



ANNUAL REPORT 2016

MARYLAND
TRANSPORTATION
AUTHORITY



CHANGING
Maryland
for the Better

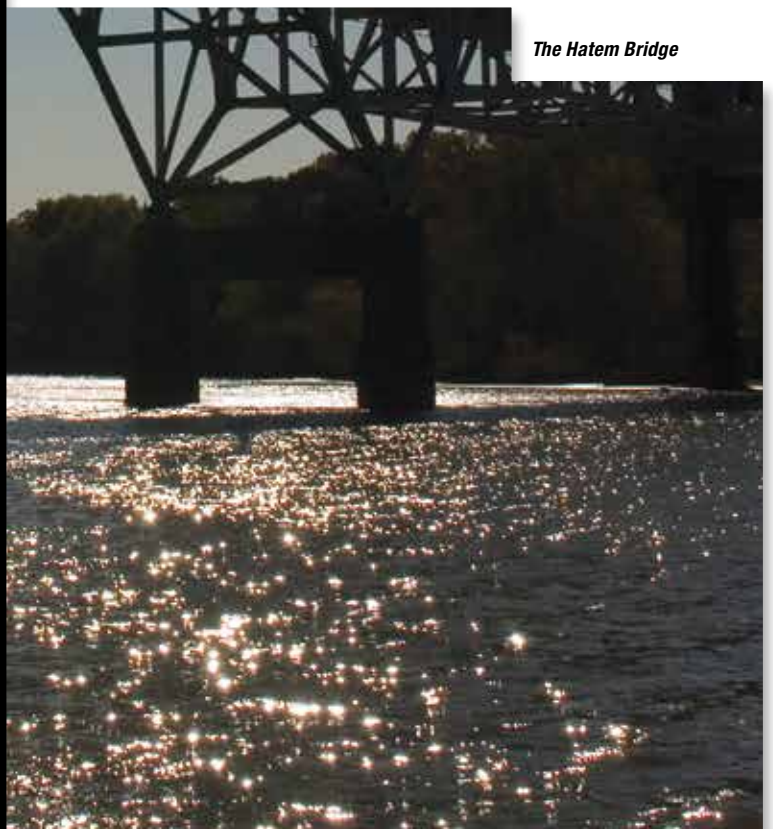


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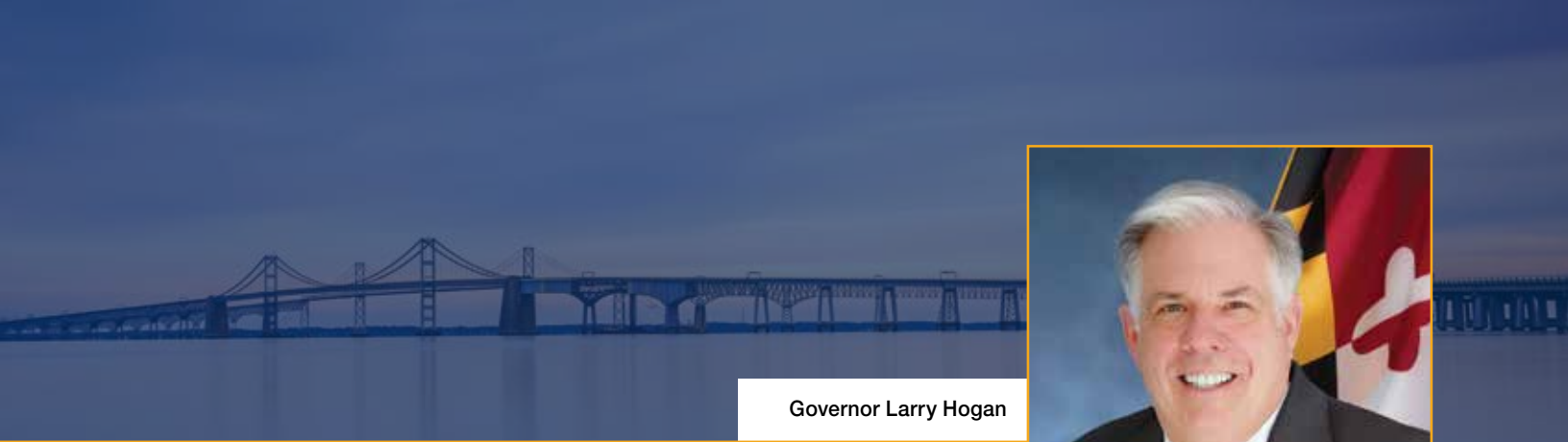
CONTENTS

TABLE OF

GOVERNOR'S MESSAGE	3
CHAIRMAN'S MESSAGE	6
GOVERNING MEMBERS	7
OUR FACILITIES	10
CHANGING MARYLAND FOR THE BETTER	16
CONSOLIDATED TRANSPORTATION PROGRAM	20
SAFETY	24
E-ZPASS CUSTOMER SERVICE	28
LAW ENFORCEMENT	30
HOMELAND SECURITY	33
ENVIRONMENTAL SUSTAINABILITY	34
COMMUNICATIONS AND COMMUNITY	36
AWARDS	42
FINANCIALS	45



The Hatem Bridge



Governor Larry Hogan



GOVERNOR'S MESSAGE

Our administration has made tremendous progress growing our economy, improving education, and working to ensure that every Marylander has opportunities to succeed, which includes providing safe and reliable transportation for our citizens. Since taking office, we have made unprecedented investments in transportation infrastructure, and we are moving forward on the top priority transportation projects in every single Maryland jurisdiction. We currently have 1,073 transportation projects under construction all across the state, and we are fixing all 69 structurally deficient bridges that we inherited.

While we have made incredible strides over the past two years, there is still more work to do to ensure Maryland is the very best place to live, work, raise a family, and retire. Our reduction of fees and toll rates continues to put money back into the pockets of our hard-working citizens and back into our state's economy, and our commitment to build roads and repair bridges across the state will improve the quality of life for thousands of Marylanders who travel for work, business, and recreation each day.

In 2016, our administration launched the Customer Service Promise, a program designed to foster improvements in customer service across all Maryland state agencies. At the Maryland Transportation Authority, this means a commitment to developing innovative solutions that deliver what Marylanders want – an affordable and reliable transportation system in which customer service is a priority. I encourage you to learn more about how MDTA is keeping this promise in their annual report. Together, we will continue Changing Maryland for the Better.

Larry Hogan
Governor



CREATING EZ PASSAGE THROUGHOUT MARYLAND

VISION

MARYLAND DEPARTMENT OF TRANSPORTATION'S **MISSION**

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

MARYLAND **TRANSPORTATION** **AUTHORITY'S VISION**

The MDTA will be financial stewards of our dedicated revenue sources to provide vital transportation links that move people to promote commerce in Maryland by:

- **Creating** and maintaining a transportation network of highways, bridges and tunnels where safety and transportation efficiency are priorities.
- **Operating** and securing our facilities with innovative technologies.
- **Financing** transportation facilities that offer convenient choices to travelers.



WHO ARE WE?

Financed by toll revenue, 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 eight toll facilities – two turnpikes, two tunnels and four bridges – connect Maryland. 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 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 important – our employees to achieve these goals.

EMPLOYEE GUIDING PRINCIPLES

SAFETY

We provide safe and secure facilities and workplaces for our customers, employees and the communities we serve.

ACCOUNTABILITY

Our employees accept responsibility for their actions and for the agency's finances and business practices.

STEWARDSHIP

We fulfill the agency's financial and environmental responsibilities.

SERVICE

We provide respectful, reliable and consistent interaction with stakeholders.

INTEGRITY

We work within our legal and ethical framework with honesty, dignity and dedication.

TEAMWORK

We value loyalty, support and inclusion among all relationships.

EQUAL OPPORTUNITY

We provide fairness, opportunities and support regardless of age, ancestry, color, creed, genetic information, marital status, mental or physical disability, national origin, religious affiliation, belief or opinion, race, sex, sexual orientation, gender identity or other non-merit factors.



Both group photos were all a part of the "Know It All" campaign, in which associates from each facility participated.

Above: Point Breeze represented.

Above left: Harbor Crossings represented.



Chairman Pete K. Rahn

CHAIRMAN'S MESSAGE

As Maryland's Transportation Secretary and Maryland Transportation Authority Chairman, I am committed to providing our citizens, visitors, and businesses with a balanced, reliable, safe, efficient, and affordable transportation system – and doing so better, faster, and more affordable. We have assembled an outstanding team of employees to make that happen and have fostered a workplace where innovation, teamwork, accountability, and enhanced communication are key components to implementing a successful program. We challenge our employees to excel, build relationships, and think outside of the box to better meet the needs of our customers. We value each day as a new opportunity to work together and deliver the best transportation network possible to all who travel and live throughout Maryland.

In January 2016, MDOT launched a customer-focused performance management system called the “MDOT Excellerator.” This comprehensive, customer-focused performance management system uses tangible results and performance metrics to constantly drive the organization to new heights. The MDOT Excellerator program includes performance drivers and process teams throughout the organization who focus on delivering improvements every quarter. MDOT, and its Transportation Business Units, created a single-focused Mission Statement, which serves as the guiding light for all of our transportation projects and services. We are wholeheartedly committed to being driven by the needs of our customers and to exceed their expectations. The Maryland Transportation Authority is a critical piece of this initiative and works daily to improve its performance and reach outstanding results.

As you will see in this annual report, the Maryland Transportation Authority takes pride in its team and its efforts to advance innovative construction projects, to preserve its facilities and to find practical and efficient transportation solutions, while doing so in a fiscally responsible manner. We appreciate your interest in the MDTA and look forward to continued excellence in 2017.

Pete K. Rahn

Chairman

MEMBERS

OUR GOVERNING

The Maryland Transportation Authority Board serves as our policy-setting, decision-making and governing body and is responsible for all actions taken by the MDTA. The authority to set tolls is at the discretion of the Board Members. Maryland's Secretary of Transportation presides as the MDTA's Chairman. In addition to the Chairman, 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 must include expertise in structural engineering, transportation planning, land-use planning and finance. Each Member serves a four-year term, and term expirations are staggered. Board Members are eligible for reappointment to the MDTA, with a limit of three consecutive terms.



Katherine Bays Armstrong
Appointed September 2016



William H. Cox, Jr.
Appointed July 2016



Peter J. Basso
Appointed August 2007



William K. Hellmann
Appointed March 2013



W. Lee Gaines, Jr.
Appointed May 2015



William C. Ensor, III
Appointed July 2015



John Von Paris
Appointed July 2016

2016 APPOINTMENTS

Governor Larry Hogan appointed William H. Cox, Jr., and John F. Von Paris to serve as MDTA Board Members on July 1, 2016. President of William H. Cox, Jr., Real Estate, Inc., Mr. Cox also served as a member of the Maryland House of Delegates from 1971 – 1991 and previously worked in the financial industry. A graduate of Bel Air High School, Mr. Cox attended the University of Baltimore and previously served as chairman of the Joint Committee on Transportation and the Greater Harford Committee, member of the Maryland Transportation Commission, vice chairman of the Conference of State Government and chairman of the Southern Legislative Conference's Federal State Affairs Committee, among many others.

A graduate of Towson University, Mr. Von Paris is president and chief executive officer of Von Paris Enterprises, Inc., the parent company of the Von Paris Family Moving and Storage business.

Mr. Von Paris has served previously as chairman of the Better Business Bureau of Greater Maryland and as a member of the Governor's Workforce Investment Board, where he co-chaired the Transportation Initiative. He is a past trustee and board member of The John Carroll School.

Katherine Bays Armstrong was appointed the newest Board Member on Sept. 1, 2016. A Certified Financial Planner for Heritage Financial Consultants, LLC, Mrs. Armstrong previously served as Vice President of Investment and Wealth Management for Mercantile-Safe Deposit & Trust Co. (now PNC).

Mrs. Armstrong received her Master of Business Administration from Loyola University and previously served on the boards of numerous non-profits, including Network 2000 (President), Junior League of Baltimore (President), Howard Community College Educational Foundation and Maryland Women in Philanthropy. She twice received the Junior League President's Award for outstanding contributions to the Baltimore community and was named one of Maryland's Top 100 Women by The Daily Record in 1997, 2005 and 2007.

The Maryland Transportation Authority (MDTA) Board named Kevin C. Reigut

to lead the 1,700-employee agency that oversees the State's eight toll facilities and the *E-ZPass* Maryland system effective Jan. 3, 2017. Prior to his role with the MDTA, Mr. Reigut served as Assistant Secretary of Operations for the Maryland Department of Transportation (MDOT). Formerly, Mr. Reigut served as Chief of Staff for U.S. Representative Andy Harris and as Homeland Security Planning and Policy Development Manager for former Governor Robert L. Ehrlich, Jr. He also served as an Associate for Booz/Allen/Hamilton, Inc., and in various roles in the Maryland General Assembly. Mr. Reigut graduated from the Maxwell School of Public Citizenship at Syracuse University with a Bachelor of Arts in International Relations. He is also a Board Member of the Tipton Airport Authority, a general aviation facility in Ft. Meade, Md.



**Executive Director
Kevin C. Reigut**

MANAGEMENT COMMITTEE

Kevin C. Reigrut, Executive Director

Deborah E. Sharpless, Deputy Executive Director

Sara Cabrera, Chief of Equal Employment Opportunity

David W. Chapin, Special Projects Coordinator

Percy Dangerfield, Chief Administrative Officer

Donna Dicerbo, Director of Procurement

David Goldsborough, Director of Information Technology

David K. Greene, Director of Business Planning, Policy & Performance

Jaclyn Hartman, Director of Finance / Chief Financial Officer

Meshelle V. Howard, Director of Civil Rights & Fair Practices

Col. Jerry Jones, MDTA Chief of Police

Jody D. McCurley, Director of Audits

Kimberly A. Millender, Principal Counsel

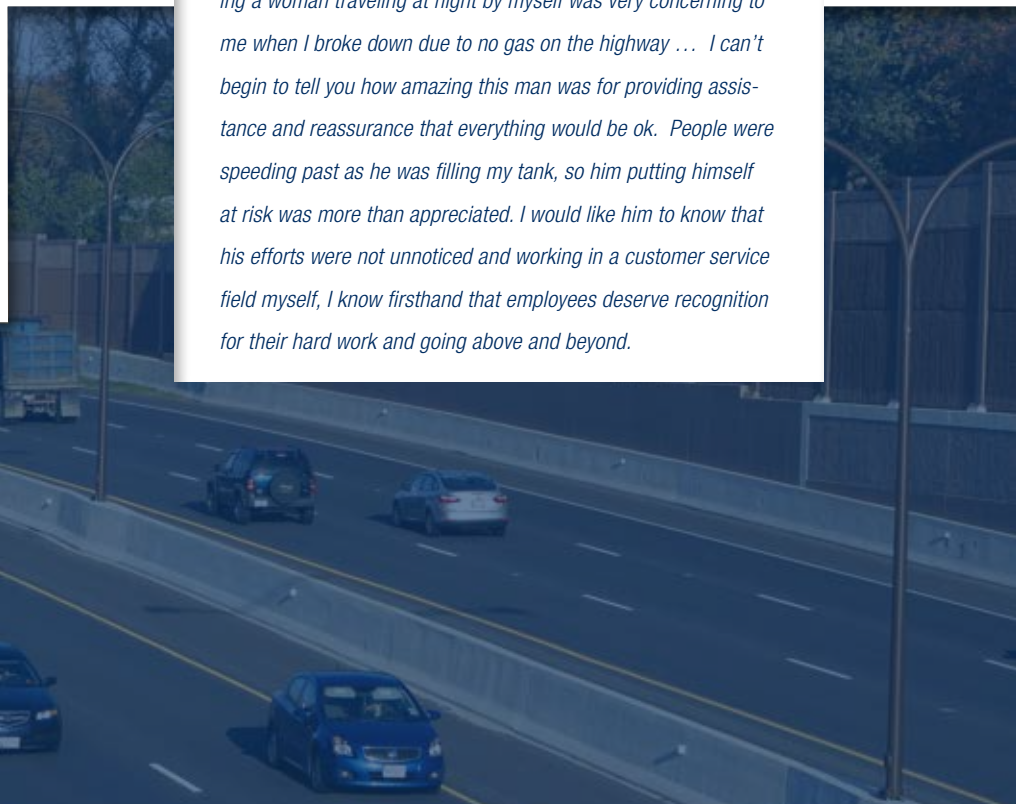
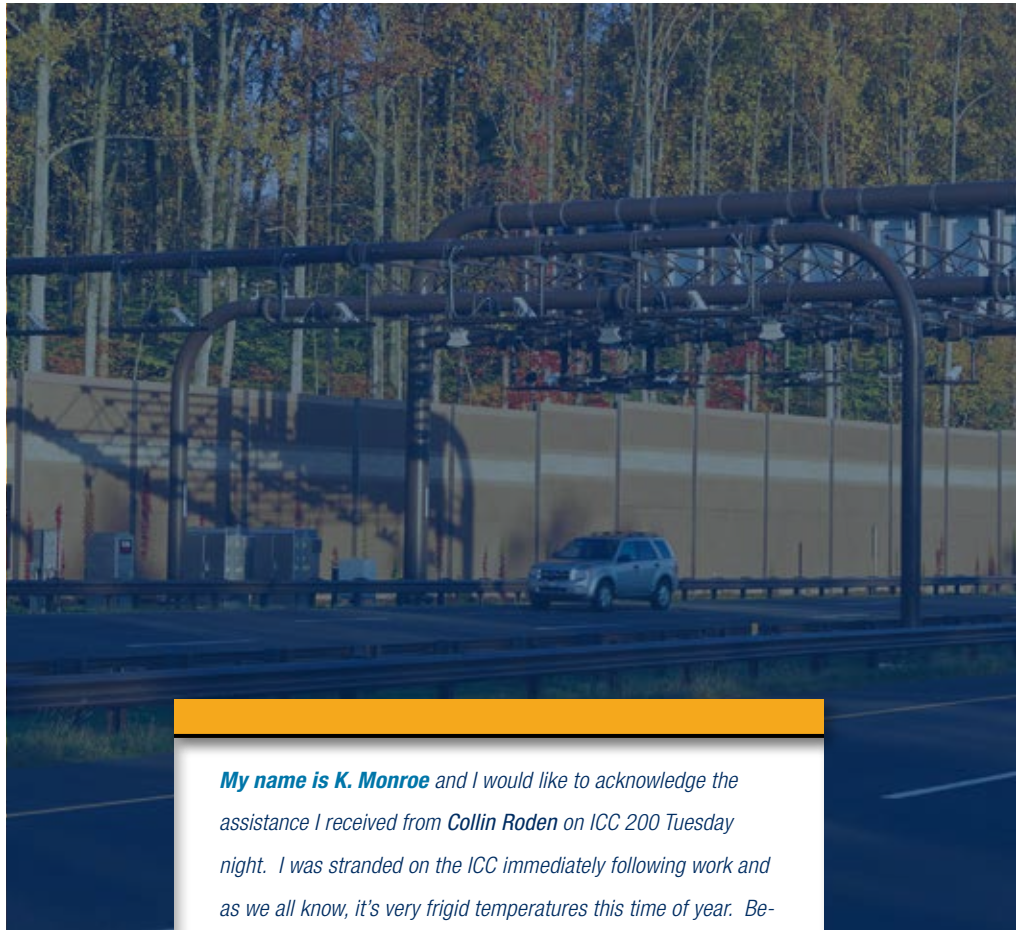
Tonya Morant, Director of Human Resources & Workforce Development

John O'Neill, Chief of Operations

Cheryl M. Sparks, Director of Communications

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

Dan Williams, Chief Engineer

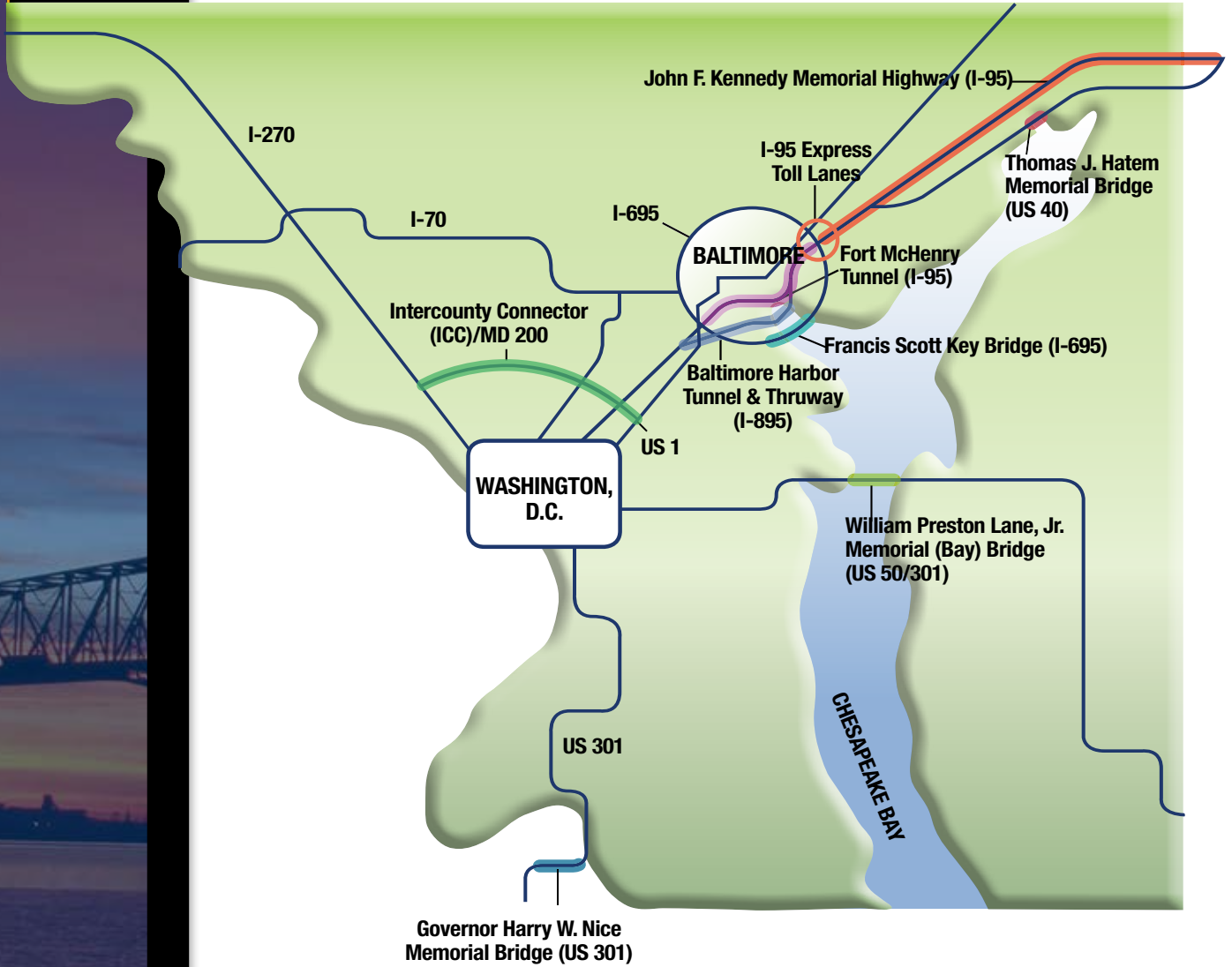


***My name is K. Monroe** and I would like to acknowledge the assistance I received from **Collin Roden** on ICC 200 Tuesday night. I was stranded on the ICC immediately following work and as we all know, it's very frigid temperatures this time of year. Being a woman traveling at night by myself was very concerning to me when I broke down due to no gas on the highway ... I can't begin to tell you how amazing this man was for providing assistance and reassurance that everything would be ok. People were speeding past as he was filling my tank, so him putting himself at risk was more than appreciated. I would like him to know that his efforts were not unnoticed and working in a customer service field myself, I know firsthand that employees deserve recognition for their hard work and going above and beyond.*

FACILITIES

OUR

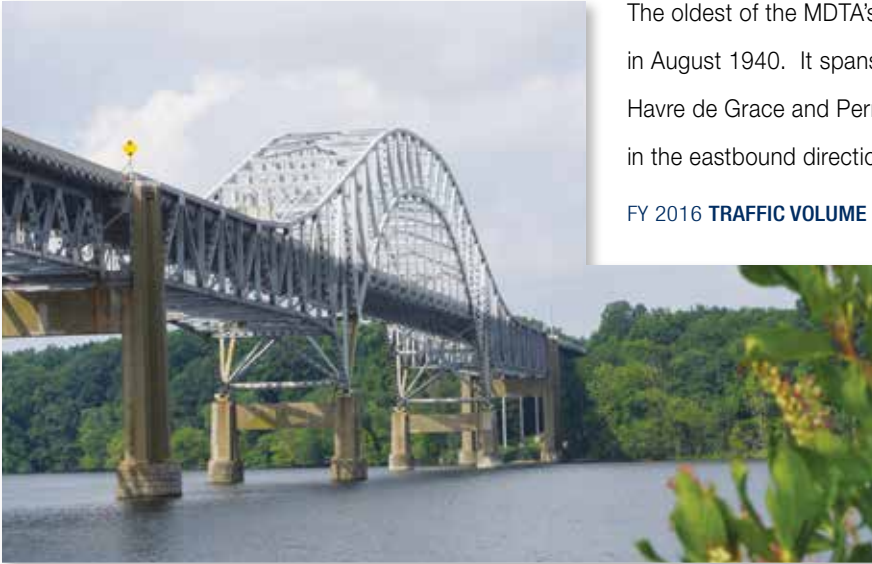
VITAL LINKS IN MARYLAND'S TRANSPORTATION NETWORK



THOMAS J. HATEM MEMORIAL BRIDGE (US 40)

The oldest of the MDTA's facilities, this 1.4-mile, four-lane bridge opened in August 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.

FY 2016 **TRAFFIC VOLUME – 10.2 MILLION VEHICLES.**



JOHN F. KENNEDY MEMORIAL HIGHWAY (I-95)

Opened in November 1963, the John F. Kennedy Memorial 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 located one mile north of the Millard E. Tiedings Memorial



Bridge over the Susquehanna River in northeast Maryland. The recently redeveloped Maryland House and Chesapeake House travel plazas serve millions of customers annually. The new eight-mile I-95 Express Toll Lanes (ETL) opened on the JFK Highway between I-895 and White Marsh on Dec. 6, 2014. Tolls are paid at highway speeds on the all-electronic I-95 ETL via *E-ZPass* and Video Tolling as vehicles pass beneath tolling structures.

FY 2016 **TRAFFIC VOLUME – 30.4 MILLION VEHICLES.**

FY 2016 **TRIPS EXPRESS TOLL LANES – 8.3 MILLION.**

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



The largest underwater highway tunnel, as well as the widest vehicular tunnel ever built by the immersed tube method, the Fort McHenry Tunnel opened to traffic in November 1985. 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 facility is approximately 10.3 miles in length.

FY 2016 **TRAFFIC VOLUME – 42.6 MILLION VEHICLES.**



BALTIMORE HARBOR TUNNEL (I-895)

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

FY 2016 **TRAFFIC VOLUME – 28.3 MILLION VEHICLES.**



FRANCIS SCOTT KEY BRIDGE (I-695)

This outer crossing of the Baltimore Harbor opened in March 1977 as the final link in I-695 (the 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. Including the bridge and approach roadways, the facility is 10.3 miles in length.

FY 2016 **TRAFFIC VOLUME – 11.2 MILLION VEHICLES.**

INTERCOUNTY CONNECTOR (ICC)/MD 200

The Intercounty Connector (ICC)/MD 200 links I-270/I-370 in Montgomery County and US 1 in Prince George's County. The ICC is the MDTA'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 February 2011, the second segment to I-95 opened in November 2011, and the ICC was completed to US 1 in Laurel in November 2014. Tolls are paid at highway speeds via *E-ZPass* and Video Tolling.

FY 2016 **TRAFFIC VOLUME – 30 MILLION TRIPS.**



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

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 metropolitan areas of Baltimore, Annapolis and Washington, D.C. At four miles, the spans are among the world’s longest and most scenic overwater structures. The original span opened in July 1952 and provides a two-lane roadway for eastbound traffic. The parallel structure opened in June 1973 and has 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). Tolls are collected in the eastbound direction only.

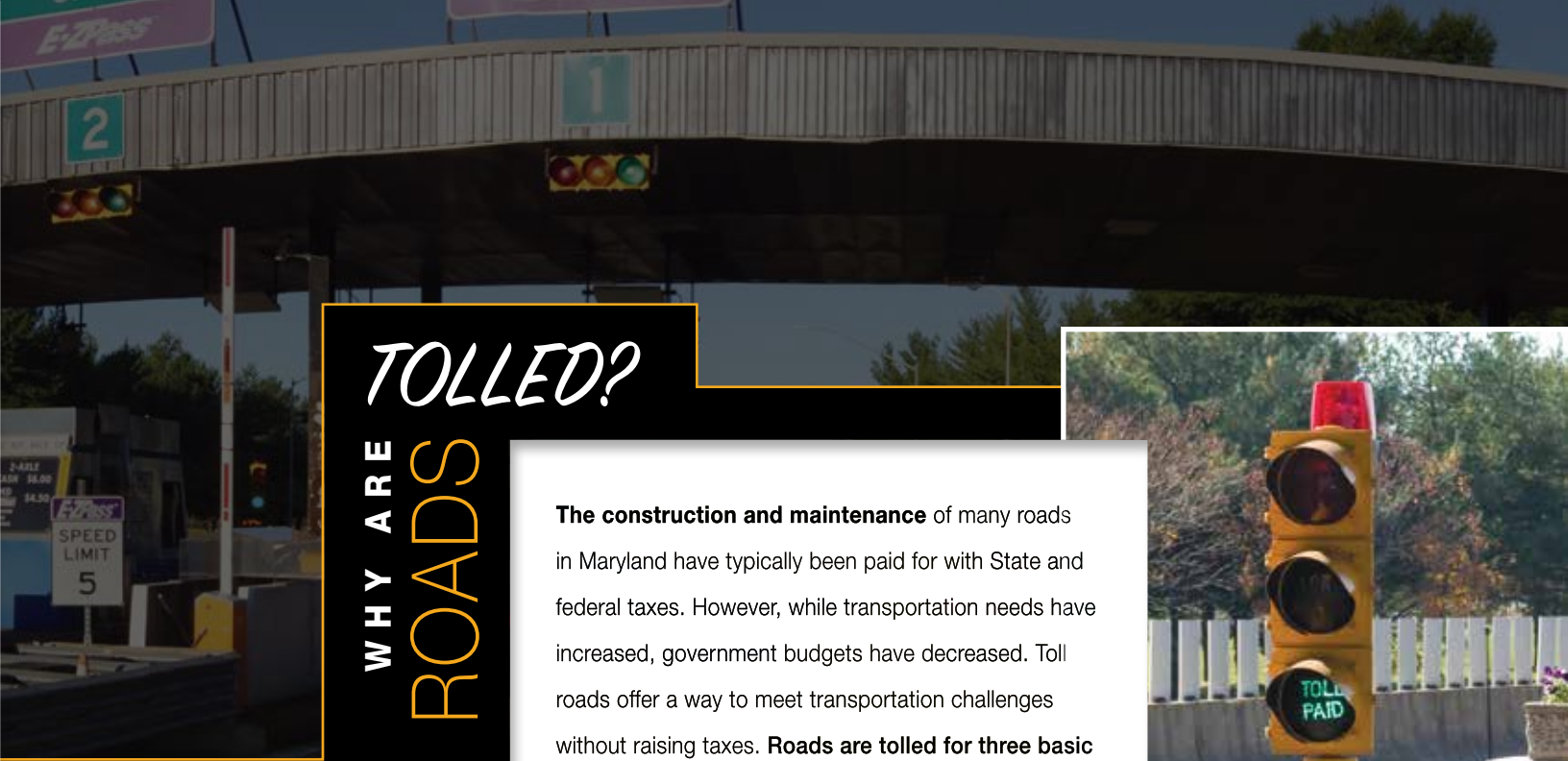
FY 2016 **TRAFFIC VOLUME – 26.6 MILLION** VEHICLES.



GOVERNOR HARRY W. NICE MEMORIAL BRIDGE (US 301)

Opened in December 1940, this 1.9-mile, two-lane bridge is located on US 301 and spans the Potomac River from Newburg, Md., to Dahlgren, Va. President Franklin D. Roosevelt participated in the facility’s groundbreaking in 1939. Tolls are collected in the southbound direction only. On Nov. 21, the MDTA Board approved \$765 million in funding for construction of a new Potomac River crossing to replace the 76-year-old Nice Bridge.

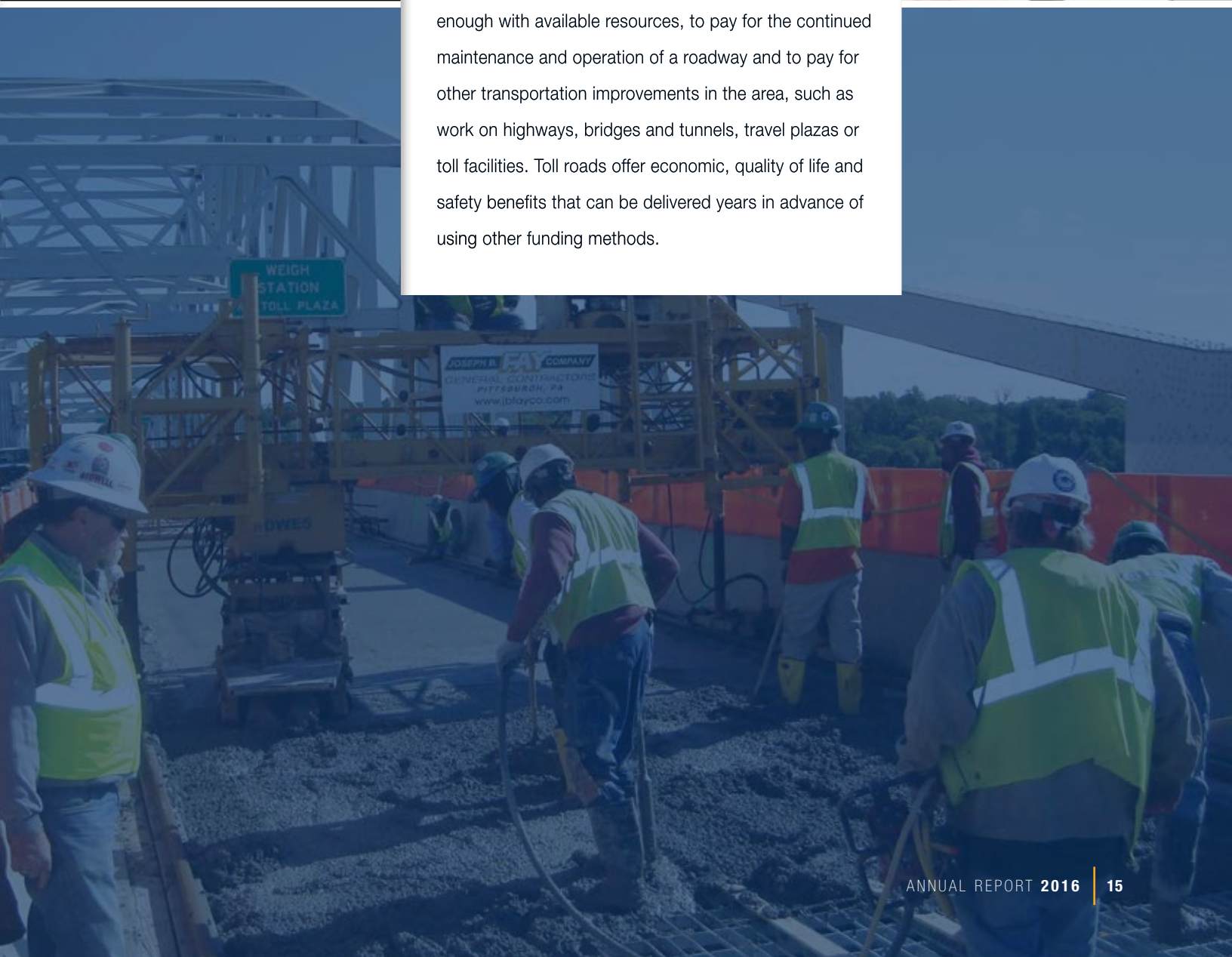
FY 2016 **TRAFFIC VOLUME – 6.8 MILLION** VEHICLES.



TOLLED?

WHY ARE ROADS

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. **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.



GOVERNOR HOGAN MAKES HISTORIC ANNOUNCEMENTS FOR THE FUTURE OF CHESAPEAKE BAY AND POTOMAC RIVER CROSSINGS

CHESAPEAKE BAY CROSSING ANNOUNCEMENT

On Aug. 30, Governor Larry Hogan announced the start of a study that will identify the location and explore potential funding options for a new Chesapeake Bay crossing.

The \$5 million “Tier 1 National Environmental Policy Act (NEPA)” Study began in fall 2016 and will take the MDTA up to 48 months to complete.



Governor Larry Hogan announces Tier 1 NEPA Study.





Governor Larry Hogan addresses media at the Nice Bridge during his announcement.

The study is the first step in a long process to address the demand for additional capacity across the Chesapeake Bay. The National Environmental Policy Act (NEPA) requires state and federal agencies to consider the environmental consequences of proposed projects as part of their decision-making. It provides the flexibility to assess projects in a staged approach.

The Tier 1 Study will pursue environmental regulatory agency concurrence and agreement from the Eastern Shore counties on one crossing location. Its first phase will narrow the number of crossing locations to no more than five, while the second phase will use detailed analyses to identify one preferred crossing location. The study will include traffic, engineering and environmental analyses; cost-per-mile estimates; preliminary financing and procurement options; an economic and land-use study; and extensive public outreach.

POTOMAC RIVER CROSSING ANNOUNCEMENT

On Nov. 21, Governor Hogan announced \$765 million in funding for construction of a new Potomac River crossing to replace the 76-year-old Nice Bridge. The MDTA anticipates advertising a design-build contract for the new bridge in 2018, starting construction in 2020 and opening a new, wider and safer bridge in 2023. The new bridge will be built north of and parallel to



Nice Bridge

the existing 1.7-mile bridge and will include two lanes of traffic in each direction and a barrier-separated bicycle and pedestrian path. The MDTA was able to reduce the initial \$1 billion price tag of the project by more than \$200 million by taking a practical-design approach to the new bridge.

Under the Governor's leadership, the Board of Public Works approved a \$15 million contract for preliminary design and engineering of the replacement bridge in 2015. In addition, the administration allocated more than \$61 million toward this project in the FY 2017 – 2022 Consolidated Transportation Program. Using this funding, the MDTA has begun preliminary engineering for the new bridge, which includes environmental studies, test borings, right-of-way acquisition and preliminary engineering for replacement designs.

“This crossing is vital to the nation’s security and to the quality of life of thousands of Marylanders who depend on this bridge daily for work, business and recreation.”

Governor Larry Hogan at the Potomac River Announcement

With only one, narrow lane in each direction, traffic incidents, disabled vehicles, routine maintenance and large-scale preservation efforts have significant traffic impacts at the Nice Bridge. Without the new construction, the current bridge would have required a major rehabilitation project in the next five years. The MDTA will demolish the existing bridge after the new bridge opens.

LOWER COMMERCIAL VEHICLE TOLL RATES

As part of the Statewide Toll Rollback Plan, the MDTA now provides new, lower toll rates for trucks using interstate toll facilities to access Baltimore's Fairfield, Masonville, Dundalk and Seagirt Marine Terminals. The lower toll rates began on January 1, 2016, and are an incentive to encourage drivers to save time by using interstate highways and reduce truck traffic on local community streets. Commercial-vehicle drivers with a valid *E-ZPass* Maryland account and transponder pay \$2 per axle for 3, 4, 5 and 6+ axle vehicles to use the I-895/Childs Street ramps at the Baltimore Harbor Tunnel or the I-695/Broening Highway turnaround at the Francis Scott Key Bridge.



Lower commercial vehicle toll rates.



NEW TOLLING SYSTEM RFP ISSUED

The MDTA issued two Requests for Proposals (RFPs) to develop and operate the third generation of its electronic toll-collection systems. The new tolling system will include replacement of the existing toll-lane terminals and all associated hardware and software, while the new Customer Service Center System will include establishing, staffing and managing a customer service center for *E-ZPass* Maryland operations. This is a significant contracting opportunity, as the MDTA will be awarding separate contracts for tolling technology/operations and customer-service technology/operations.

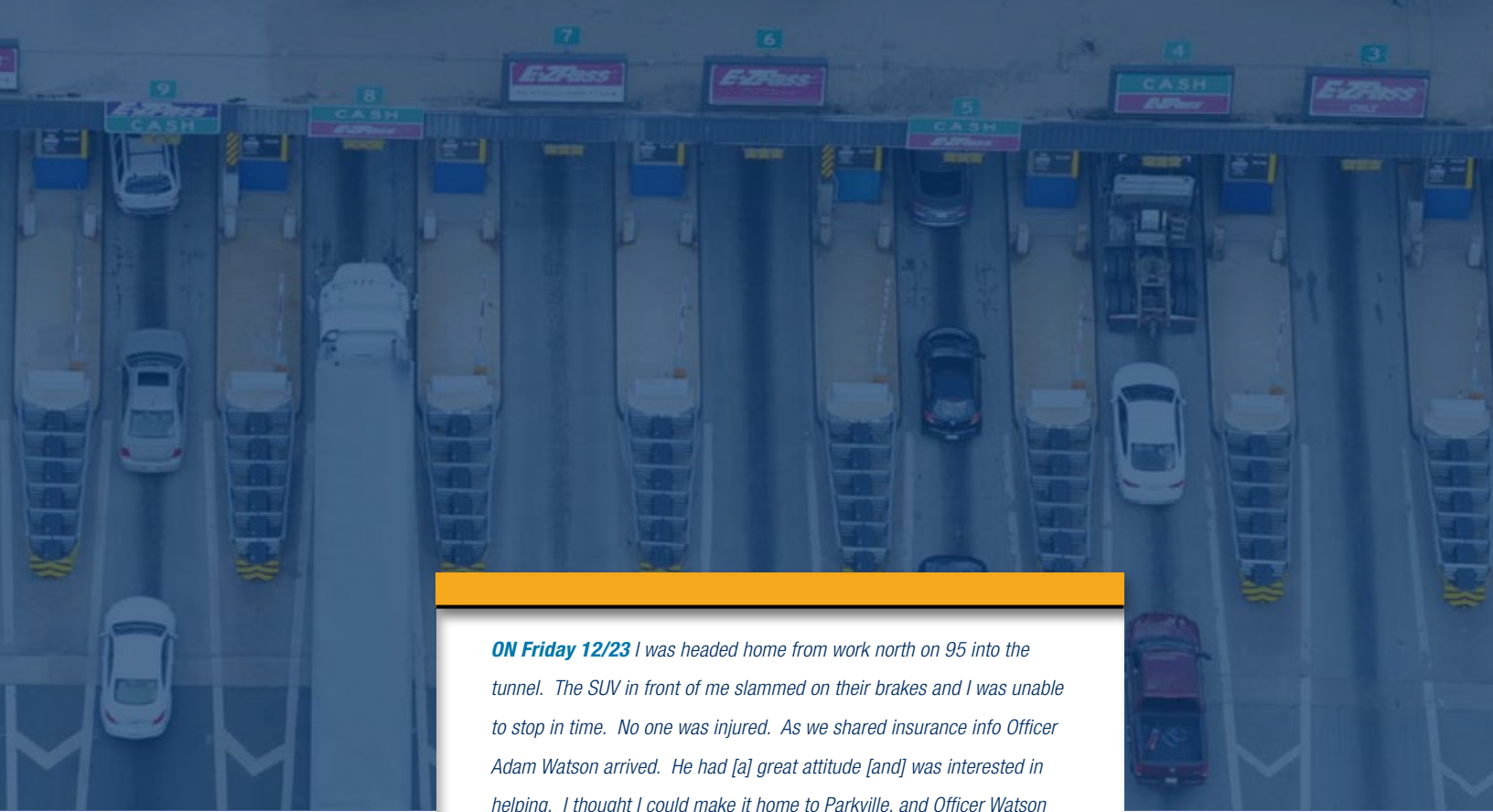
IT CAN WAIT CAMPAIGN

To kick off April's National Distracted Driving Awareness Month, officials with the Maryland Department of Transportation joined the MDTA Police, the Maryland State Police, AAA and AT&T to launch a statewide effort to save lives by unveiling new highway signs designating rest areas as safe texting and calling zones. Handheld cell phones are the leading cause of distracted driving, which results in nearly 29,000 injuries and more than 230 deaths each year in Maryland.

The state installed 26 signs prior to 13 rest areas alerting motorists of Maryland's law that prohibits the use of handheld electronic devices while driving. "It Can Wait!" is written in large letters on the signs to remind drivers that their call/text can wait until they reach the next rest area. The first four signs were installed on I-95 near the MDTA's Chesapeake House and Maryland House Travel Plazas, where the signs were unveiled during a media event.



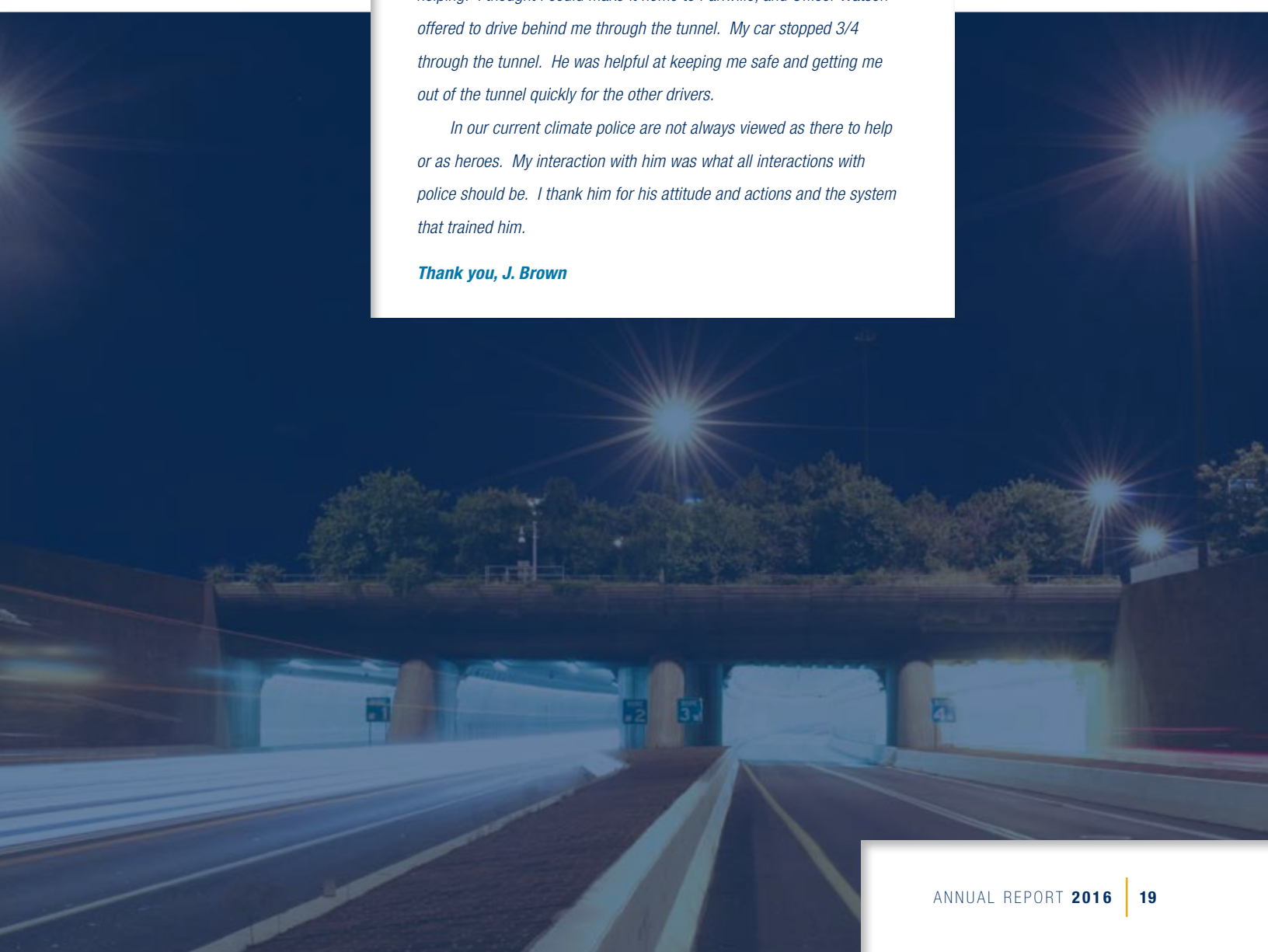
Media event for "It Can Wait."



***ON Friday 12/23** I was headed home from work north on 95 into the tunnel. The SUV in front of me slammed on their brakes and I was unable to stop in time. No one was injured. As we shared insurance info Officer Adam Watson arrived. He had [a] great attitude [and] was interested in helping. I thought I could make it home to Parkville, and Officer Watson offered to drive behind me through the tunnel. My car stopped 3/4 through the tunnel. He was helpful at keeping me safe and getting me out of the tunnel quickly for the other drivers.*

In our current climate police are not always viewed as there to help or as heroes. My interaction with him was what all interactions with police should be. I thank him for his attitude and actions and the system that trained him.

Thank you, J. Brown





CONSOLIDATED TRANSPORTATION

PROGRAM

The MDTA's current six-year Consolidated Transportation Program (CTP) is \$2.4 billion and includes projects to preserve our facilities for years to come. In FY 2017 alone, the MDTA's annual capital program is nearly \$332 million. Our CTP consists of 249 projects that range from minor renovations to large-scale construction projects. Projects are organized by three major components for the six-year program.

- **Construction Program:** 63 projects with a total budget of more than \$1.5 billion.
- **Development and Evaluation Program:** three projects with a total budget of \$8.2 million.
- **Minor Projects Program:** 183 projects with a total budget of \$928.8 million.

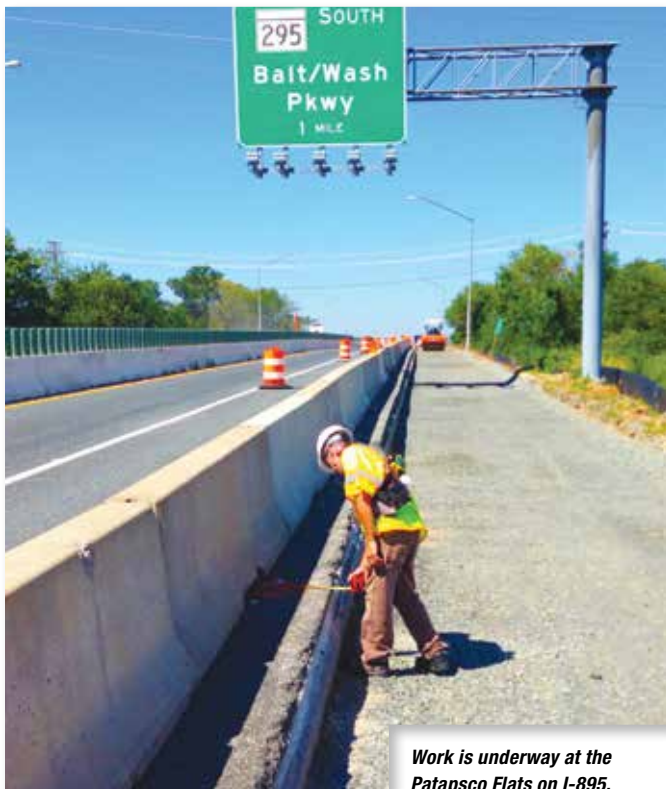


SYSTEM PRESERVATION

The MDTA focuses on System Preservation to ensure that its aging infrastructure is safe and in good working condition. In addition to annual inspections and repairs based on findings, the MDTA has programmed projects to address cyclic preservation needs such as deck sealing, painting, deck repair, deck replacement, substructure rehabilitation, superstructure repairs and full structure replacements. The System Preservation Program for FY 2017 – 2022 is comprised of 223 projects with a total budget of about \$1.6 billion – approximately 66 percent of the MDTA's six-year CTP total.

PATAPSCO FLATS

A \$48.5 million project is underway to replace the bridge deck and superstructure for the bridge carrying I-895 over the Patapsco River Flats, located between Exit 4 (MD 295) and Exit 6 (I-97 and MD 2 spur road). The entire project is anticipated to be complete in summer 2019 and will replace the bridge's superstructure in its entirety, which also will reduce the number of bridge roadway joints for a smoother ride.



Work is underway at the Patapsco Flats on I-895.



Bay Bridge suspension span rehabilitation.

BAY BRIDGE WESTBOUND SUSPENSION SPAN REHABILITATION

As part of the MDTA's \$29.6 million rehabilitation project for the westbound suspension span, crews installed access platforms in various locations along and beneath the westbound Bay Bridge roadway in fall 2016. The platforms will remain for the duration of the project, reducing the need for and the frequency of lane closures. The entire project is expected to be complete in summer 2018. Work includes the installation of supplemental cables, rehabilitation of the suspension span superstructure and bearings and priority repairs found during annual inspections.

BAY BRIDGE PAINTING

A project to clean and paint the structural steel components of the westbound Bay Bridge began in 2011. The project is being completed in four phases and includes the painting of girder, deck-truss, through-truss and suspension spans, the suspension towers and steel rail posts. Phases 1 and 2 were completed in October 2013, and phase 3 was completed in May 2015. The final phase of westbound span painting, expected to begin in spring 2017, will involve cleaning and painting the through-truss span and welded steel-girder spans on the eastern portion of the bridge.

NICE BRIDGE PRESERVATION

A \$10.3 million project to clean, paint and repair portions of the existing structural steel on the Nice Bridge began in April 2013 and was completed in summer 2016. Work also included repairing and sealing the concrete bridge deck and replacing the catwalk and ladder system under the bridge's main span.

I-95 RESURFACING

A two-year project to resurface I-95 in Harford County between MD 24 (Vietnam Veterans Memorial Highway) and the Tydings Bridge began in July 2014 at a cost of \$16.3 million and was expected to be complete in late 2016. The work includes patching existing pavement and overlaying with hot mix asphalt, and installing new line striping, rumble strips and raised pavement markers.

KEY BRIDGE/I-695 PRESERVATION

A \$4.7 million bridge deck overlay and repair project for the bridges carrying I-695 (Baltimore Beltway) over Dock Road and CSX Railroad in Baltimore began in July 2015. Work included removing and replacing the existing concrete deck (riding) surface and miscellaneous bridge repairs. The project was completed in fall 2016.



Key Bridge.

PLANNING STUDIES

ALL-ELECTRONIC TOLLING (AET) CONVERSION STUDY

AET would provide toll collection at highway speeds through the electronic methods of *E-ZPass* and Video Tolling, just like on the ICC and I-95 ETL, at Maryland's seven toll plazas. The advantages of such a transition could include reduced travel time; increased safety and reduced crashes; alignment with national practice, which is shifting to AET; improved customer convenience; reduced emissions; and potential long-term reduction in toll-collection and maintenance costs. The MDTA had completed a study in late 2013, and submitted a followup study report to the legislature on Jan. 1, 2016, as required by House Bill 389 passed during the 2014 legislative session. The MDTA addressed the following requirements of the legislation:

- **Analysis** of AET in other states with description of various AET programs.
- **Analysis** of AET interoperability.
- **Analysis** of:
 - Alternative payment methods that do not exceed the existing cash rates.
 - Video Toll rates based on an analysis of actual costs and potential savings to collect Video Tolls.
- **Toll rates** needed to address concerns with Video Toll collection from trucks.
- **Analysis** of issues and factors related to AET that must be addressed before AET is implemented.
- **Overview** of revisions, if any, to the MDTA's initial AET proposal.
- **Proposed legislation**, if required, related to implementation of AET.



Road work on I-95 to continue.

I-95 ACCESS IMPROVEMENTS FOR PORT COVINGTON

The purpose of this project is to evaluate infrastructure improvements to address traffic needs as a result of the planned development in the Port Covington area in Baltimore. The MDTA and Baltimore City Department of Transportation are considering access improvements to and from I-95 and improvements to the local road network including Hanover Street, McComas Street and Key Highway to enhance and accommodate increased multimodal travel demand from the redevelopment of Port Covington. The study area extends approximately five miles from Caton Avenue to the Fort McHenry Tunnel. The alternatives development and Environmental Assessment review process will occur over an 18-month period, with anticipated completion in Fall 2017.

Two open houses in November 2016 provided an opportunity for the public to learn more about the study, to provide input and to review alternative options for infrastructure improvements. The MDTA also posted a "virtual meeting" to mdta.maryland.gov in December 2016. The virtual meeting shows seven brief videos of the display boards from the open houses, with a voiceover explaining each one.

STRATEGIC FACILITIES MASTER PLAN

The Strategic Facilities Master Plan was developed to serve as a guide for improving and optimizing MDTA's current facilities in response to future system operational changes and growth needs. This included assessing current facility conditions, evaluating short- and long-term space requirements, developing improvement options, evaluating capital cost estimates and recommending a preferred path forward. The Kennedy Highway and Hatem Bridge have been selected as the initial portion of the statewide system to be studied.



Port Covington study area.



SAFETY

The MDTA is committed to maintaining the safety of its employees and customers and the integrity of Maryland's transportation infrastructure.

FACILITY INSPECTIONS

The Office of Engineering and Construction utilizes its innovative maintenance of traffic (MOT) safety program to continue to provide the safest and most efficient traffic environment possible for drivers and contractors on all MDTA projects. Inspectors are required to report on MOT safety daily, and an independent traffic engineer performs random inspections on active construction projects to ensure compliance. New construction inspection employees and contractors become certified in the MOT safety program as part of their onboard training. In addition, the Division of Construction performs on-site safety inspections and follows a comprehensive MDTA Safety Program Manual.

Over the last nine years, the MDTA has strengthened its bridge and tunnel inspection program to exceed national standards by increasing budgets devoted to inspections, supplementing staff dedicated to inspections, instituting requirements for more comprehensive "hands-on" inspections and enhancing procedures for addressing identified deficiencies. In 2016, the MDTA completed development of Element Level Inspection (ELI) criteria for bridge inspection in cooperation with the State Highway Administration and in accordance with

federal guidelines. These criteria were introduced in the 2015 facility inspections, were utilized for the 2016 facility inspections and will allow for improved quantification of deficiencies where they exist.

Independent, certified and nationally experienced engineering firms inspect all bridges, tunnels, roadways, lighting and signage annually. Inspections are performed from September through June each year. In 2016, 28 consultant and sub-consultant firms performed \$13.1 million in inspection services. All facilities were found to "be maintained in good repair, working order, and condition."

This year, the MDTA completed updates to its Facility Tunnel Inspection Manual, adapting to new federal guidelines for means and methods of inspecting tunnels. The MDTA invested in extensive training and certification of employee experts, as well as consultant inspectors, in the use of the manual to comply with the requirements of National Tunnel Inspection Standards (NTIS). In 2016, the Fort McHenry Tunnel received an overall condition rating of 6 and the Baltimore Harbor tunnel received an overall rating of 5.

	DECK	SUPERSTRUCTURE	SUBSTRUCTURE
FRANCIS SCOTT KEY BRIDGE	6	6	6
BAY BRIDGE (Eastbound)	6	6	6
BAY BRIDGE (Westbound)	6	5	6
THOMAS J. HATEM BRIDGE	7	6	6
HARRY W. NICE BRIDGE	5	5	5
MILLARD E. TYDINGS BRIDGE	6	5	6

NBIS RATINGS

- 0 – FAILED
- 1 – IMMINENT FAILURE
- 2 – CRITICAL
- 3 – SERIOUS
- 4 – POOR
- 5 – FAIR
- 6 – SATISFACTORY
- 7 – GOOD
- 8 – VERY GOOD
- 9 – EXCELLENT

The MDTA inspected 323 bridges in 2016 that meet the Federal Highway Administration definition, including the large and complex signature structures. The National Bridge Inspection Standards (NBIS) for bridge structures require separate and specific condition ratings for the primary components of each bridge. These components are the deck, superstructure (beams, girders, etc.) and substructure (piers and abutments). The information presented here is from the 2016 inspection data documented in the MDTA Structure Inspection and Repair database.

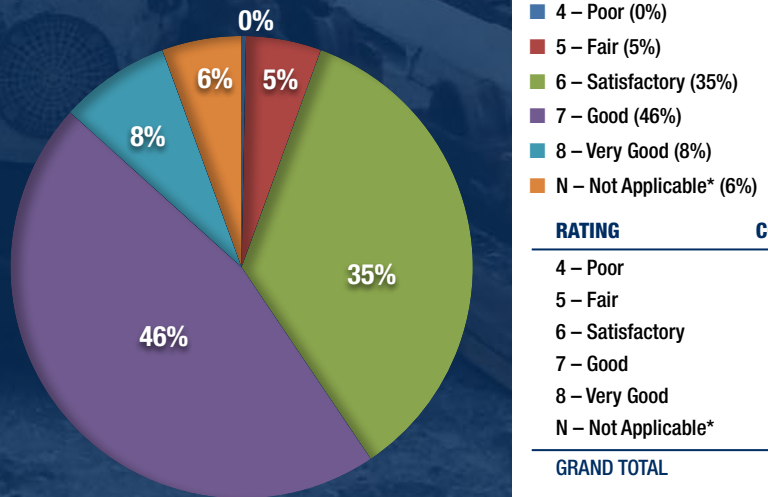
All MDTA bridges allow for legally-loaded vehicles, emergency vehicles and school buses to traverse safely. The MDTA has just one bridge classified as “structurally deficient” due to deck condition. The Canton Viaduct on I-895 just north of the tunnel is currently in design for complete replacement, which is expected to begin in 2018.

The charts to the right summarize the condition ratings by component for the 323 bridges that the MDTA inspected:

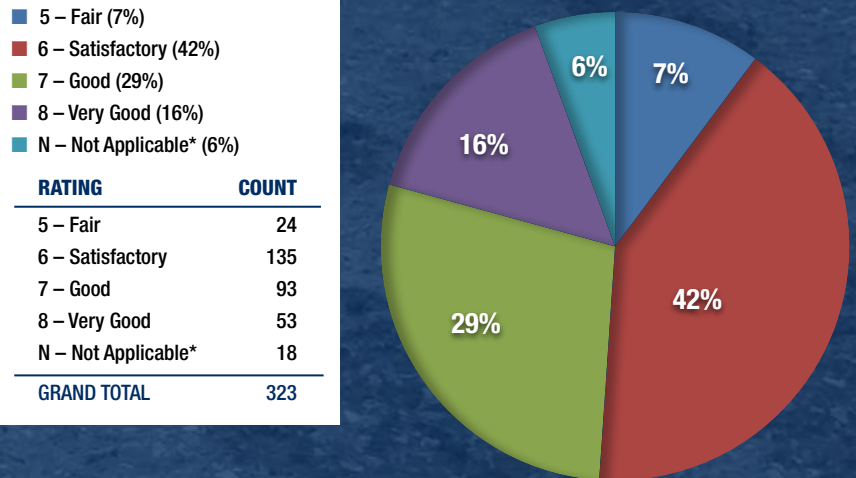


Employee safety is an MDTA priority.

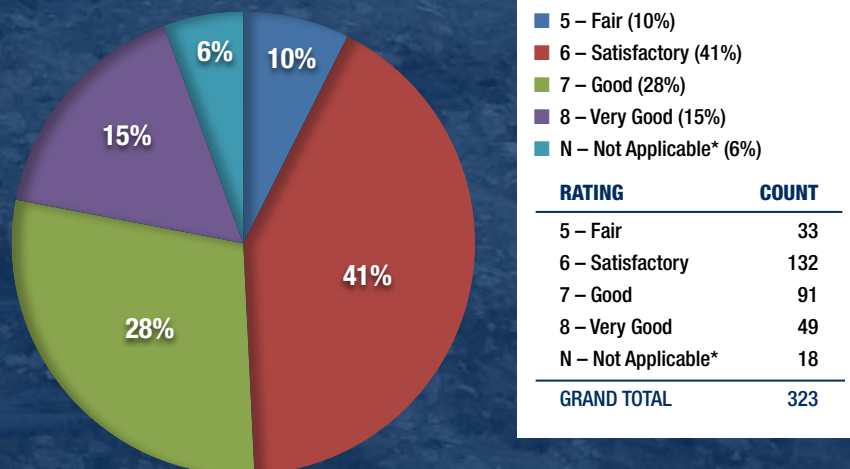
DECK CONDITION



SUPERSTRUCTURE CONDITION



SUBSTRUCTURE CONDITION



*NOTE: NBIS ratings for component condition are not applicable to culverts lacking the respective components (deck, superstructure, substructure).

BALTIMORE HARBOR TUNNEL EXIT SIGNS

The MDTA completed the installation of new fire exit signs in the Baltimore Harbor Tunnel in January 2016. The signs indicate two opposite directions and distances because the tunnel occasionally operates in a two-way traffic configuration. In total, 192 signs – 96 per tube – were installed approximately every 80 feet along the inner walls of both tubes. A similar signing program will take place in the Fort McHenry Tunnel. In Europe, the “running man” signs are used widely in tunnels and have become a recognizable standard symbol to tunnel occupants to quickly identify emergency exits.



Courtesy Patrols are vital to customer service and safety.



COURTESY PATROLS

Courtesy Patrols, staffed by our Vehicle Recovery Technicians (VRTs) and Emergency Response Technicians (ERTs), are vital to customer service and safety on our roadways, especially with numerous work zones agency-wide. By assisting drivers of disabled vehicles with gasoline, flat tires and other minor repairs, patrols minimize the risk for crashes and congestion from stopped vehicles – a necessity for facilities without roadway shoulders like our bridges and tunnels. VRTs and ERTs also assist with incident-management efforts and tow disabled vehicles to expedite emergency response and clearing of incidents. They are crucial to keeping traffic moving during rush hours, holiday travel periods and other peak-travel times, as well as during major weather events.

The Vehicle Recovery Unit provides 24-hour coverage at the Bay Bridge, Key Bridge, Baltimore Harbor Tunnel and Fort McHenry Tunnel; and peak-travel coverage at the Kennedy Highway and the ICC. In 2016, patrols assisted drivers of more than 10,000 disabled vehicles, removed more than 6,500 of those vehicles from MDTA roadways and changed more than 7,000 flat tires. The unit logged more than 40,000 assists and more than 1.3 million patrol miles. In 2016, appreciative customers sent more than 120 emails and letters commending the patrols and our employees.

EMPLOYEE SAFETY EFFORTS

The MDTA's Office of Environment, Safety and Risk Management (OESRM) hosted the annual June Safety Month Conference and Expo for employees on June 10. Representatives from Concentra, Department of Health and Mental Hygiene's Office of Preparedness and Response, Injured Workers' Insurance Fund, MSC Direct Safety Supply and Maryland Occupational Safety and Health were on-hand to provide information on safety and health resources. Presentations on sleep apnea and The Four Pillars of Safety were made. The Johns Hopkins CARES Mobile Safety Center also was on-site and provided attendees with more than 20 different interactive and educational safety exhibits used to show hidden injury risks in a home.

In June and August, the MDTA Police Academy Instructors and the Division of Operations provided another employee safety initiative with its "Civilian Response to Active Shooter Events" (CRASE) training sessions for MDTA employees. The CRASE course, which was designed based on the Avoid, Deny, Defend strategy previously developed by Advanced Law Enforcement Rapid Response Training, provides training in strategies and proven plans for surviving an active-shooter event.

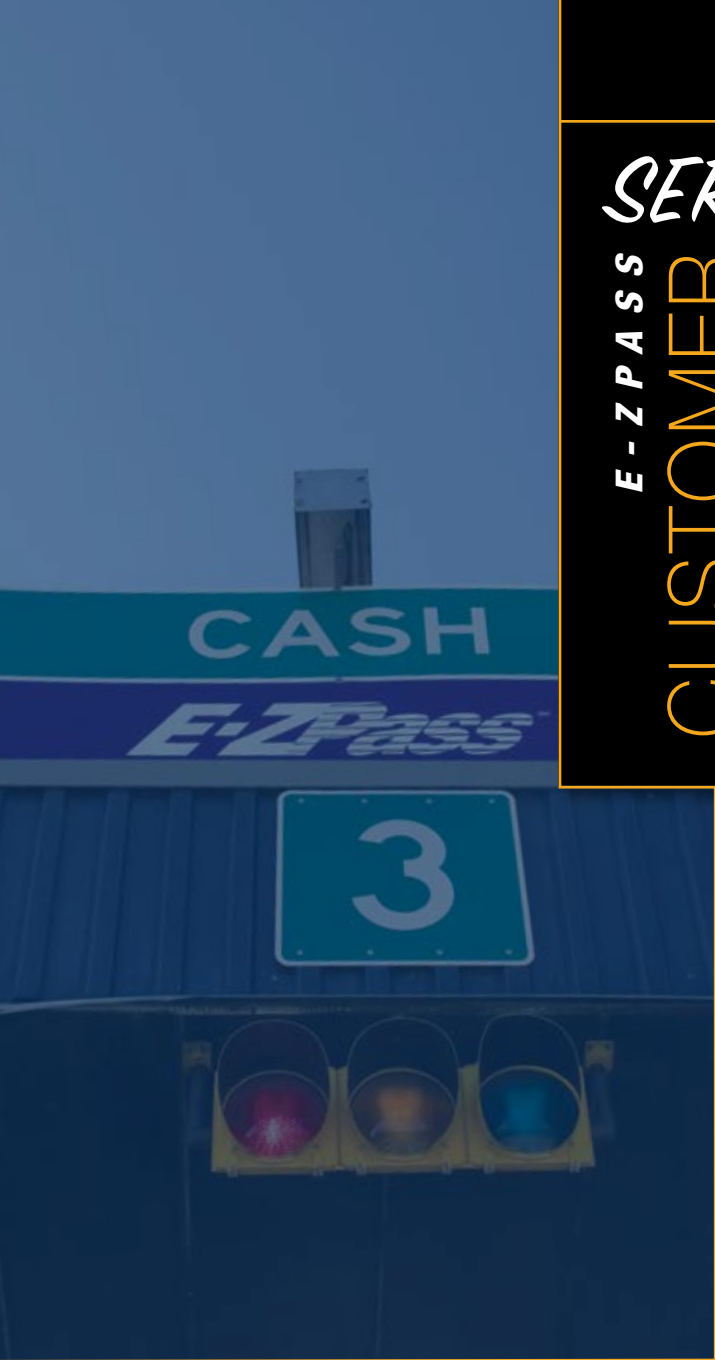


June Safety Month Conference and Expo.

THIS NOTE was drafted by a child whose family was in need of assistance on I-95 in northeast Maryland. MDTA's Matthew Jones of the Kennedy Highway Courtesy Patrol was given this letter of thanks after assisting the family with a flat tire. Mr. Jones was grateful to see such a wonderful token of their appreciation.

SERVICE

E-ZPASS CUSTOMER



April 2016 marked 17 years of electronic toll collection in Maryland. In those 17 years, *E-ZPass* use has consistently grown each year. More than 1.6 million *E-ZPass* Maryland transponders are on the move, and 76% of all traffic at MDTA facilities uses *E-ZPass* to pay tolls electronically. In fact, 93% and 68% of customers using the Hatem Bridge and Key Bridge respectively pay by *E-ZPass*. Additionally, 84% pay by *E-ZPass* on the ICC and 96.5% pay by *E-ZPass* on the I-95 Express Toll Lanes – the State’s two all-electronic toll roads.

In its continuing efforts to create *EZ Passage* throughout Maryland, the MDTA enhanced customer service and improved tolling operations at its facilities:

- In early 2017, *E-ZPass* Stop-in Centers (SICs) changed their names to *E-ZPass* Customer Service Centers (CSC) to better reflect the agency’s emphasis on customer service. Earlier in 2016, they became part of the *E-ZPass* Operations team. These centers are one of the primary interfaces with customers and operate as the “store front” for our *E-ZPass* Operations team, which also has a significant customer-service role. Having the CSCs within one unit streamlines processes and allows for customer-service improvements and cost savings.



The MDTA recognized the one-millionth E-ZPass Maryland customer, MacKenzie Curry, at the Feb. 23, 2017, Board Meeting. Ms. Curry (center) opened her account for the Hatem Bridge on Dec. 21, 2016. She is joined here by Executive Director Kevin Reigrut (left) and Chairman Pete Rahn.



Assisting a customer with her E-ZPass application.

- The MDTA's **E-ZPass Operations staff** assisted more than 35,000 customers.
- The MDTA's **E-ZPass Outreach Team** provided information to large employers, businesses and civic organizations on E-ZPass and how to use the ICC/MD 200 and I-95 ETL. During 2016, the group sold 524 transponders and shared information with nearly 4,000 citizens during 84 local events and visits to area businesses. The E-ZPass Outreach Team also visited with customers at the Maryland State Fair and sold 104 E-ZPass transponders!
- **Customer-email communications efforts** included topics such as increasing E-ZPass use, summer travel, safety messages, updates on construction and traffic impacts.

Ms. Darla Free:

THANK YOU so so much for all the help [with my E-ZPass issue]. I successfully printed my vehicle registration today. You truly provided a Christmas miracle for me and my family. I am very thankful!

Thanks again, Alex

- The MDTA used **social media** to reach 18,500 Twitter followers and 25,800 Facebook followers with E-ZPass service messages. Through the use of social media, the MDTA is able to provide followers with E-ZPass customer-service responses via private messaging.
- The MDTA **worked** with Weis Markets management to continue providing E-ZPass "On the Go" sales in their new Baltimore-area stores following the closing of the Mars Supermarket locations.
- **Extensive customer research** and interviews were conducted to gain insight into potential improvements for the E-ZPass Maryland website.



E-ZPass transponder price-reduction campaign.



E-ZPass Outreach Team at the Maryland State Fair.



LAW ENFORCEMENT

The nationally accredited Maryland Transportation Authority (MDTA) Police keeps Maryland's citizens and visitors safe and secure as they use vital transportation assets like MDTA bridges, tunnels and highways, the Port of Baltimore and BWI Thurgood Marshall Airport.



High Visibility Enforcement.

Throughout the year, the MDTA Police hit the roads to enhance travel safety through High Visibility Enforcement to prevent traffic crashes, especially those that result in injuries and to continue efforts to move Toward Zero Deaths on Maryland roadways. In addition, the MDTA Police conducted DUI saturation patrols and participated in the "Click It or Ticket" campaign for seatbelt enforcement, the "You Text. You Drive. You Pay" distracted driving campaign and the "Toward Zero Deaths" campaign for saving lives and preventing injuries on the road. There were 105,609 traffic stops conducted by MDTA Police officers during 2016. In 2016, officers made 474 criminal arrests, 966 arrests for suspected DUI offenses and issued 69,464 traffic citations and 105,408 traffic warnings – of which 2,267 were for distracted driving offenses, 11,140 were for exceeding the maximum speed limit, 1,709 were for adult seatbelt-related citations and 164 were for child seatbelt-related citations. In addition to providing law-enforcement services,

our police conduct commercial-vehicle safety and post-crash inspections and enforcement activities at all facilities under MDTA jurisdiction. The Commercial Vehicle Safety Unit (CVSU) includes uniformed MDTA Police officers, civilian motor carrier inspectors and police cadets. In 2016, the CVSU inspected 26,937 vehicles. In addition, 2,838 vehicles were found to be overweight. The unit took 4,257 vehicles and 2,001 drivers out-of-service to help preserve our roadways and facilities.





Cadet at BWI Marshall Airport giving a citation.

OTHER LAW-ENFORCEMENT HIGHLIGHTS INCLUDE:

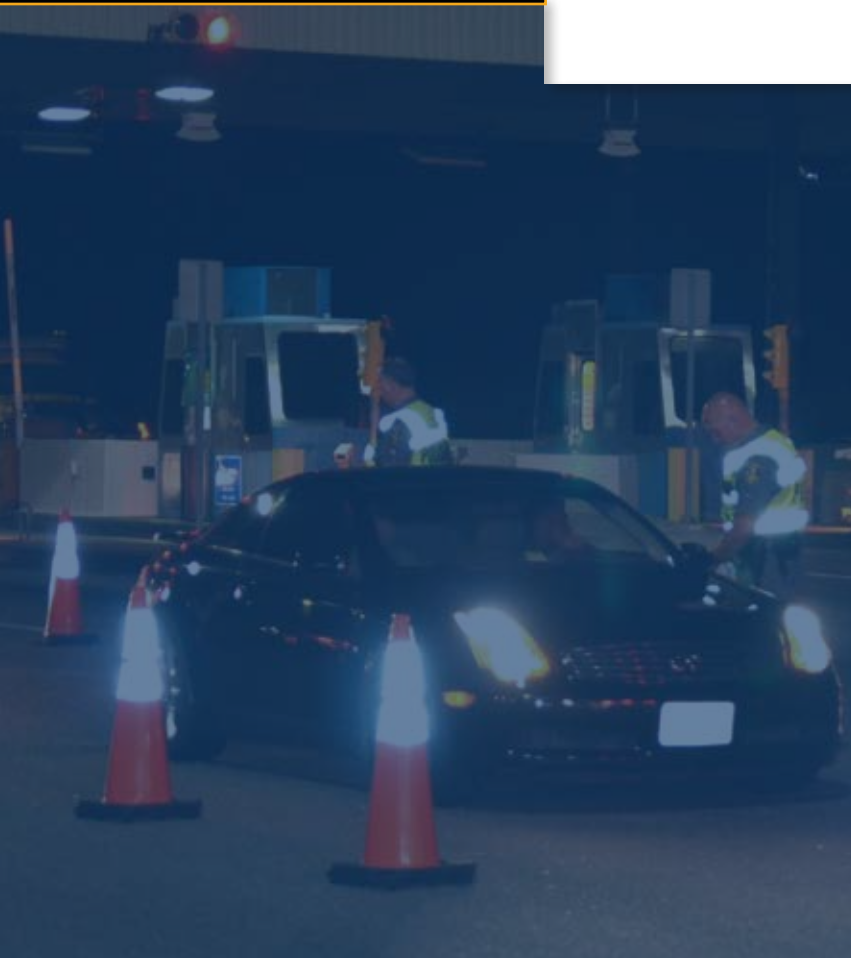
- The MDTA Police was awarded its fifth Advanced Law Enforcement Reaccreditation, along with the Award of Excellence and the Meritorious Award, from the Commission on Accreditation for Law Enforcement Agencies (CALEA). In 2015, CALEA granted the MDTA Police full reaccreditation for its Communications and Training units. The MDTA Police is the first Maryland law-enforcement agency, and is one of only 15 nationwide, to hold the CALEA TRI-ARC Award of Excellence.
- On April 11, MDTA Police Chief Col. Jerry Jones represented the MDTA Police when the U.S. Attorney announced a major break in a DEA Task Force case that netted more than 30 kilos of cocaine and more than \$2 million in cash. An MDTA Police Detective and Task Force member was instrumental in breaking the case.

- On May 6, the MDTA Police honored their seven Fallen Officers and their surviving family members at the MDTA Police Memorial Garden. Off. George Neil Ramsburg, Off. Robert Franklin Pyles Sr., Off. Thomas (Jackie) Roland Crouch, Off. Duke G. Aaron III, Off. Grant Francis Turner, Cpl. Robert Thomas Krauss and Cpl. Courtney Gerald Brooks were honored during the annual event.



MDTA Police Chief Col. Jerry Jones visits with children at a local National Night Out event.

- MDTA Police Officers participated in National Police Week observances held May 13 - 15 and in the NOBLE (National Organization of Black Law Enforcement Executives) Memorial March on July 20 in Washington, D.C.
- Members of the MDTA Police Academy Class 48 graduated on June 9 and included 23 newly graduated officers from the MDTA Police and the Maryland Transit Administration (MTA) Police.
- The MDTA Police held a Women in Law Enforcement and Police Cadet Career Night on June 10. Twenty-eight guests attended the event.
- On Jan. 27, MDTA Police at the Nice Bridge arrested a Virginia man and two Maryland men during a traffic stop for possessing a stolen handgun and a large amount of prescription opioid medications. The driver was stopped on southbound US 301 prior to the toll plaza for traveling 67 mph in a 25 mph zone. After a brief roadside



interview, a loaded Glock handgun was located under a rear passenger seat. Multiple pint bottles of liquid prescription medication, pills and rifle ammunition also were discovered.

- On Feb. 17, the MDTA Police arrested a drunk and suspended driver who was operating a vehicle that was stolen the previous day. Police stopped the driver for excessive speed (73 mph in a 55 mph zone) and drifting across multiple traffic lanes, nearly causing a collision near the Key Bridge. After making contact with the operator, police administered standardized field-sobriety tests and determined that the individual was operating the vehicle while under the influence of alcohol. A computer background check revealed the operator's privilege to drive was both revoked and suspended, the vehicle was stolen and the driver was wanted on two outstanding warrants.



Speed enforcement.

DURING the early morning hours of Sept. 7, Key Bridge Detachment's Cpl. Gregory Sampson, Cpl. Jayson Cox, Off. Lukasz Kownacki and Off. Kerri Young responded to a vehicle collision. Upon arrival, the driver was found unresponsive and without a pulse. The officers removed the driver from the vehicle and began chest compressions. An automated external defibrillator was retrieved during resuscitation efforts, and the officers administered shocks to the driver prior to the arrival of paramedics. As a result, the driver's life was saved.



K-9 sweep at BWI Marshall Airport.

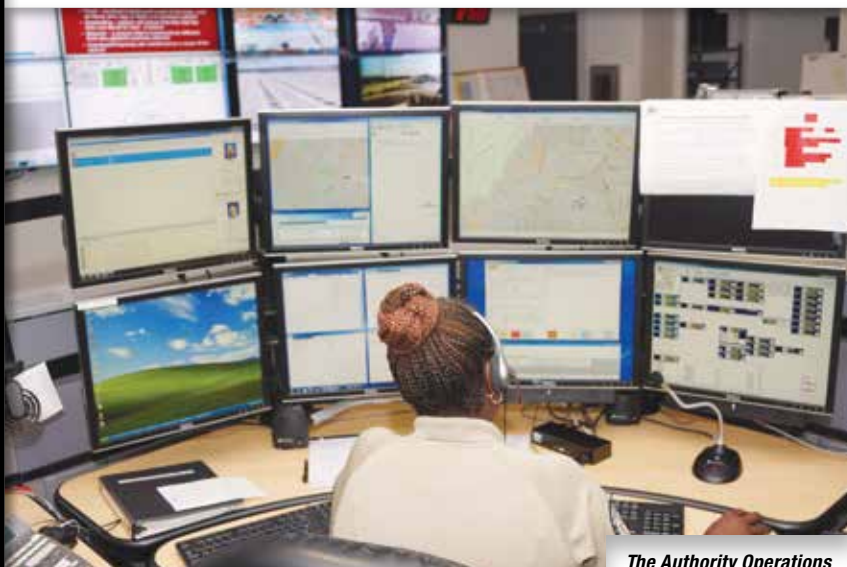
HIGHLIGHTS

HOMELAND SECURITY

The State of Maryland continues to make homeland security a top priority. The MDTA Police work directly with the Maryland Emergency Management Agency (MEMA) to provide incident management and terrorism prevention services to the citizens of Maryland. Officers also partner with federal, state and local officials as part of the Maryland Coordination and Analysis Center (MCAC), the High Intensity Drug Trafficking Area Task Force (HIDTA) and the Joint Terrorism Task Force (JTTF).

These task forces consist of multi-area jurisdictions that work with our federal law-enforcement partners. The goal of these task forces is to prevent and intercept drug and terrorist activities that can affect our communities and transportation infrastructure.

The MDTA is working to ensure that the shorelines and anchorage islands of the State's bridges are protected and, among other deterrents, has completed an electronic bridge security project. The project includes additional lighting, above and below roadway cameras and stopped-vehicle detection analytics for the major bridges, as well as a radar-based vessel detection system to protect critical piers in the shipping channels at the Key and Bay bridges.



The Authority Operations Center plays a key role in homeland security efforts.

SUSTAINABILITY

EARTH DAY

MDTA employees celebrated throughout the month of April, culminating with an annual Earth Day fair held April 22. Employees were able to speak about a variety of environmental topics with vendors including Civic Works; Grow It, Eat It; the Farm Alliance of Baltimore; the Maryland Department of the Environment; and the Department of Natural Resources. As part of MDTA's Earth Day celebrations for 2016, employees had the opportunity to attend presentations at the Montgomery County Recycling Center and the Johns Hopkins Aquaponics Lab at Clyburn Arboretum. The Office of Environment, Safety and Risk Management (OESRM) held the agency's 2nd Annual Reused/Recycled Material Art Contest and continued MDTA's annual recycling competition between its facilities.

REDUCE, **REUSE**, **RECYCLE!**

The MDTA continues to grow its recycling efforts. In 2008, the MDTA reported a recycling rate of 5.38%; by 2015 the recycling rate was 19.2%, which is above the mandated level of 15%. Since 2009, the OESRM has worked with employees to carry out its recycling program for Maryland Recycling Act (MRA) materials: cardboard, paper, bottles and cans, rubber, fluorescent lamps, printer/toner cartridges, electronics and lead acid batteries. Although other materials from our maintenance and automotive

shops do not count toward the MRA recycling figure, MDTA shops remain dedicated to recycling. They recycle scrap metal, concrete, street sweeper dirt, sewage sludge, wastewater, household-type batteries, wood and used oil. Together, the combined efforts of office, maintenance and automotive personnel resulted in the recycling of 1,504 tons of materials during 2015.



Shoreline cleanup held April 23.

In 2015, by recycling 61 tons of paper and cardboard, the MDTA single-handedly contributed to the conservation of approximately 324 trees and 97,676 gallons of water. By recycling 34 tons of scrap metal and 61 tons of paper and cardboard, the MDTA contributed to the conservation of 5,981 gallons of oil and a whopping 484,380 kilowatt hours of electricity. We also recycled nine tons of bottles and cans, which contributed to an additional conservation of approximately 1,951 kW hours of electricity and 332 gallons of oil.

SHORELINE CLEANUP

A shoreline cleanup was held April 23 along the banks of the Patapsco River near the MDTA Police Headquarters Building. Volunteers, including MDTA employees and community members, removed 10.89 tons of waste! Organized through MDTA's OESRM as part of its annual Earth Day activities, this was the second annual community outreach beautification effort.

ELECTRIC VEHICLE CHARGING STATIONS AT THE MARYLAND HOUSE TRAVEL PLAZA

Our travel plaza partners at AREAS USA worked with Tesla Motors to install eight Tesla Supercharge electric-vehicle charging stations at the Maryland House Travel Plaza on I-95. The charging stations are free to consumers, but only are compatible with Tesla electric vehicles. AREAS USA also is exploring additional charging stations that can accommodate other electric vehicles.

STORMWATER MANAGEMENT EFFORTS

The MDTA continued to plan, design and construct stormwater retrofits Statewide in response to the Environmental Protection Agency's Total Maximum Daily Loads (TMDLs), which limit sediment, nitrogen and phosphorous that flow into the



Clean up volunteers along the shore of the Patapsco River.



New charging stations at the Maryland House.

Chesapeake Bay. The MDTA was successful in its first stage of constructing streamlined stormwater retrofits along I-95, I-895 and I-695. The MDTA is now focusing on the next stage to upgrade existing legacy stormwater management devices to improve their stormwater treatment and on the installation of new conventional stormwater devices along its highways and at maintenance facilities. The MDTA also is planning for future development projects and has expanded its coordination with maintenance staff to meet more stringent stormwater pollution-prevention efforts. Staff from the Office of Engineering and Construction conduct quarterly site inspections to help prevent stormwater pollution.

WIND ENERGY FEASIBILITY STUDY

The MDTA previously deployed two wind speed gauging devices, also known as anemometer towers, at the Key Bridge and Point Breeze Complex. This initiative is a joint effort between MDTA and the Maryland Energy Administration, which is providing turn-key installation and monitoring of the devices, while the MDTA will collect data from the towers for one year. During 2015, MDTA began the process of taking down the anemometer towers at the Key Bridge and Point Breeze complex, while installing a new tower at the Bay Bridge. Once installed, the Bay Bridge tower will be up for approximately one year to allow for adequate data collection. Data from all three locations will be used by the MDTA to determine if this type of sustainable energy can meet or supplement MDTA's energy needs.

AND COMMUNITY

In 2016, the MDTA's Division of Communications (DOC) continued to keep customer service at the forefront of the agency's operations. Using public relations, education efforts, grassroots marketing and new technologies, the team is committed to providing customers with the tools necessary to plan their daily commutes and their vacations.

The 1-877-BAYSPAN (229-7726) hotline for 24/7 Bay Bridge traffic conditions continues to be an invaluable resource for residents, commuters and travelers and is coordinated with Maryland's 511 traveler information system. In 2016, the hotline received almost 558,000 calls.

Bay Bridge 10K 2016 with Governor Larry Hogan.





2016 ICC E-ZPass Awareness campaign.

Baybridge.com remained an extremely popular information source, with more than 752,000 unique visitors accessing the website during 2016. In addition, nearly 16,000 baybridge.com visitors are registered to receive email alerts about major incidents, lane closures, bridge services and safety efforts. More than 2,700 customers also received email alerts during the year about the ICC, I-95 ETL, Hatem Bridge and I-95 construction in Baltimore City. Mdtamaryland.gov continued to provide valuable information about all facets of the agency. More than 881,000 unique visitors browsed the site in 2016. Both mdtamaryland.gov and baybridge.com feature responsive design, which makes the sites easily viewable from desktop computers, tablets and smartphones. Nearly 50% of mdtamaryland.gov users and 58% of baybridge.com users access the websites via mobile devices and tablets.

The MDTA Twitter and Facebook accounts are valuable tools for our customers to get up-to-the-minute information about our facilities throughout the State. These platforms allow us to reach our customers quickly, allow media outlets and other transportation agencies to re-tweet our messages directly to their followers and give our customers another avenue to voice their concerns directly and receive a timely response with resolution. In 2016, the MDTA sent more than 3,035 tweets and garnered nearly 18,500 Twitter followers and more than 14,151 “likes” on Facebook. The MDTA also expanded its social-media platforms to include Flickr and Instagram.

Two new marketing campaigns began in September to encourage use of the Intercounty Connector (ICC)/MD 200 and the I-95 Express Toll Lanes (ETL). The campaigns included radio advertising, digital and static billboards and digital marketing. “Drive Less. Live More.” encouraged motorists to use the ICC for faster travel and the ETLs for reliable travel so not to miss life’s important moments.



Know It All Poster.

Various ads, billboards and seaboards for 2016 summer campaign.

OTHER CUSTOMER SERVICE AND COMMUNITY HIGHLIGHTS FOR THIS YEAR INCLUDED:

- During 2016, DOC staff handled nearly 2,400 customer calls, 2,200 emails, 555 pieces of correspondence, 123 Public Information Act requests and more than 190 media contacts and inquiries. In addition, more than 135 traffic advisories and news releases were provided to media outlets.
- The MDTA unveiled a new initiative to keep employees informed and communications flowing – the *Know It All* campaign. The objective is to have the most informed team in the State by increasing the number of employees who receive information on a timely basis. Employee Ambassadors are thinking “outside of the box” for ways to communicate with their coworkers, as many operations employees do not have regular computer access.
- The Bay Bridge Summer Travel Campaign used our Spike and Otis “Spokesbirds” to emphasize no texting/tailgating, planning ahead, the best times to travel and using E-ZPass. The campaign incorporated public relations and grassroots efforts, traditional marketing like radio, billboard and print ads and heavy use of far-reaching and inexpensive digital marketing. Our feathered friends also were featured on Ocean City Transit buses, coasters at Ocean City restaurants and the Ocean City Seaboard to name a few.



■ **The Division of Civil Rights and Fair Practices** is responsible for the agency's outreach program entitled "Getting Your Foot in the Door." With Governor Hogan's Administration focus of "Maryland is Open for Business," the MDTA initiated outreach related to "Back to the Basics." In 2016, the division once again partnered with other agencies and conducted three outreach events focused on the essentials of government contracting, the Asian community and Veteran-owned companies. The events attracted between 150 and 175 participants each. The MDTA achieved 21.08% participation on its MBE Program Goal during 2016.

- **The MDTA's 2016 Management Leadership Class** collected new, transportation-themed books to take to local elementary schools on March 2 – Read Across America Day.
- **On April 4, the MDTA Police Honor Guard** presented the colors during Opening Day ceremonies at Oriole Park at Camden Yards.
- **On May 24, Areas USA** launched its Limited English Proficiency Program at the Maryland House and Chesapeake House travel plazas. Kiosks now provide guests with menu translations in the world's top seven languages.
- **The Bay Bridge Ospreys** made their way back in early April, and maintenance crews once again installed a nesting platform for them. In 2014, the birds attempted to build their nest on an overhead gantry next to a traffic camera. They have taken a liking to the nesting platform and built their nest on it for a third year. "Osprey Cam" was available via baybridge.com during the nesting season, when "Ozzie and Harriet" became proud parents!



Bicyclists on the Hatem Bridge.



Osprey nesting.



MDTA Police Honor Guard at Camden Yards.



Baltimore Ravens kicker Justin Tucker encouraged customers to “Pass It Forward.”

- **Bicyclists** are now allowed to cross the Hatem Bridge from dawn to dusk Saturday, Sunday and State holidays and during pre-arranged special events. Prior to crossing the bridge, bicyclists must push a button to activate flashing warning lights that alert drivers when a bicyclist is crossing the bridge. Motorists are encouraged to use the left lane when warning lights are flashing.
- **In August**, the MDTA Police joined their local communities and law-enforcement partners in multiple counties and in Baltimore City to help prevent crime and raise awareness of local crime-watch initiatives during the annual National Night Out program.
- **MDTA Police officers** participated in the Badges for Baseball program August 15-17 at Ripken Stadium. This program pairs officers and kids to play and learn the fundamentals of baseball.
- **Members of the MDTA Police BWI Detachment** took part in the 2nd Annual BWI Summer Youth Initiative on Aug. 19.
- **In August**, MDTA maintenance and other operations staff members traveled to Ellicott City to render assistance to the community following devastating floods.

- **The Third Annual Officer Grant Turner Memorial Scholarship Fund** Golf Tournament was held Aug. 29. The Officer Grant Turner Memorial Scholarship Foundation has been in existence for 11 years and has awarded more than \$70,000 to high school seniors in Anne Arundel County.
- **MDTA employees** collected nearly 1,800 pounds of canned and non-perishable food for the Maryland Food Bank from Sept. 1-30. That’s more than twice what was collected the prior year!
- **More than 400 guests** came out on Sept. 10 for the I-95 Safety Fair presented by the Maryland State Police (MSP) Kennedy Highway Barrack in partnership with the MDTA Police. The event featured exhibits including the MSP helicopter, MSP and MDTA Police vehicles, MDTA maintenance vehicles, K-9 handlers, fire and rescue apparatus, free hot dogs and “Coney Island” mobile entertainment from Nathan’s, complimentary chips and sodas from Areas USA, facepainting and much more!
- **On Sept. 19, Baltimore Ravens’ Justin Tucker** and former Raven Justin Forsett visited the Fort McHenry Tunnel as part of the team’s “Pass It Forward” program. “The Justins” joined toll collectors Betty Marshall and Frances Vaughn in surprising customers with free tolls paid by the Ravens and Verizon and encouraged them to “Pass It Forward.”



I-95 Safety Fair.



MDTA employees collected nearly 1,800 pounds of non-perishable food for the Maryland Food Bank.



BWI Youth Summer Program.



AREAS USA donates to Habitat for Humanity.

OUR TRAVEL PLAZA PARTNERS at Areas USA continue to make a difference in the community they serve. Thanks to the leadership of Areas USA and the generosity of Maryland travel-plaza customers, \$20,000 checks were presented to the Boys and Girls Club of Cecil County and to Habitat for Humanity. In addition, the Areas USA team participated in the closing ceremony of CAMP C.A.R.E. With the generous donations of travel plaza customers, 52 children with disabilities were able to attend the three-week camp. The kids visited Six Flags and many other local attractions. During the last four years, travel plaza visitors have donated more than \$200,000 to support Bayside Community Network and Camp C.A.R.E.!



Camp C.A.R.E.

- **On Oct. 6**, MDTA Police officers visited Johns Hopkins Bayview Medical Center's Child Development Center. They discussed the importance of knowing your name and address, calling 911 in an emergency and finding a police officer if you are lost.
- **MDTA Police and operations staff** assisted with planning of and provided support for Fleet Week, which was held Oct. 10-17 in downtown Baltimore and featured extraordinary vessels and performances by the Blue Angels.
- **More than 21,000 runners** made the trek across the Bay Bridge on Nov. 6 during the Across the Bay 10K, which was hosted by the Chesapeake Bay Bridge Run, LLC. This is the fifth-largest 10K race in the U.S. and the largest cup-free race in the world. Participants in this year's event represented 38 states and the District of Columbia, 18 countries and 49 nationalities!
- **The MDTA Police and MDTA staff hosted** another successful Toys for Tots campaign in December, marking the 27th year the MDTA has participated in this program. More than 3,500 toys and \$8,400 were collected during the 2016 campaign. Since 1990, more than 151,500 toys and \$120,800 have been collected from MDTA customers and employees.
- **MDTA employees raised much needed funds** during the 2016 Maryland Charity Campaign. Employees designate their contributions to support numerous causes like medical research, support for students and seniors, family healthcare services, veteran assistance, animal rescue and emergency response to disaster relief.



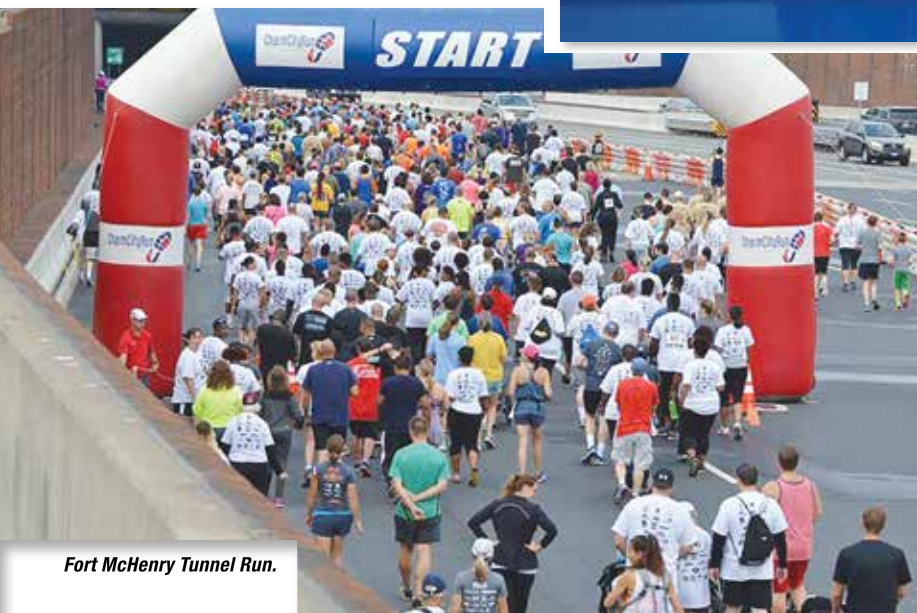
The Vietnam Veterans Memorial at the MD Route 24 and I-95 interchange in Harford County was repaired, repainted and landscaped by the MDTA's Maintenance I staff. When the flowers bloom, the flower bed resembles the United States Flag.

MDTA employees also participated in numerous events and activities to benefit Special Olympics Maryland (SOMD):

- **MDTA employees, family and friends** raised more than \$8,000 by participating in the 20th Annual Polar Bear Plunge.
- **The MDTA Police participated** in the annual Law Enforcement Torch Run – the largest grassroots fundraiser and public awareness vehicle in the world for Special Olympics. MDTA Police officers ran the torch across the Bay Bridge on June 8.
- **The MDTA Police and MDTA staff hosted** the 8th Annual Fort McHenry Tunnel 5K Run/Walk on Sept. 18. More than 500 participants ran or walked through the right northbound tunnel tube and raised \$28,000.



Maryland Charity Campaign bake sale.



Fort McHenry Tunnel Run.



Maryland Charity Campaign Kick-Off Event.

AWARDS

INDUSTRY AWARDS

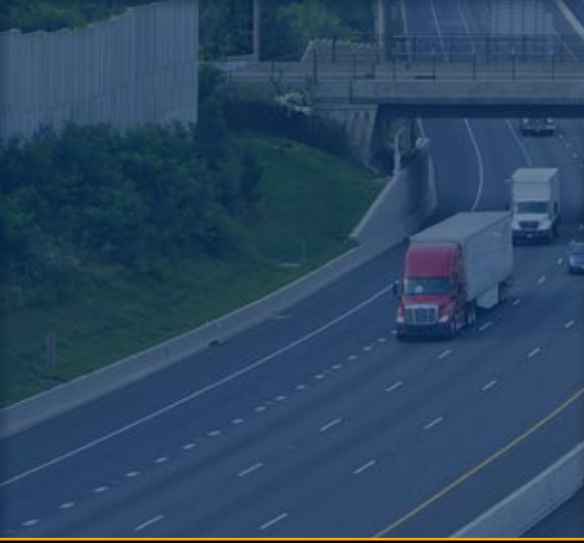
The Bay Bridge Main Cable Dehumidification Project, which was the first for a bridge in North America, was honored with the American Council of Engineering Companies' Maryland Chapter's 2016 Grand Award (top award given each year to a project in MD).

Engineering News-Record Mid-Atlantic honored the Bay Bridge Main Cable Dehumidification Project and the I-95 Deck Rehabilitation and Joint Modifications Project south of the Fort McHenry Tunnel as two of its Best Projects of 2016.

For the second consecutive year, the Sunoco Gas station at the Maryland House Travel Plaza won two awards in the Washington D.C., Maryland and Delaware Service Station and Automotive Repair Association's Customer Service Contest. One award was presented for Best Convenience Store and the second was for Best of Brand.

The MDTA was honored with the National Asphalt Pavement Association's Quality in Construction for Excellence in Asphalt Pavements award for its I-95 Express Toll Lanes/MD 43 Interchange project.

For the third year in a row, the MDTA was awarded a Certificate of Achievement for Excellence in Financial Reporting for its comprehensive annual financial report (CAFR) for the year ended June 30, 2015. The Certificate of Achievement is the highest form of recognition in governmental accounting and financial reporting.



American Council of Engineering Companies' 2016 Grand Award winners.



CAFR Certificate of Achievement.



Sunoco award.



Engineering News-Record Mid-Atlantic award.

EMPLOYEE AWARDS

MDTA POLICE OFFICER OF THE YEAR

Off. Renato Guarnaccia

DETACHMENT OFFICERS OF THE YEAR

Det. Tyrone Hickson – Detective Unit

Off. George Grossnickle – Hatem Bridge Detachment

Off. Howard Burnett – Intercounty Connector Detachment

Off. James Conley – BWI Marshall Airport Detachment

Off. Nicholas Waltrip – Bay Bridge Detachment

Off. Renate Guarnaccia – Tunnel Command Detachment

Sr. Off. Thomas Shepke – Commercial Vehicle Safety Unit

Off. William Harris – Nice Bridge Detachment

Off. Paul Pasturek – Port of Baltimore Detachment

Sr. Off. William Alexander – Homeland Enforcement and Traffic Unit

Off. John Willis – K-9 Unit

Off. Laron Wilson – Key Bridge Detachment

MDTA AWARD OF EXCELLENCE

Vicky Dobbins – Finance Division

Timothy Frankenfield – Baltimore Harbor Tunnel

John Fritzges – Office of Engineering and Construction

Janice Gray – Gov. Harry W. Nice Memorial Bridge

Eugene Hampton – Traffic Management

Michael Lipka – Northern Region

Paul Waters – Baltimore Harbor Tunnel



Eugene Hampton received Traffic Management's Award of Excellence.

Richard Fyle – Northern Region

Brooke Taylor and Mary Ritenour – Information Technology Law Enforcement Unit

Sr. Off. Calvin Walker

Sr. Off. Michael McMerney

MDTA UNSUNG HERO/SPECIAL ACT AWARD

Linda Burnett – Fort McHenry Tunnel

Patricia Roberts – Fort McHenry Tunnel

Sharon Rogers – Fort McHenry Tunnel

Mark LaRue – Fort McHenry Tunnel

Brighter Days Ahead Committee:

Linda Burnett, Mary Grahe, Mary King, Sherri Lapin, Annette Muhammad and Meshan Wallace

MDTA HEROISM AWARD

Ray Kyler – Fort McHenry Tunnel

Cpl. Richard Lechner

Christopher Parto – Francis Scott Key Bridge

Sgt. Brandon Brookshire

Cpl. Tyler Massey



Timothy Frankenfield received the Harbor Tunnel's Award of Excellence.

EMPLOYEE OF THE MONTH

Melissa Groves – John F. Kennedy Memorial Highway Maintenance I – May

Cpl. Kenneth Withrow – MDTA Police – June

Tekeste Amare – Office of Engineering and Construction – July

Sarah Clifford – Division of Business Planning, Policy and Performance – August

Beth Akers – Office of Human Resources and Workforce Development – September

Vicky Jones – Finance – October

Chris Franklin – Traffic Management – November

Alison Smith – Gaithersburg and Beltsville E-ZPass Stop-In Centers – December



Special Act Group.

MDTA POLICE RECOGNITION

Sgt. Brandon Brookshire, Cpl. Tyler Massey and Cpl. David Ramnath were recognized by the Baltimore County Fire Department with a Departmental Unit Citation for their response following a double-fatal boat crash under the Key Bridge in July 2015.

Off. Il George Grossnickle was honored with the Bel Air Moose Lodge Valor Award during the group's third annual Public Safety Recognition Night, received the Officer of the Year Award from the Knights of Columbus Mason-Dixon Council #10100 and was honored at the Harford County DUI Enforcement Awards Ceremony.

Cpl. Richard Lechner was nominated for the 100 Club of Anne Arundel County's Al Brant Unsung Hero Award.

Lt. Victoria Davis received the 2016 TSA Partnership Award for outstanding professionalism and support to the Transportation Security Administration. She also received a letter of appreciation from the MD Aviation Administration Security Director for her efforts at the BWI Marshall detachment.

Cpl. Lee Kellam Jr. and Sr. Off. Christopher Wilson received recognition from All State Truck Driver School for their support in preparing future commercial-vehicle drivers in the inspection process.

MDTA Police **Off. Luke Benner** was presented with a Community Safety Award from the Northern Anne Arundel County Chamber of Commerce.

MDTA Police officers were honored for their aggressive-driving enforcement efforts during the Maryland Highway Safety Office's 2016 Smooth Operator awards event.

Cpl. Greg Sampson and Off. Jason Perry were honored by the Maryland Police and Correctional Training Commission as "Instructors of the Year" for the MDTA Police.

Graduates of the Management Leadership Program (MLP) and the Supervisory Training Program (STP) were honored in October 2016. The MDTA Leadership Programs targeted both mid-level managers (MLP) and frontline supervisors (STP) in collaboration with the Anne Arundel Community College and the Office of Human Resources and Workforce Development. Participants completed two separate core curriculum sequences, which helped them shape their leadership skills, invest in their employees, advance their departments and move their careers forward.

EMPLOYEES ON MILITARY DUTY

Randy Todd, Jr.

Raul Rivera



Northern Region awards.



Civil Rights and Fair Practices awards.

2016 TRUCK ROADEO COMPETITION

On Aug. 24, the Division of Operations held its annual Truck Rodeo in Baltimore. Maintenance employees represented each facility and tested their skills during a friendly competition.

1st Place – Al Mosely, Francis Scott Key Bridge

2nd Place – Antonio Luis, Intercounty Connector (ICC)/MD 200

3rd Place – Dave Walker, William Preston Lane Jr. Memorial (Bay) Bridge

Al and Antonio represented the MDTA during the APWA Western Snow & Ice Conference and Rodeo held in Colorado in September.

MECHANIC'S CHALLENGE

1st Place – Sam Davis, John F. Kennedy Memorial Highway Maintenance II

2nd Place – Earl Conway, Francis Scott Key Bridge

3rd Place – Randy Tobin, Baltimore Harbor Tunnel

VEHICLE RECOVERY TECHNICIAN'S CHALLENGE

1st Place – Larry McLaurin

2nd Place – Robert Hulihan

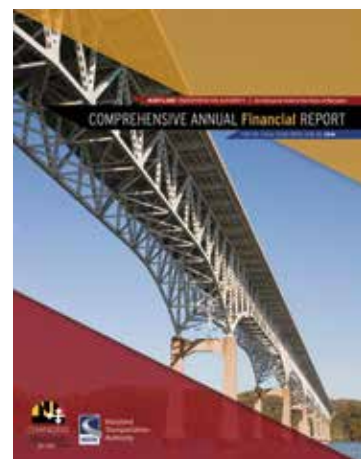
3rd Place – William Hill

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 Bridge, Bay Bridge, Baltimore Harbor Tunnel, Key Bridge, Kennedy Highway, Fort McHenry Tunnel and the ICC. 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 large scale projects that would otherwise exceed current available operating revenues. Through this financing mechanism, the 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.

The outstanding principal and interest due each year is paid from revenues collected from all of the MDTA's 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 "AA" ratings from all three bond-rating agencies.

By Maryland statute, the MDTA also may issue bonds to finance other revenue-producing, transportation-related projects that are not tolling projects. Conduit 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 the 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.

The following are excerpts of the Maryland Transportation Authority's financial statements for the year ended June 30, 2016. The MDTA's financial statements were audited by CliftonLarsonAllen, LLP. Their opinion concluded that the MDTA's statements present fairly, in all material respects, the financial position of the MDTA as of June 30, 2016, and the changes in its financial position and its cash flows for the year then ended, in conformity 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 web site at mdta.maryland.gov.



CAFR 2016.

MARYLAND TRANSPORTATION AUTHORITY

STATEMENT OF NET POSITION

JUNE 30, 2016

(In Thousands)

ASSETS		LIABILITIES and NET POSITION	
CURRENT Assets		CURRENT Liabilities	
Cash and cash equivalents	\$ 76,289	Accounts payable & accrued liabilities	\$ 80,865
Restricted cash and cash equivalents	103,196	Intergovernmental payable	68,879
Investments	762,750	Unearned revenue	24,405
Accounts receivable	23,785	Accrued interest	64,195
Intergovernmental receivable	7,604	Contractor deposits and retainage	12,977
Inventory	5,582	Accrued annual leave	658
Accrued interest	2,623	Accrued workers' compensation costs	1,950
Direct financing lease receivable	25,025	Bonds payable	133,575
TOTAL Current Assets	1,006,854	TOTAL Current Liabilities	387,504
NONCURRENT Assets		NONCURRENT Liabilities	
Restricted cash and cash equivalents	18,698	Contractor retainage, net of current position	1,222
Restricted investments	179,163	Accrued annual leave, net of current position	9,803
Total Restricted Assets	197,861	Accrued worker's compensation costs, net of current portion	11,052
Capital assets, not being depreciated	1,683,761	Bonds payable, net of current portion	2,975,171
Capital assets being depreciated, net of accumulated depreciation	4,192,659	Net Pension Liability	222,653
Total Capital Assets	5,876,420	TOTAL Noncurrent Liabilities	3,219,901
Direct financing lease receivable, net of current portion	420,797	TOTAL Liabilities	3,607,405
Other assets	10,972	DEFERRED Inflow of Resources	
TOTAL Noncurrent Assets	6,506,049	Deferred service concessions	53,222
TOTAL Assets	7,512,904	Deferred pension investment experience	18,701
		Deferred Inflow of Resources	71,923
DEFERRED Outflow of Resources		NET Position	
Deferred loss on refunding	7,577	Net investment in capital assets	3,272,233
Deferred pension expense	54,526	Restricted for:	
Deferred Outflow of Resources	62,103	Debt service	111,041
TOTAL Assets and Deferred Outflow of Resources	\$ 7,575,007	Capital expenses	50
		Unrestricted	512,355
		TOTAL Net Position	3,895,679
		TOTAL Liabilities, Deferred Inflow, and Net Position	\$ 7,575,007

MARYLAND TRANSPORTATION AUTHORITY

**STATEMENT OF
REVENUES, EXPENSES, and CHANGES
in NET POSITION**

JUNE 30, 2016
(In Thousands)

OPERATING Revenues	
Toll	\$ 644,658
Intergovernmental	130,301
Toll administrative	40,712
Concession	6,213
Other	14,195
TOTAL Operating Revenue	836,079
OPERATING Expenses	
Collection, police patrol, and maintenance	216,226
Major repairs, replacements, and insurance	3,269
General and administrative	37,372
Depreciation	124,094
PENSION expense	41,564
TOTAL Operating Expenses	422,525
INCOME from Operations	413,554
NON-OPERATING Revenues (Expenses)	
Investment revenue	13,082
Restricted interest income on investments	1,423
Loss on disposal of infrastructure	(6,155)
Interest expense	(109,880)
TOTAL non-operating revenues & expenses	(101,530)
Change in net position	312,024
NET POSITION - Beginning of Year	3,583,655
NET POSITION - End of Year	\$ 3,895,679

MARYLAND TRANSPORTATION AUTHORITY
STATEMENT OF CASH FLOWS

YEAR ENDED JUNE 30, 2016

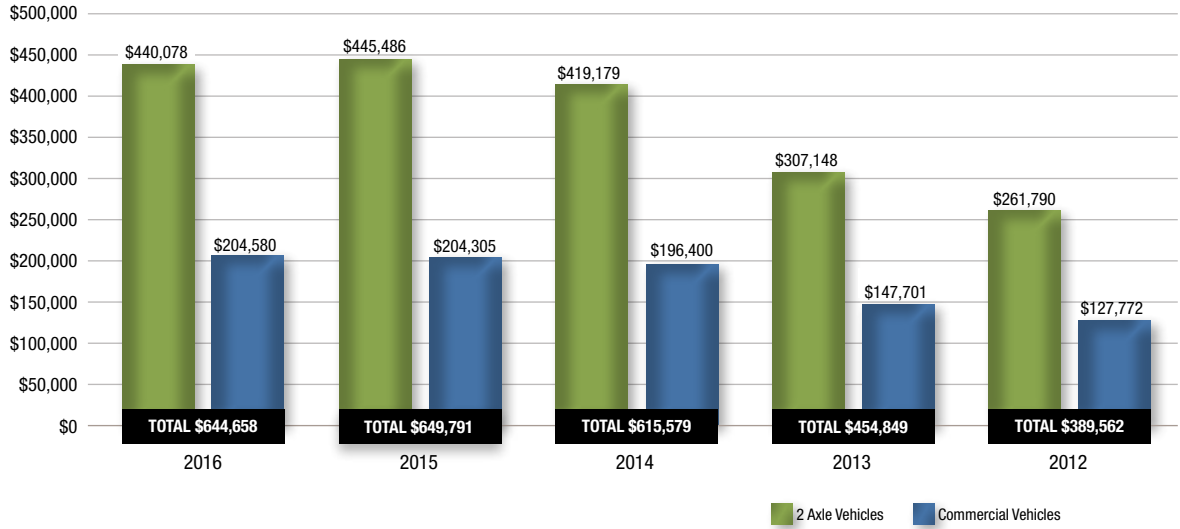
(In Thousands)

CASH FLOWS from Operating Activities	
Receipts from toll collections and ticket sales	\$ 685,001
Receipts from concessions and other revenue	20,202
Receipts from other governmental agencies for services	120,872
Payments to employees	(173,687)
Payments to suppliers	(143,286)
NET CASH provided by operating activities	509,102
CASH FLOWS from Noncapital Financing Activities	
Bond Proceeds	18,011
Noncapital debt interest payments	(22,228)
Noncapital debt principal payments	(44,015)
Payments for direct financing leases	(113,074)
Payments received on direct financing leases	122,030
NET CASH used in noncapital financing activities	(39,276)
CASH FLOWS from Capital Financing Activities	
Capital debt interest payments	(114,736)
Capital debt principal payments	(88,365)
Acquisition and construction of capital assets	(265,818)
Insurance proceeds	589
Proceeds from sales of capital assets	17,671
NET CASH used in capital financing activities	(450,659)
CASH FLOW from Investing Activities	
Proceeds from sales of investment	682,773
Proceeds from interest income on investments	13,998
Purchase of investment	(744,475)
NET cash used in investing activities	(47,704)
NET Decrease In Cash and Cash Equivalents	(28,537)
CASH and CASH EQUIVALENTS - Beginning of Year	226,720
CASH and CASH EQUIVALENTS - End of Year	\$ 198,183

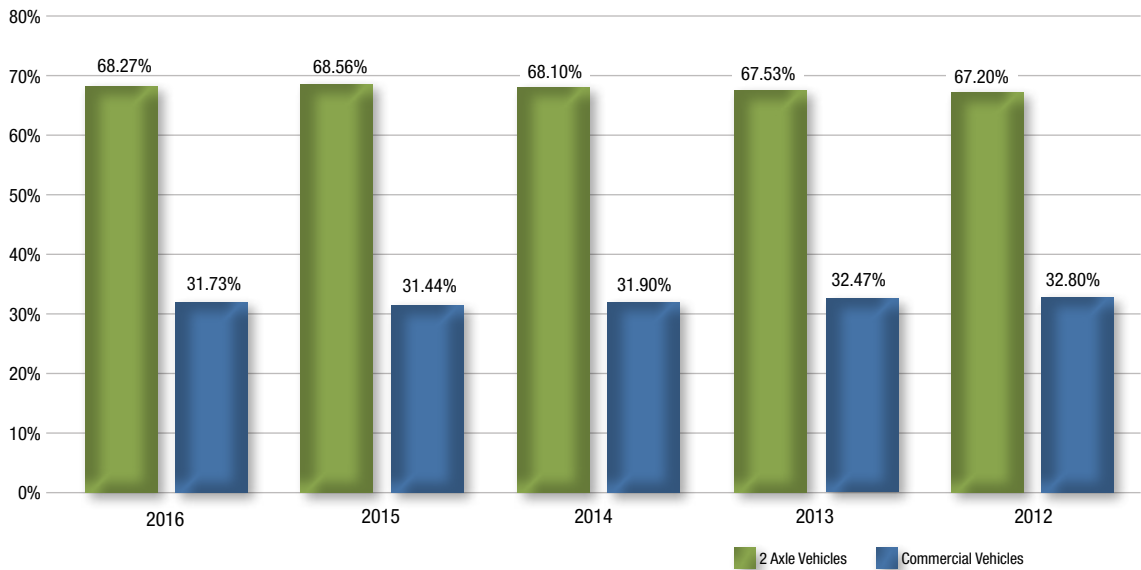
RECONCILIATION of Operating Income to Net Cash Provided by Operating Activities	
Income from operations	\$ 413,554
Deferred inflow service concession receipts	(86)
Deferred inflow pension investment	(154)
Deferred outflow pension expense & actuarial assumption	(30,582)
DEPRECIATION	124,094
Effect of Changes in operating assets and liabilities:	
Accounts receivable and intergovernmental receivables	(2,588)
Inventory	(130)
Note receivable	7,147
Contractor deposits	50
Accounts payable and accrued liabilities	(36,778)
Intergovernmental payables	(15,487)
Unearned revenue	1,010
Accrued annual leave	(150)
Net pension liability	50,399
Accrued workers' compensation costs	547
Contractor deposits payable	(1,744)
NET CASH Provided by Operating Activities	\$ 509,102

TOLL REVENUE

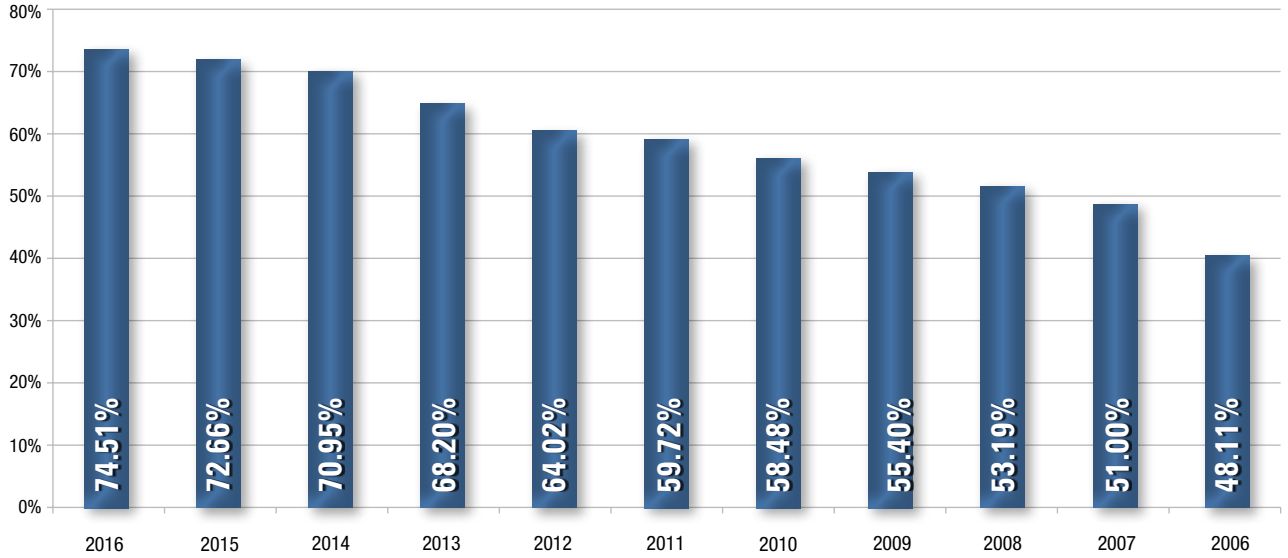
(In Thousands)



TOLL COMPOSITION



**PERCENTAGE OF REVENUE FROM
ELECTRONIC TOLL COLLECTION**





MD Transportation Authority Police participated in a dignified transfer for **Sergeant Aaron Wolfe** on Sept. 8 at BWI Thurgood Marshall Airport. U.S. Military, Maryland Aviation Administration Fire & Operations and Southwest Airlines personnel were on-hand to pay their respects to the fallen hero. "Our debt to the heroic men and valiant women in the service of our country can never be repaid. They have earned our undying gratitude. America will never forget their sacrifices."

— **President Harry S. Truman**



MARYLAND TRANSPORTATION AUTHORITY

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LARRY HOGAN, GOVERNOR

BOYD K. RUTHERFORD, LT. GOVERNOR

PETE K. RAHN, CHAIRMAN

KEVIN C. REIGRUT, EXECUTIVE DIRECTOR



Maryland
Transportation
Authority



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