisor of the Year: 1st Sergeant Duane Urban

Dispatch Supervisor of the Year: Dispatch Supervisor II Stacey Newton

MDTA ANNUAL AWARD WINNERS

Customer Service - E-ZPass Operations Team

Candy Walter

Carah Hall

Chris Sexton

Jaquetta Barnes

Joe Burke

Jung Ran Ko Lim

Karen Denton

Nairobi Sanchez

Simon Najjar

Tywanna Clark

Executive Director's Distinguished Leader

William Pines

Innovation and Quality - Recruitment and Examination Unit

John Boden

Joy Squires

Trina Kennedy

Linda Sfakianoudis

Paul Dwyer

MDTA Award of Excellence

Kimberly Silwick

Supervisor of the Year

Luther Dolcar

Unsung Hero

Kimberly Pizzini

Rising Star

Linda Layden



INNOVATION AND QUALITY IMPROVEMENT AWARD



MARYLAND QUALITY INITIATIVE PROJECT OF THE YEAR



LINDA LAYDEN,
RISING STAR AWARD



KIMBERLY PIZZINI,
UNsung HERO AWARD



WILL PINES,
EXECUTIVE DIRECTOR'S
DISTINGUISHED LEADER AWARD



»» FINANCIALS

The MDTA is responsible for various transportation facilities projects, the pooled revenue from which is pledged to the payment of toll revenue bonds. Transportation Facilities Projects include the Nice/Middleton Bridge, Bay Bridge, Baltimore Harbor Tunnel, Key Bridge, Kennedy Highway (including the I-95 Express Toll Lanes), Fort McHenry Tunnel and the ICC/MD 200. The Hatem Bridge is the only Maryland toll facility categorized as a General Account Project under the Trust Agreement for the benefit of MDTA's bondholders.

The MDTA may issue either taxable or tax-exempt municipal bonds to finance the cost of largescale projects that would otherwise exceed current available operating revenues. Through this financing mechanism, MDTA is able to fund the construction of projects that will generate sufficient future revenues to repay bondholders the principal amount borrowed along with interest.

Outstanding principal and interest due each year is paid from revenues collected from all the MDTA toll facilities. Toll revenues are the primary source of funds. Revenues from all eight toll facilities are combined for operating, maintaining, preserving, protecting/securing, and making capital improvements to these facilities. The agency's strong bond ratings secure its position to finance transportation solutions for Maryland's citizens. The MDTA maintains double-A credit ratings from all three bond-rating agencies, which is the highest possible rating for an organization without independent taxing authority.

By Maryland statute, the MDTA also may issue bonds to finance other revenue-producing, transportation-related projects that are not tolling projects. Nonrecourse bonds and Grant and Revenue Anticipation (GARVEE) bonds are secured by revenues pledged from the individual projects or federal government grants and are backed by sources external to MDTA. To date, the agency has issued bonds for transportation projects at BWI Marshall Airport, parking facilities at Metrorail stations operated by the Washington Metropolitan Area Transit Authority (WMATA) and a State parking facility in Annapolis. Additionally, the MDTA issued GARVEE bonds to finance a portion of the ICC/MD 200. In March 2020, the MDTA paid the final maturity on the GARVEE bonds.

The MDTA's financial statements were audited by CliftonLarsonAllen LLP. The independent auditor opined that the MDTA's statements present fairly, in all material respects, the financial position of the MDTA as of June 30, 2020, and the changes in its financial position and its cash flows for the year then ended, in accordance with accounting principles generally accepted in the United States of America. A copy of the MDTA's complete financial statements, including the accompanying footnotes, which are an integral part of the financial statements, can be obtained on the MDTA's website at https://mdta.maryland.gov/About/Finances/Financial_Statements_and_Annual_Reports.html.

2020



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Boyd K. Rutherford, Lt. Governor
Gregory Slater, Chairman
James F. Ports, Jr., Executive Director

