

MARYLAND TRANSPORTATION AUTHORITY
ANNUAL REPORT



Maryland
Transportation
Authority



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Authority

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VISION

CREATING EZ PASSAGE THROUGHOUT MARYLAND.

Mission

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.



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 obligations (or 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 race, national origin, religion, gender or age.



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 for the Maryland Department of Transportation.

The MDTA's eight toll facilities - two turnpikes, two tunnels and four bridges - provide direction for 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 40 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.



GOVERNING MEMBERS



Rev. Dr. William C. Calhoun, Sr.
Served 1999 – 2005
Appointed May 2007



Michael J. Whitson
Appointed May 2007



Peter J. Basso
Appointed August 2007



Mary Beyer Halsey
Appointed February 2008

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 sole 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 of the State in its expertise, geographic location, race and gender. The composition of the Members 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.



Arthur Hock
Appointed October 2011



A. Bradley Mims
Served April 2011 –
December 2014



William K. Hellmann
Appointed March 2013



Katrina J. Dennis
Appointed June 2014

EXECUTIVE DIRECTOR'S MESSAGE



I am pleased to share with you this report for the 2014 operations of the Maryland Transportation Authority (MDTA). 2014 was an exciting and productive time in the history of the MDTA.

With strong and effective leadership from the Chairman and Members, the MDTA is working diligently to meet the challenges set forth by Governor Hogan to provide a safe and efficient transportation system that supports A New Direction for Maryland. As you will read in this report, the MDTA has taken concrete steps to preserve its facilities, improve safety and reduce congestion MDTA-wide.

At the same time, the MDTA Police continues to use innovative approaches to meet security and law-enforcement needs at MDTA toll facilities, the BWI Thurgood Marshall Airport and the Port of Baltimore. In 2014, MDTA Police Chief Col. Michael Kundrat developed a new CompStat process that uses organized problem solving, commitment and consistency to produce positive results and incremental reductions in traffic and criminal issues. This is the type of cooperation and teamwork among MDTA Members, management and employees that will put the MDTA at the forefront of government agencies and demonstrate our effectiveness.

Each of the MDTA's employees plays a vital role in ensuring our toll facilities meet the growing needs of our citizens and visitors who travel them each year. The MDTA's successes are Maryland's successes, and I thank our employees for their hard work in making them happen.

A handwritten signature in blue ink that reads "Bruce W. Gartner". The signature is written in a cursive, flowing style.

Bruce W. Gartner
Executive Director

MANAGEMENT COMMITTEE

Bruce W. Gartner
Executive Director

Deborah E. Sharpless
Deputy Executive Director

John J. Ayd
Chief Information Officer

Sara Cabrera
Chief of Equal Employment Opportunity

David W. Chapin
Special Projects Coordinator

Percy Dangerfield
Chief Administrative Officer

Donna Dicerbo
Director of Procurement

Charles D. Flook
Acting Director of Human Resources & Workforce Development

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

Jaclyn Hartman
Director of Finance

Meshelle V. Howard
Director of Fair Practices

Douglas M. Hutcheson, P.E.
Chief Engineer (retired)

Derek Jones
Director of Operations

Col. Michael T. Kundrat
Chief, MDTA Police

Jody D. McCurley
Director of Audits

Kimberly A. Millender
Principal Counsel

Dennis Simpson
Director of Planning & Program Development

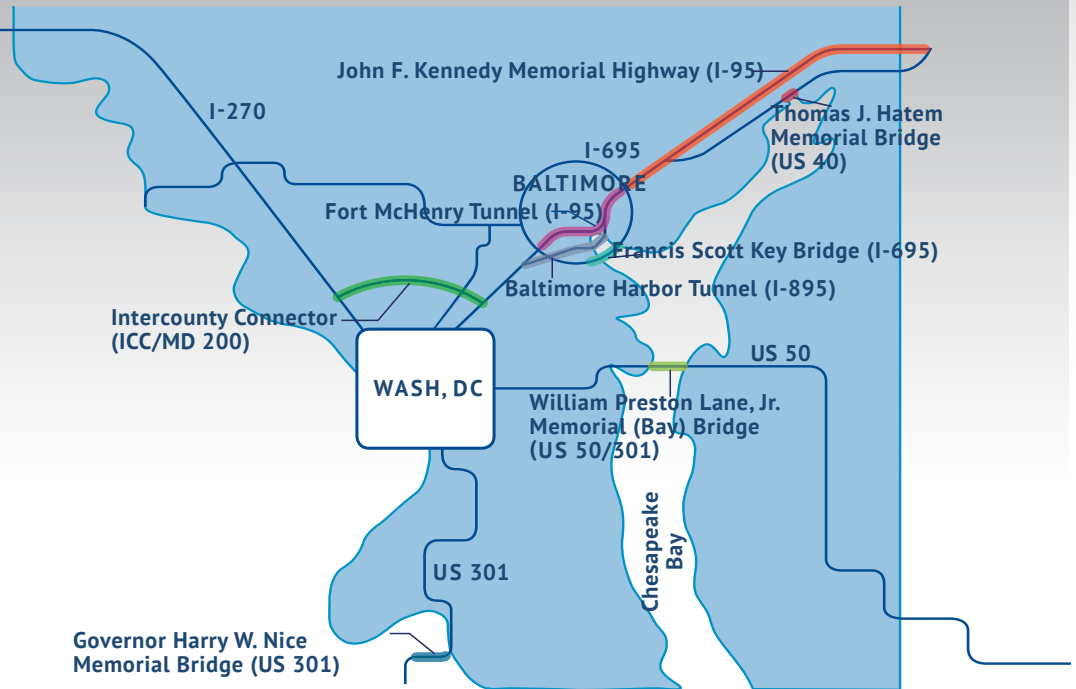
Cheryl M. Sparks
Director of Communications

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

VITAL LINKS IN MARYLAND'S TRANSPORTATION NETWORK

OUR FACILITIES

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 2014 TRAFFIC VOLUME - 9.9 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. Tydings Memorial Bridge over the Susquehanna River in northeast Maryland.

FY 2014 TRAFFIC VOLUME – 28.8 MILLION VEHICLES.

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.



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 2014 TRAFFIC VOLUME – 41.9 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 2014 TRAFFIC VOLUME – 24.9 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 2014 TRAFFIC VOLUME – 10.4 MILLION VEHICLES.

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, DC. At four miles, the spans are among the world’s longest and most scenic over-water 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 2014 TRAFFIC VOLUME – 25.6 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 2014 TRAFFIC VOLUME – 20.5 MILLION TRIPS.



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.

FY 2014 TRAFFIC VOLUME – 6.4 MILLION VEHICLES.



FORT MCHENRY TUNNEL (I-95)

INNOVATION

Now Complete! Intercounty Connector

Maryland's eighth and first all-electronic toll facility reached its third anniversary since opening to I-95 on Nov. 22, 2011. In addition, its final section between I-95 and US 1 opened on Nov. 9, 2014. The Intercounty Connector (ICC), connecting Montgomery and Prince George's counties near Washington, D.C., provides reduced and reliable travel times and greater convenience for commuters, businesses and transit users between the I-270 and I-95/US 1 corridors. The ICC's first segment from I-270/I-370 at Shady Grove to MD 97 (Georgia Avenue) opened in February 2011.

The ICC's newly opened final section between I-95 and US 1 includes the extension of the ICC from I-95 to a partial interchange at Konterra Drive and a new signalized intersection at US 1, and the construction of collector-distributor lanes on northbound and southbound I-95. The per-mile toll rates from I-95 to US 1 are the same as the other segments, which are set at the lowest end of the rate ranges approved by the MDTA Board. A mini campaign to educate ICC users of the new exits and ways to pay to travel the ICC ran in November 2014 in both the Baltimore and D.C. markets via radio, print, out of home, social media and public outreach.

The ICC was designed to accommodate expected traffic capacity in 2030 and to provide relatively congestion-free travel with reliable travel times today and for years to come. Between FY 2013 and FY 2014, ICC revenue increased by 21 percent and the number of trips increased by 19 percent. With new toll facilities like the ICC, there is an expected "ramping-up" period, projected to last through FY 2015, when traffic grows gradually as users become more familiar with the facility. Between July 2013 and June 2014, nearly 20.5 million trips were made on the ICC with total revenue of \$48.03 million.

There are no toll plazas on the ICC. Tolls are collected via E-ZPass and Video Tolling at highway speeds as vehicles pass beneath tolling structures, eliminating vehicle queuing and congestion, promoting safety, reducing pollution and improving the overall quality of life for commuters. Varying toll rates by time of day and day of the week provides generally free-flowing traffic on the ICC – even during peak periods like morning and afternoon rush hours. Tolling also provides funds for financing, operating and maintaining a large transportation project like the ICC. Without tolling, the ICC could not have been built, as conventional transportation funding was insufficient to build the roadway.

The MDTA is updating its ICC traffic and revenue study based on three plus years of traffic experience since opening in 2011. The study, which will refine future traffic and revenue forecasts and provide additional information on the potential impacts of toll adjustments, is expected to be complete in mid 2015.

**A TRIP FROM
LAUREL TO
GAITHERSBURG
SAVES A COMMUTER
MORE THAN
30 MINUTES WITH
A 17-MINUTE
TRIP ON THE ICC.**

WHY ARE ROADS TOLLED?

The construction and maintenance of many roads in Maryland have typically been paid for with State and federal taxes. However, as 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.

INNOVATION

I-95 Improvement Project with Express Toll Lanes (ETL)

We Just Gave Traffic Reporters Less To Talk About!

In November 2014, the MDTA kicked off a campaign to educate commuters in the Baltimore Metro Area on the opening of the I-95 ETL. A qualitative research study was conducted and the data gathered on the creative concepts helped strengthen the effectiveness of the campaign's message. The campaign focused on reliability and other benefits of the I-95 ETL, as well as how to use the new lanes through radio, print, television, digital, social media and the participation in multiple grassroots and outreach events. The MDTA Outreach Team staffed a kiosk to facilitate questions and answers about the I-95 ETL as citizens passed through White Marsh Mall in December.

The new I-95 Express Toll Lanes (ETL) opened to traffic on Dec. 6, 2014. After a week-long "test drive" period, toll collection began on Dec. 12, 2014. The I-95 ETL now provide motorists with a convenient choice for reliable travel. Motorists are most likely to use the I-95 ETL during rush hours, holidays and major traffic incidents.

The I-95 ETL are eight miles (seven tolled) of "through" lanes between White Marsh and Baltimore. Motorists are able to access the I-95 ETL from I-95, I-895, MD 43 at I-95 and Moravia Road at I-895. There are two new ETL in each direction of I-95, adjacent to the existing four general-purpose (non-tolled) lanes. The new lanes are part of the comprehensive \$1.08 billion I-95 Improvement Project, which also includes \$756 million in significant highway and safety enhancements along this vital economic corridor. These upgrades include:



I-95 ETL RENDERING

- Reconfigured three major I-95 interchanges (I-895, I-695 and MD 43) to improve traffic operations and enhance safety;
- Eliminated left-hand exits from the general-purpose lanes at the I-695 interchange;
- Modified the traffic pattern on southbound I-95 at I-895, giving priority movement to the majority of motorists who continue along I-95; and
- Replaced two structurally deficient bridges at MD 43 (White Marsh Boulevard). Like the Intercounty Connector, there are no toll plazas on the I-95 ETL. Tolls are paid at highway speeds using *E-ZPass* as vehicles pass beneath overhead tolling structures. The I-95 ETL also uses Video Tolling for drivers who do not have *E-ZPass*.

The MDTA Board announced and approved a tolling plan on Sept. 19, 2013, and Dec. 19, 2013, respectively. Toll rates vary by time of day and direction of travel. The MDTA Executive Director set the actual toll rates in December 2013. Drivers of two-axle vehicles with *E-ZPass* pay \$1.75 during peak hours, \$1.40 during off-peak hours and \$0.70 overnight per trip on the new lanes.

In 2014, work continued on the I-95 interchanges at I-695 and MD 43 and on I-95 north of MD 43. These projects were substantially completed by the Dec. 6 opening of the I-95 ETL. Improvements included the opening of directional flyover ramps from eastbound MD 43 to northbound I-95 and from westbound MD 43 to southbound I-95 in November. Other improvements included general purpose and ETL paving and the installation of toll-rate information signs, ITS, signing and lighting. Work at the offsite Whitemarsh Mitigation project began in May 2014 with a winter 2015 completion anticipated. The project will offset environmental impacts from recent and prior activities to streams and wetlands in 183 acres of undeveloped, open and forested land in White Marsh at the head of Bird River within the Chesapeake Bay Watershed. The widening of Campbell Boulevard beneath I-95 in White Marsh also continued, which included sidewalks, lighting and other safety improvements. Work will be completed in Spring 2015.

WHITE MARSH RUN PROJECT

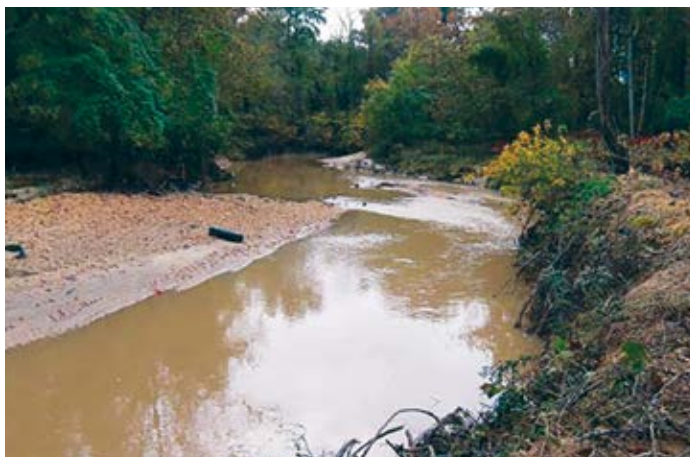
A \$4.9 million project to restore Whitemarsh Run and its wetlands in Northeast Baltimore County began in 2014. The environmental mitigation/stewardship project is part of the I-95 ETL and will offset environmental impacts from recent and prior activities to streams and wetlands. The Whitemarsh Run Conservation Area covers 183 acres of undeveloped, open and forested land in White Marsh at the head of Bird River within the Chesapeake Bay Watershed. The project will preserve, create and enhance wetlands; control erosion and sedimentation to improve water quality; improve fish passage and nurture spawning habitats for successful future fish populations; improve wildlife habitat and enhance the diversity of native vegetation; manage invasive species; and establish native forest communities that provide habitat for a variety of wildlife. The environmental project is expected to last nearly one year.



I-95 ETL BILLBOARD



I-95 ETL TOLLING GANTRIES



WHITE MARSH RUN STREAM BANK STABILIZATION AREA BEFORE CONSTRUCTION



STREAM BANK STABILIZATION AREA AFTER CONSTRUCTION

INNOVATION



I-95 MARYLAND HOUSE TRAVEL PLAZA



I-95 CHESAPEAKE HOUSE TRAVEL PLAZA

I-95 Travel Plaza Redevelopment

Through an innovative 35-year Public Private Partnership with the MDTA, Areas USA has invested \$56 million to redesign and rebuild both the Maryland House and Chesapeake House travel plazas on I-95 and will operate and maintain the plazas through 2047. The State retains ownership and oversight of the travel plazas, while receiving revenue over the course of the agreement estimated at more than \$400 million. The agreement is bringing an estimated 400 construction and 575 operating jobs to the State. Areas USA's construction and operation teams are comprised of many Maryland firms, several of which are minority-owned or women-owned businesses.

Throughout the redevelopment, Areas USA kept one travel plaza open to serve customers. The Maryland House was rebuilt in exactly the same location, while the new Chesapeake House was built adjacent to its former site. The Maryland House closed in September 2012 and reopened in January 2014. The new 42,000 square-foot Maryland House features food from Wendy's, Phillips Seafood, Dunkin' Donuts, Jerry's Subs & Pizza, Currito, Nathan's Famous, Auntie Anne's and Carvel. The new 5,700 square-foot A Plus convenience store at the Sunoco high-speed fueling station features food from Elevation Burger.

Construction of the new Chesapeake House began in spring 2013. The Chesapeake House closed in January 2014 and reopened in August 2014. The new 30,000 square-foot Chesapeake House features food from Earl of Sandwich, Pizza Hut, Kentucky Fried Chicken, Wendy's, Peet's Coffee and Tea and Auntie Anne's. The new 4,300 square-foot A Plus convenience store at the Sunoco high-speed fueling station features custom crafted food and drinks.

The redevelopment included contemporary design, additional bus parking, free WiFi, gas and food services, a staffed Welcome Center and a Kids Korner seating area. The new travel plazas include "green" features and are expected to receive LEED certification.

The Maryland Women in Military Service Monument at the Chesapeake House was dedicated on Veterans Day, Nov. 11, 2014. The monument honors women from the state of Maryland, past and present, who honorably and proudly served our nation in war and peace. The Commission on the Establishment of the Women in Military Service Monument, in conjunction with Areas USA, the Maryland Department of Transportation and Maryland Department of Veterans Affairs, coordinated the design and construction of the monument, with Areas USA funding the project.



MARYLAND WOMEN IN MILITARY SERVICE MONUMENT DEDICATION AT CHESAPEAKE HOUSE



I-95 CHESAPEAKE HOUSE TRAVEL PLAZA SUNSHINE MARKET



I-95 MARYLAND HOUSE TRAVEL PLAZA DINING AREA



OUR TRAVEL PLAZA PARTNER AREAS USA IS ALREADY MAKING A HUGE IMPACT IN THE LOCAL COMMUNITY:

- Helped raise more than \$42,000 for Cecil County's Bayside Community Network using donation boxes at the Chesapeake House before it closed for reconstruction. The money raised will provide job training and placement, educational programs, housing and therapy for hundreds of adults with a disability and summer camp for children with a disability. In addition, Areas USA also supplied the group with much-needed equipment, tables and chairs and also hired six members of the Bayside Community Network family.
- Provided \$1,000 to Habitat for Humanity for its Build-A-House BBQ that took place on Sept. 26.
- Presented the Edgewood Boys & Girls Club with \$10,000 gathered via collection boxes at the Maryland House.
- Partnered with the Baltimore chapter of the Warrior Wishes Foundation and donated \$1,000 to the group's cause. Warrior Wishes provides once-in-a-lifetime experiences for military veterans and works closely with the Wounded Warrior project. The funds will provide wishes to local veterans, homeless veterans and those at the Perry Point Medical Center.
- Served as a Bronze Sponsor for the 2014 Maryland Tourism and Travel Summit, which was hosted by the Maryland Tourism Coalition (MTC) from Nov. 12-14 in Ocean City, Md. The Summit attracted more than 250 tourism and hospitality industry leaders from throughout the State.

CAPITAL INVESTMENTS

CONSOLIDATED TRANSPORTATION PROGRAM

The MDTA's current six-year Consolidated Transportation Program (CTP) is over \$2 billion and includes projects to preserve our facilities for years to come. In FY 2015 alone, the MDTA's annual capital program is more than \$395.3 million.

Our CTP consists of 272 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:

53 projects with a total budget of more than \$942.6 million.

DEVELOPMENT AND EVALUATION PROGRAM:

4 projects with a total budget of more than \$66.4 million.

MINOR PROJECTS PROGRAM:

215 projects with a total budget of more than \$993.8 million.

SYSTEM PRESERVATION

The MDTA focuses on System Preservation to ensure that its aging transportation 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 expanded System Preservation Program for FY 2015 – 2020 is comprised of 243 projects with a total budget of about \$1.7 billion, approximately 85 percent of the MDTA's six-year CTP total.

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. Phase 3, which includes cleaning and painting the deck cantilever truss spans and steel piers, began in May 2013 and is expected to be complete by summer 2015. The final phase of westbound span painting will involve cleaning and painting.


BAY BRIDGE TOLL PLAZA PROJECT

In September, the MDTA began a project to replace toll booths and to remove and replace existing concrete pavement on the toll plaza. Three toll lanes at a time were closed continuously 24/7 to perform the work. The project is expected to be complete in spring 2015.

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



BAY BRIDGE CABLE REWRAPPING AND DEHUMIDIFICATION

An aerial photograph of the Bay Bridge, showing its long spans and suspension towers. A worker in a yellow safety vest and white hard hat is positioned on a narrow walkway next to a large suspension cable, performing maintenance. The bridge spans across a body of water with several sailboats visible. The image is overlaid with a dark blue diagonal graphic on the right side.

A 2.5-year, \$51 million project to rewrap the main suspension cables and install a dehumidification system on both spans of the Bay Bridge continued. Rewrapping the suspension cables involves removing the existing neoprene coating and wrapping the cables with a new neoprene coating. As an extra layer of protection, the dehumidification system will help reduce potential moisture within the cables by injecting dry air into the cables. The project is expected to be complete by summer 2015.

CAPITAL INVESTMENTS



PATAPSCO AVENUE BRIDGE RE-DECKING PROJECT ON I-895
(BALTIMORE HARBOR TUNNEL)

HARBOR TUNNEL THRUWAY RAMP PROJECT

Repairs to the I-895 Potee Street and Patapsco Avenue entrance and exit ramps in Baltimore City took place as part of the MDTA's \$13.7 million facility preservation project to replace the decks of the I-895 bridges over Patapsco Avenue, Potee Street and Hanover Street. The full project was completed in October 2014.

I-95/I-395 PRESERVATION SOUTH OF THE FORT MCHENRY TUNNEL

A major two-year, \$64 million project began to remove and replace the existing concrete deck (riding) surface and roadway joints on mainline I-95 and the ramps serving I-95 in Baltimore City. The project includes

multiple lane shifts and traffic splits on mainline I-95, reduced lane widths, elimination of shoulders and full-time and part-time ramp closures with detours around the work zone. Construction began in March 2014 and is expected to last two construction seasons, with final completion in summer 2016. An extensive public-outreach plan was used for this project. Billboard and radio ads, news releases and traffic advisories, social media messages, community and elected official notifications, email blasts and web updates were all used to educate the public about ongoing construction.

FORT MCHENRY TUNNEL TOLL BOOTH REPLACEMENT PROJECT

The MDTA completed a system-preservation project to replace the 30-year-old toll booths at the Fort McHenry Tunnel.

NICE BRIDGE PRESERVATION

A \$13.2 million project to clean, paint and repair portions of the existing structural steel on the Nice Bridge began in April 2013. Work also includes repairing and sealing the concrete bridge deck and replacing the catwalk and ladder system under the bridge's main span. The project is expected to be complete by summer 2015.

I-95 RESURFACING

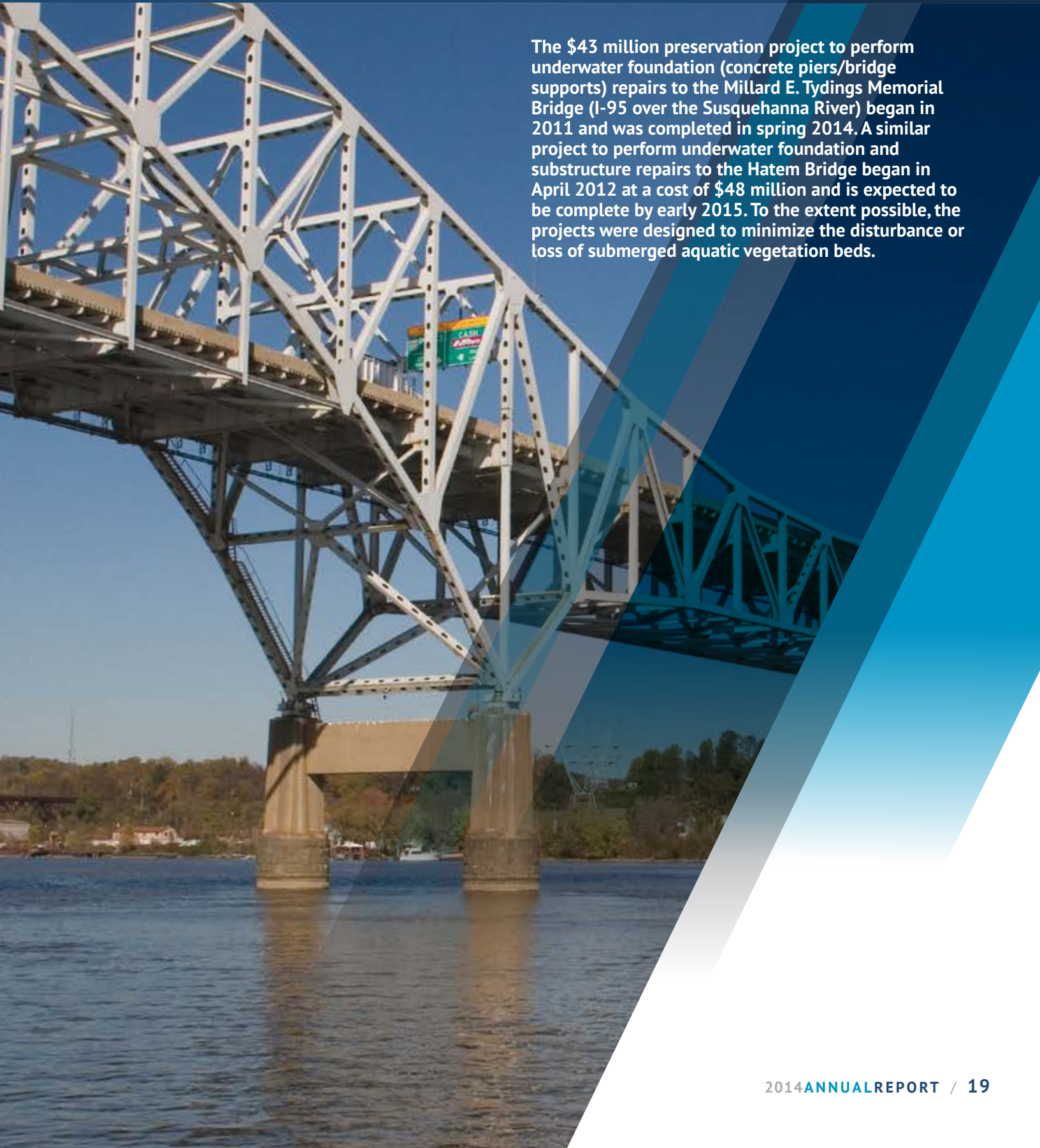
A 1.5 year, nearly \$11.9 million project continued to resurface northbound and southbound I-95 between Joppa Road in Baltimore County and Winters Run Road in Harford County. The work included grinding and patching existing pavement, resurfacing with hot mix asphalt and installing new striping, rumble strips and pavement markers. The project was completed in March 2014. A similar two-year project to resurface I-95 in Harford County between MD 24 (Vietnam Veterans Memorial Highway) to the Tydings Bridge began in July 2014 at a cost of nearly \$19.2 million and is expected to be complete in summer 2016.

CANTON VIADUCT REPLACEMENT

A major \$289.8 project is set to begin in fall 2016 and continue through mid 2021. Work includes demolishing and reconstructing the 3,300-foot elevated section of I-895 north of the Baltimore Harbor Tunnel, replacing the Holabird Avenue ramp and repairing the tunnel roadway approaches and retaining walls. Public open houses took place in November 2014. Currently, the project is advancing toward the 90 percent design submittal for the planned December 2015 advertisement.

MILLARD E. TYDINGS AND HATEM BRIDGE PRESERVATION

The \$43 million preservation project to perform underwater foundation (concrete piers/bridge supports) repairs to the Millard E. Tydings Memorial Bridge (I-95 over the Susquehanna River) began in 2011 and was completed in spring 2014. A similar project to perform underwater foundation and substructure repairs to the Hatem Bridge began in April 2012 at a cost of \$48 million and is expected to be complete by early 2015. To the extent possible, the projects were designed to minimize the disturbance or loss of submerged aquatic vegetation beds.



CAPITAL INVESTMENTS



GOV. HARRY W. NICE MEMORIAL BRIDGE



FORT MCHENRY TUNNEL

PLANNING STUDIES

GOV. HARRY W. NICE BRIDGE REPLACEMENT

The MDTA has budgeted \$61.6 million for initial design and the purchase of right-of-way needed in both Maryland and Virginia for a new Nice Bridge. The initial design work will determine the channel requirements for the main span and where the span's support piers would be placed in the Potomac River, among other design elements. The project is not currently funded for construction. A Subsurface Exploration and Laboratory testing program for this project has been advertised and is expected to receive a notice to proceed this fall.

ALL ELECTRONIC TOLLING (AET) CONVERSION AND PRIORITIZATION STUDY

Completed in late 2013, the study evaluated the conversion of Maryland's seven toll plazas to all electronic tolling (AET). 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. The advantages of such a transition could include reduced travel time; increased safety/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 study evaluated the following three components: physical conversion of the existing toll plazas to AET; changes within MDTA to accommodate removal of toll plazas; and prioritizing the conversion order of MDTA's facilities based on traffic composition, cost, potential revenue impacts and other operational considerations.

AET FOLLOW-UP STUDY REQUIRED BY HOUSE BILL 389

The Maryland legislature passed HB 389 during the 2014 legislative session. The study is underway, and the MDTA will address 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 of 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.

A report is due to the legislature on January 1, 2016.

BAY BRIDGE LIFE-CYCLE COST ANALYSIS

The Bay Bridge Life-Cycle Cost Analysis will establish when major system preservation work and routine maintenance will be required throughout the life cycle of both spans. In doing this, we will know when a replacement bridge is necessary based on structural conditions. The MDTA felt this study was necessary before it could even entertain a discussion about when the State should address peak-period traffic capacity over the Chesapeake Bay. In fact, during the study, traffic analyses will be reviewed to determine future capacity needs. The analysis will develop various concepts for a replacement crossing, considering constructability, maintenance of traffic during construction and pedestrian/bicycle options. The Life-Cycle Cost Analysis will NOT determine location, right-of-way, or environmental impacts or mitigation, such as those required by a formal NEPA Project Planning Study. The Analysis began in August 2013 and is scheduled for completion in fall 2015.



SAFETY

As the MDTA preserves and improves Maryland's highways, tunnels and bridges, our top priority remains the safety of our customers and our employees. We are committed to keeping Maryland's families and our visitors and construction workers safe and make every effort to prevent traffic fatalities and injuries by inspecting our facilities, enforcing motor-vehicle laws, educating our customers and coming to the aid of stranded motorists.

Public outreach and education is a significant component of this effort. Safety messages emphasize "Stay Alert So No One Gets Hurt" and "Choose Safety for Life." MDTA employees donned their orange in support of their fellow highway workers and Work Zone Safety Awareness Week. In addition, the State Highway Administration and the MDTA hosted two news conferences to get the word out to the public and launched an educational outreach effort that included web banners, radio public-service announcements and social-media efforts. In addition, the MDTA continued its Bay Bridge safety campaign, in which "Spokesbirds" Spike and Otis emphasized safety tips and the best times for traveling the bridge.

In 2013, the Office of Engineering and Construction enhanced its inspection of maintenance of traffic (MOT) and safety on MDTA roadways by creating a more comprehensive inspection program. Project staff continues to complete daily compliance reports, and random safety inspections are performed by an independent traffic engineer.

Additionally in 2014, Office of the Environment, Safety and Risk Management provided Environmental Awareness Training to 95 construction staff.

FACILITY INSPECTIONS

The MDTA is committed to maintaining the safety and integrity of Maryland's transportation infrastructure. Over the last seven years, the MDTA has strengthened its bridge and tunnel inspection program 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.



JUNE SAFETY MONTH EMPLOYEE CONFERENCE AND EXPO



BAY BRIDGE FACILITY INSPECTION

Independent, certified and nationally experienced engineering firms inspect all bridges, tunnels, roadways, lighting and signage annually, which exceeds federal inspection standards. Inspections are performed from September through June each year. In 2014, 35 consultant and sub-consultant firms performed nearly \$12.6 million in inspection services. All facilities were found to “be maintained in good repair, working order, and condition.”

In 2014, MDTA inspected 304 bridges meeting 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 below is from the NBIS data provided to the Federal Highway Administration in 2014.

All MDTA bridges allow for legally-loaded vehicles, emergency vehicles and school buses to traverse safely. MDTA has just one bridge classified “structurally deficient” due to deck condition. The Canton Viaduct on I-895 just north of the tunnel is currently in design for complete replacement expected to begin in 2016.

The MDTA also inspects the Baltimore Harbor and Fort McHenry tunnels using guidelines and rating criteria similar to the bridge inspection program. In 2014, Fort McHenry Tunnel received an overall rating of 5. Baltimore Harbor tunnel received an overall rating of 6.

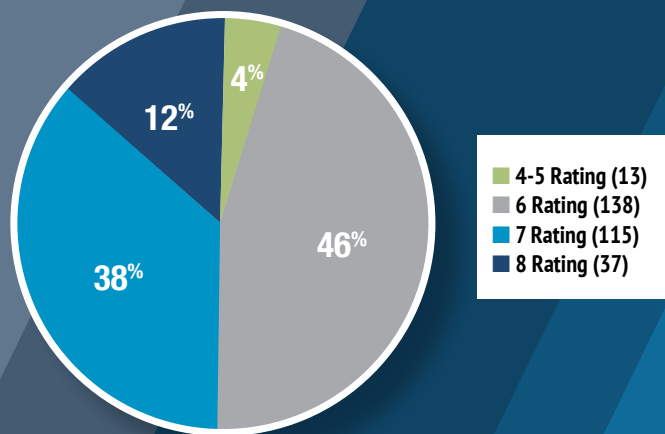
	DECK	SUPER STRUCTURE	SUB STRUCTURE
Francis Scott Key Bridge	6	6	6
Bay Bridge (Eastbound)	6	6	6
Bay Bridge (Westbound)	6	6	6
Thomas J. Hatem Bridge	7	6	6
Harry W. Nice Bridge	5	5	5
Millard E. Tydings Bridge	6	5	6

NBIS Condition Rating Codes:

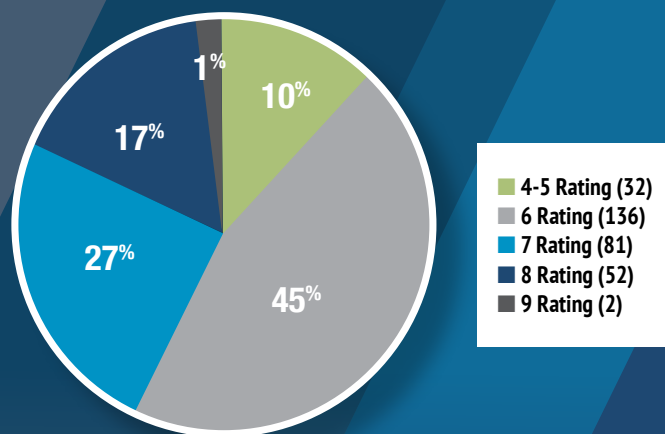
- | | |
|--------------------|----------------|
| 0 Failed | 5 Fair |
| 1 Imminent Failure | 6 Satisfactory |
| 2 Critical | 7 Good |
| 3 Serious | 8 Very Good |
| 4 Poor | 9 Excellent |

THE FOLLOWING CHARTS SUMMARIZE THE CONDITION RATINGS BY COMPONENT FOR THE 303 BRIDGES THAT THE MDTA INSPECTED.

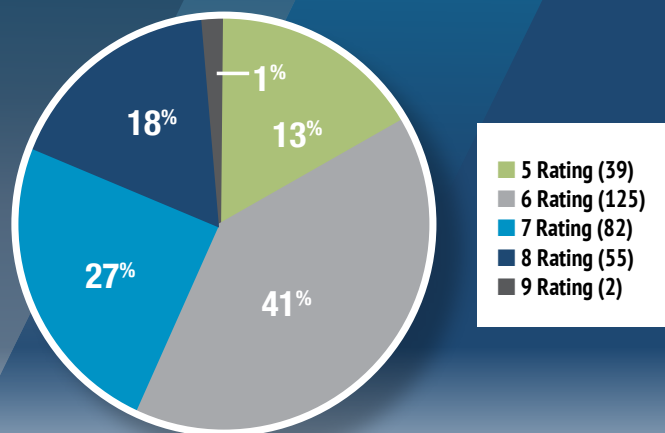
DECK RATING



SUPERSTRUCTURE RATING



SUBSTRUCTURE RATING



SAFETY



COURTESY PATROL

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 roadway, especially with the many 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 potential 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 incidents. Courtesy Patrols provide 24-hour coverage at the Bay Bridge, the ICC and the two tunnels; and peak-travel coverage at the Kennedy Highway and the Key Bridge.

In 2014, patrols assisted drivers of more than 31,000 disabled vehicles, removed more than 230 of those vehicles from MDTA roadways and changed nearly 6,000 flat tires. Most vehicles are returned to the road in 15 - 20 minutes. In 2014, appreciative customers sent almost 80 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 June Safety Month Conference and Expo for employees. Vendors were on-hand to provide information to employees and presentations were held about workplace hazard assessment, ladder safety and tool safety.

ACTIVE SHOOTER TRAINING

In 2014, the MDTA Police Security Unit held four Active Shooter trainings. More than 350 employees participated in the training, which was provided by the Federal Bureau of Investigations Office of Law Enforcement Coordination. The training provided civilian employees with information about potential indicators of an active shooter, lessons learned from real-world incidents and techniques to increase awareness of security and surroundings.



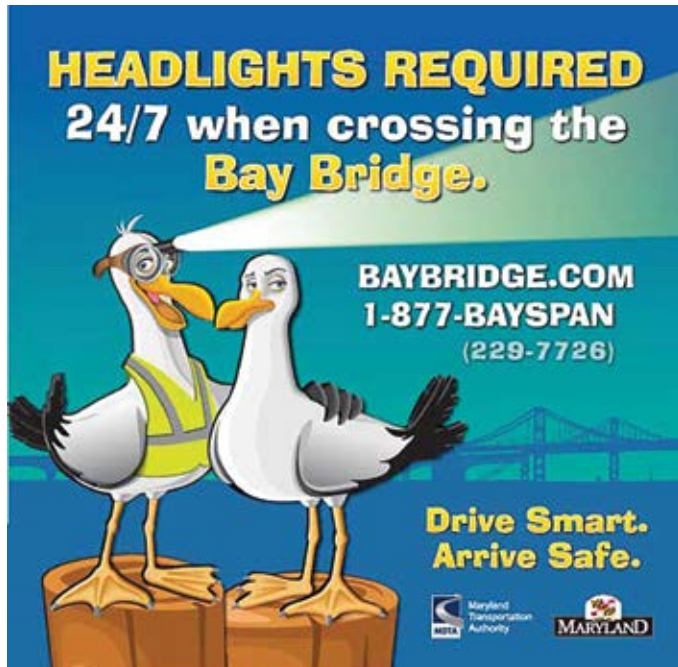
ACTIVE SHOOTER TRAINING



WILLIAM PRESTON LANE, JR. MEMORIAL (BAY) BRIDGE



1-877-BAYSPAN AND BAY BRIDGE SAFETY ADS FOR TRANSIT



1-877-BAYSPAN AND BAY BRIDGE SAFETY DIGITAL AD

BAY BRIDGE SAFETY INITIATIVE

Prior to the summer travel season, \$500,000 in new safety improvements were implemented at the Bay Bridge, including:

- Requiring the use of headlights at all times on the bridge with “Mandatory Headlight Use Area” signs installed along both the westbound and eastbound bridges;
- Adding curve warning signs and 40 mph speed-limit signs prior to curve on eastbound bridge;
- Installing “Your Speed Is” signage on the bridge;
- Adding “Congestion Ahead” signs with flashers to activate during heavy congestion to warn motorists of the potential for slowed/stopped vehicles;
- Adding a “Do Not Tailgate” sign to the eastbound bridge approach during times of congestion;
- Launching a campaign to promote safe driving on the bridge using various media including radio, print, out of home, transit, digital, email, grassroots, social media and interagency partnerships throughout Baltimore, the Eastern Shore and the D.C. and Northern VA markets. The campaign, which ran from April through September, highlighted safety enhancements at the Bay Bridge and educated customers about tailgating, distracted driving, texting while driving, the new 24/7 headlight-use requirement, the best times to travel and how to plan ahead.

E-ZPASS CUSTOMER SERVICE



BALTIMORE HARBOR TUNNEL MAINTENANCE AND SIGN SHOP EMPLOYEES REBUILD E-ZPASS STOP-IN CENTER



April 2014 marked 15 years of electronic toll collection in Maryland. In those 15 years, *E-ZPass* use has consistently grown each year. More than 1,250,400 *E-ZPass* Maryland transponders are on the move, and 75% of all traffic at MDTA facilities uses *E-ZPass* to pay tolls electronically. In fact, 93% and 77% of customers using the Hatem Bridge and Key Bridge respectively pay by *E-ZPass* and 87% pay by *E-ZPass* on the ICC – the State’s first all-electronic toll facility.

With Video Tolling, registered vehicle owners receive a Notice of Toll Due (NOTD) for using any of Maryland’s eight toll facilities without paying with cash or *E-ZPass*. The NOTD allows the vehicle owner to pay the Video Toll transaction within 30 days without any penalties or additional fees.

Those who do not pay within 30 days receive a civil citation and \$50 fine for each unpaid Video Toll transaction in addition to the Video Toll amount. The owner may pay the citation and fine or contest the citation in District Court. Motorists who do not pay or contest civil citations and fines within 30 days will be referred to the Motor Vehicle Administration (MVA) as follows:

- Less than \$1,000 (unpaid tolls and fines) – Referred for non-renewal flag of vehicle registration.
- \$1,000 or more (unpaid tolls and fines) – Referred for suspension of vehicle registration

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

- At the *E-ZPass* Maryland Customer Service Center, customer-service representatives took more than 674,600 telephone calls and more than 611,000 were handled by the Interactive Voice Response system. In addition, more than 534,000 pieces of correspondence and emails were received.
- The MDTA's *E-ZPass* Operations staff serviced more than 33,500 customers.
- The MDTA's *E-ZPass* Outreach Team continued to provide information to large employers, businesses and civic organizations on how to use the ICC and how to get *E-ZPass*. During 2014, the group sold 179 transponders and shared information with more than 3,200 citizens during 61 local events and visits to area businesses.
- In addition, the Outreach Team provided information to organizations in the Baltimore Metro Area on the opening and the benefits of using the I-95 ETL and signing up for *E-ZPass*. The team's ETL efforts began in spring 2014 and have been quite successful. Through the end of December, team members reached out to 7,780 people and sold 408 *E-ZPass* transponders at various events and visits to area businesses.
- Customer e-mail communication efforts included ensuring customers have suitable discount plans for their travel needs, proper account management, updates on construction, traffic impacts, notification of the opening of the I-95 ETL and the Konterra Drive and Route One exits on the ICC/MD 200 in Prince George's County and notice of the new vehicle registration non-renewal and suspension portion of the Video Toll collection process.
- Used social media to reach over 9,200 Twitter followers and 7,700 Facebook followers with *E-ZPass* service messages. Through the use of social media, the MDTA also was able to provide its followers with *E-ZPass* customer service responses via private messaging.
- The Baltimore Harbor Tunnel Stop-in Center was renovated and reopened for business in June. The new design offers additional privacy and convenience for MDTA customers.



KAREN SZELIGA, CUSTOMER AND REVENUE SUPERVISOR

LAW ENFORCEMENT



CPL. TIMOTHY MORANDI



AN MDTA POLICE OFFICER DURING A COMMERCIAL VEHICLE SAFETY INITIATIVE

The nationally accredited Maryland Transportation Authority (MDTA) Police force comprises more than 600 sworn and civilian professionals. Every day, officers keep 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.

In 2014, MDTA Police Chief Col. Michael Kundrat developed a new CompStat process that uses organized problem solving, commitment and consistency to produce positive results and incremental reductions in traffic and criminal issues. This method of management accountability stresses communication, collaboration and cooperation among staff members to help ensure the safety and security of our facilities, employees and customers. Using this philosophy and process, the number of fatal crashes on MDTA roadways was reduced from four in 2013 to one in 2014. The number of personal-injury crashes was reduced from 198 in 2013 to 187 in 2014. There were only 44 DUI-related crashes in 2014 compared to 74 in 2013 – a 40.5 percent reduction. In addition, the total number of Part I crimes (homicide, rape, robbery, aggravated assault, burglary, theft, motor-vehicle theft and arson) in 2014 (170) was the lowest number in more than 12 years!

Throughout the year, MDTA Police hit the roads to enhance travel safety by targeting impaired and aggressive drivers through initiatives like the Smooth Operator Program -- a cooperative effort among law enforcement in Maryland, Pennsylvania, Virginia and the District of Columbia to reduce the number of crashes caused by aggressive driving. In addition, MDTA Police held DUI saturation patrols and participated in the "Click It or Ticket" campaign for seatbelt enforcement and the "Toward Zero Deaths" campaign for saving lives and preventing injuries on the road.

There were 176,643 traffic stops conducted by MDTA Police officers during 2014. In 2014, officers made 309 criminal arrests, 1,025 arrests for suspected DUI offenses and issued 63,972 traffic citations and 105,315 traffic warnings – of which 2,715 were for DUI offenses, 6,321 were for adult seatbelt-related citations and warnings and 214 were for child seatbelt-related citations and warnings.

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 65-member Commercial Vehicle Safety Unit includes uniformed MDTA Police officers, civilian motor carrier inspectors and police cadets. In 2014, the Commercial Vehicle Safety Unit (CVSU) inspected 26,288 vehicles. In addition, 1,567 vehicles were found to be overweight. The unit took 3,577 vehicles and 2,296 drivers out-of-service to help preserve our roadways and facilities.



MDTA POLICE COMMUNICATIONS UNIT

OTHER LAW-ENFORCEMENT HIGHLIGHTS INCLUDE:

- A Graduation Ceremony was held Feb. 20 for MDTA Police Class 46. Thirty-two police recruits graduated after training at the MDTA Police Academy. MDTA Police Class #47 began their training at the MDTA Police Training Academy on May 28.
- The MDTA Police hosted its fifth annual Police Cadet Career Night on March 21. Thirty-two young men and women participated in the event, which provided high school seniors and graduates -- ages 17-20 -- information about becoming an MDTA Police Cadet. Cadets receive training and work alongside MDTA Police officers until they are eligible to enter the MDTA Police Training Academy.
- The MDTA Police hosted a two-week First Line Administrator training program conducted by the Maryland Police and Correctional Training Commissions. All First Sergeants participated.
- The MDTA Police's first CALEA Re-Accreditation Dual Assessment for the Training Unit and Communications Unit took place Nov. 16-18. As part of the process required for national accreditation, these units underwent an inspection by the Commission on Accreditation.
- On May 2, 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 event.
- Effective Oct. 1, the Move Over Law expanded to not only include first responders, but also tow trucks. The law requires drivers who are approaching a tow truck that is stopped, standing or parked on a highway and using certain visual signals (unless otherwise directed by a police officer or traffic control device) to make a lane change into an available lane not immediately adjacent to the tow truck or to slow to a reasonable and prudent speed that is safe.
- The MDTA Police Recruiting Unit hosted its annual Women in Law Enforcement Career Night on Nov. 21. More than 40 guests attended the event.



MDTA POLICE ACADEMY CLASS 46

ON DEC. 11, MDTA POLICE AND MD STATE POLICE FROM THE JFK HIGHWAY barrack safely apprehended a New Jersey resident following a pursuit that ended at the Fort McHenry Tunnel. The suspect is accused of carjacking a vehicle at a mental health facility in Mt. Holly, NJ. He also is facing multiple charges in that state, where the incident began. Officers were able to track the vehicle via its GPS unit, and a pursuit began southbound on I-95 in Baltimore. MDTA Police deployed stop-sticks before the tunnel, slowing the vehicle and enabling officers to block the vehicle and take the suspect into custody.

HOMELAND SECURITY

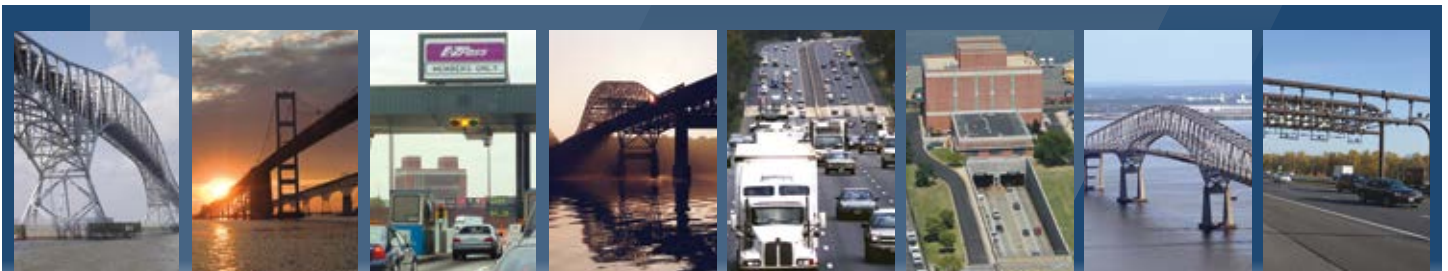
The state of Maryland continues to make homeland security a top priority. The MDTA Police work directly with the Maryland Emergency Management Agency (MEMA) to provide incident management and terrorism prevention services to the citizens of Maryland. Officers also partner with federal, state and local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

HIGHLIGHTS:

- The MDTA is working to ensure that the shorelines and anchorage islands of the State's bridges are protected and, among other deterrents, has undertaken 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 base system is operational at the Key Bridge, and the remaining bridges are expected to be complete in 2015.
- The MDTA Police continued to use the new Computer Automated Dispatch (CAD) and Records Management System (RMS), worked with other State agencies to enhance the Delta Plus system and ensured all officers are using the Automated Crash Reporting System. The MDTA Police continue to roll out the Automated Field Reporting/Vehicle Locator and the Mobile CAD Project, which will increase officer safety and enhance interoperability and records management.
- To keep our employees, customers and facilities secure, the MDTA Police Security Unit completed an extensive project to upgrade the MDTA's access control system, which is one of the largest AMAG access control systems in the country. The initiative took hundreds of hours and included upgrading the system's software and hardware and moving it from a stand-alone server to a virtual environment.



KEVIN WILSON, TRAFFIC MANAGEMENT AND SUPPORT SERVICES



ENVIRONMENTAL SUSTAINABILITY

EARTH DAY

MDTA employees celebrated Earth Day on April 22 with an event that included information booths, a game show, a rain garden presentation, and a rain barrel demonstration. Employees who participated in the rain barrel demonstration were rewarded for their hard work by being able to take home their barrels. Employees spoke with booth vendors about growing their own foods at home, the Chesapeake Bay, rain-barrel installation, and renewable energy. Information about drinking water, agriculture and general environmental awareness also was available.

REDUCE, REUSE, RECYCLE!

Over the last eight years, the MDTA has grown its recycling efforts. In 2008, the MDTA reported a recycling rate of 5.38%; in 2013 the recycling rate was 15.8%, just above the mandated level of 15%.

In 2014, State vendors initiated a change in reporting based on industry standards. Previously, vendors would weigh each dumpster serviced; now, they use a “standard” figure to estimate the tonnage per container. This number is then used in the yearly calculations to determine the tonnage of trash and recycling. As a result, even though the amount of pick-ups at our facilities generally remained the same, the tonnage was significantly reduced compared to recent years due to this change in reporting.

Since 2009, the Office of Environment, Safety and Risk Management (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. All of MDTA's facilities are now recycling these materials. Although other materials from our maintenance and automotive shops don't count toward the MRA recycling figure, MDTA shops remain dedicated to recycling. They recycle scrap metal, concrete, sweeper dirt, sewage sludge, waste water, wood and used oil. Together, the combined efforts of office staff and maintenance/automotive personnel have resulted in the recycling of 933 tons of materials during 2013.

BY RECYCLING 59 TONS OF PAPER AND CARDBOARD IN 2013 (MOST RECENT DATA AVAILABLE), THE AGENCY CONTRIBUTED TO THE CONSERVATION OF APPROXIMATELY:

- 1,002 trees (35 feet in size)
- 176.8 cubic yards of landfill space
- 409,486 gallons of water
- 117.84 barrels of oil
- 267,256 kilowatt (kW) hours of energy
- 3,535 pounds of air pollution effluents.

RECYCLING EIGHT TONS OF BOTTLES AND CANS IN 2013 CONTRIBUTED TO AN ADDITIONAL CONSERVATION OF APPROXIMATELY:

- 33,933 kW hours of energy
- 347 pounds of sand
- 1,155 pounds of limestone
- 52 cubic yards of landfill space.

EMPLOYEES LEARN ECO-FRIENDLY TIPS AT THE ANNUAL EARTH DAY EVENT.



ENVIRONMENTAL SUSTAINABILITY

FORT MCHENRY TUNNEL LIGHTING

Coordination continues for retrofitting the lighting in the Fort McHenry Tunnel to LED, resulting in an estimated energy savings of 20-25% of the current utility cost.

WIND ENERGY FEASIBILITY STUDY

The MDTA has deployed two wind-speed gauging devices, or anemometer towers, at the MDTA Headquarters at Point Breeze and at the Key Bridge, both in Baltimore. This initiative is a joint effort between the MDTA and the Maryland Energy Administration, which is providing turnkey installation and monitoring of the devices.

The MDTA will collect data for one year from the anemometer towers, which measure wind speeds at different elevations, looking for the wind “sweet spot” that will provide the most consistent and reliable wind speeds for powering a turbine to generate consumable power. Information is relayed to a database that compiles long-term trends. That data is then used to generate an average wind speed and to determine if the speeds meet standards from the Department of Energy’s Wind and Water Technologies Office in Washington, D.C., to sustain a wind turbine. If the data supports the installation of a wind turbine at either or both locations, the MDTA will begin to evaluate engineering and fiscal considerations for the infrastructure in the future.



TAMORY WINFIELD

ENVIRONMENTAL MANAGEMENT SYSTEM

In October, OESRM announced the roll-out of the agency-wide Environmental Management System (EMS). EMS will provide a system of checks and balances to help ensure that the MDTA is managing its environmental issues in a way that is tracked responsibly and documented consistently.



MDTA'S ENVIRONMENTAL MANAGEMENT SYSTEM LOGO

STORMWATER EFFORTS

MDTA continued to plan, design and construct stormwater retrofits Statewide in response to the Environmental Protection Agency’s Total Maximum Daily Loads, which limit sediment, nitrogen and phosphorous that flow into the Chesapeake Bay. The MDTA was successful in its first stage of constructing streamlined stormwater retrofits along highways. This project is nearing completion, with new stormwater devices have been constructed along I-95, I-895 and I-695. The MDTA is now focusing on the next stage to upgrade older stormwater management devices to meet current standards and install new stormwater devices along its highways and at maintenance facilities.



HARRIETT THE OSPREY SETTLES INTO HER NEW HOME BUILT BY MDTA MAINTENANCE STAFF AT THE BAY BRIDGE. SEE STORY ON PAGE 35.

COMMUNICATIONS AND COMMUNITY



SOCIAL MEDIA

The MDTA's first Twitter post occurred on Oct. 20, 2011, with a tweet related to the Intercounty Connector and continued with providing safety and "how to use the ICC" tweets. The MDTA entered the world of Facebook in May 2012 with the introduction of a Spike and Otis "Spokesbirds" page coupled with Bay Bridge safety and 1-877-BAYSPAN (229-7726) messages. Today, the MDTA Twitter and Facebook accounts provide valuable information pertaining to all of its facilities. Social media has become a valuable tool for our customers to get up-to-the-minute information about our facilities throughout the State. Events such as powerful summer thunderstorms, winter-weather road conditions and unexpected bridge closures – as well as routine traffic impacts from drawbridge openings and ongoing maintenance activities – has made Twitter an especially vital resource due to its ability to reach customers quickly and allow media outlets to re-tweet our messages directly to their followers. These platforms also give our customers another avenue to voice their concerns directly and receive a response with resolution. In 2014, the MDTA sent more than 4,500 tweets and has garnered more than 9,200 Twitter followers and more than 7,700 "likes" on Facebook. The MDTA also expanded our social-media platforms to include Flickr, Vine and Instagram.

In 2014, 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 and grassroots marketing, 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 2014, the hotline received more than 1.4 million calls. The baybridge.com web site remained an extremely popular information source, with more than 518,000 unique visitors accessing the web site during 2014, a remarkable 312,000 of which were first-time visitors. In addition, nearly 16,000 baybridge.com visitors are registered to receive email alerts. The DOC generates the email alerts – 51 Bay Bridge alerts were sent in 2014 – providing information about major incidents, lane closures, bridge services and safety efforts. More than 1,600 customers also received email alerts during the year about the ICC and the I-95 Express Toll Lanes. The agency's mdta.maryland.gov web site continued to provide valuable information about all facets of the agency. More than 807,000 unique visitors browsed the site in 2014.

Other Customer Service and Community Highlights for this year included:

- During 2014, DOC staff handled nearly 2,600 customer calls, 3,000 emails, 300 pieces of correspondence, 70 Public Information Act requests and more than 480 media inquiries. In addition, more than 150 traffic advisories and news releases were provided to media outlets.
- Spike and Otis "Spokesbirds" continued to emphasize safety tips, travel tools and the best times for traveling the Bay Bridge. Our feathered friends were featured on Ocean City Transit buses, coasters at Ocean City restaurants, billboards and radio ads to name a few.
- The I-95ExpressTollLanes.com web site provided project information to more than 102,500 visitors during 2014.



MDTA POLICE, EXECUTIVE DIRECTOR BRUCE GARTNER AND SANTA ACCEPT DONATIONS FOR TOYS FOR TOTS



EMPLOYEES PARTICIPATE IN OPERATION ORANGE CANNED FOOD DRIVE COLLECTING PERISHABLE ITEMS TO BENEFIT THE MARYLAND FOOD BANK

- The agency's Division of Civil Rights and Fair Practices (CRFP) worked with internal and external customers to make them aware of, and our need to achieve, this goal and resume its focused outreach program entitled "Getting Your Foot in the Door" that educates and informs Prime Contractors, Certified MBE Sub-contractors and potential firms and individuals on contracting opportunities with the MDTA. The MDTA achieved 27.12% on its Minority Business Enterprise (MBE) Program goal during Fiscal Year 2014.
- Six MDTA employees showed their commitment to the transportation industry and were elected Officers and Board Members for the Maryland Chapter of Conference of Minority Transportation Officials (COMTO).
- After a persistent osprey built her nest in front of the Bay Bridge traffic cameras several times, MDTA staff built her a nesting platform at a safe distance from the camera. The MDTA worked closely with the U.S. Fish & Wildlife Service, as it was concerned for the osprey's safety and, if she were to lay eggs, the safety of her young. Ospreys Ozzie and Harriett became agitated whenever the camera moved. The birds loved their new home, and the MDTA even arranged for people to view the birds online via the "Osprey Cam" at baybridge.com Monday - Thursday from 12 - 12:15 p.m.
- MDTA staff provided information regarding *E-ZPass* and the Bay Bridge at Kent Island Day on May 17.
- MDTA Police Headquarters and Key Bridge detachment employees donated school supplies to 15 local elementary school students.
- In September, the MDTA supported the Governor's "Day to Serve" Campaign and Maryland's "Operation Orange" Food Drive. The MDTA, Maryland State Police and Maryland Department of Transportation collected more than 33,000 pounds of canned and non-perishable food for the Maryland Food Bank from September 3-30.



ACROSS THE BAY 10K NOVEMBER 9, 2014

- After two years of planning, nearly 18,000 runners made the trek across the Bay Bridge on Nov. 9 during the Across the Bay 10K, which was hosted by the Chesapeake Bay Bridge Run, LLC. This was the first time since 2006 that individuals could participate in an event on the bridge. Runners came from all 50 states and 11 countries to cross the eastbound span by foot.
- The MDTA Police and MDTA staff hosted another successful Toys for Tots campaign in December, marking the 25th year the MDTA has participated in this program. More than 4,200 toys and \$3,100 were collected during the 2014 campaign. Since 1990, more than 142,300 toys and \$107,000 have been collected from MDTA customers and employees.
- MDTA employees participated in numerous events and activities to benefit Special Olympics Maryland:
 - MDTA employees, family and friends and members of Academy Class 46 raised close to \$2,200 by participating in the 18th 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.
 - The MDTA Police and MDTA staff hosted the 6th Fort McHenry Tunnel 5K Run/Walk on Sept. 21. Participants ran or walked through the right northbound tunnel tube and raised \$41,000.

AWARDS

INDUSTRY AWARDS

The MDTA received several awards at the annual Maryland Quality Initiative (MdQI) Conference held in February:

- MdQI MDTA Modal Award Under \$5 Million -- MDTA Construction Team for I-895 K-Truss over CSXT Railroad -- Bridge Deck Overlay/Repairs.
- MdQI MDTA Modal Award Under \$5 Million -- MDTA Design Team for I-895 K-Truss over CSXT Railroad -- Bridge Deck Overlay/Repairs.
- MdQI MDTA Modal Award Over \$5 Million -- MDTA Team for Curtis Creek Bridge Bascule Span Deck Replacement/Rehabilitation.
- MdQI Partnering Silver Award -- MDTA Team for Curtis Creek Bridge Bascule Span Deck Replacement/Rehabilitation.

The Office of Environment, Safety and Risk Management was honored with a “Best Practice” award from the State Employee Risk Management Administration (SERMA) for its improved First Report of Injury reporting rates.

The Division of Finance was awarded a Certificate of Achievement for Excellence in Financial Reporting for the FY 2013 Comprehensive Annual Financial Report (CAFR). The Certificate of Achievement is the highest form of recognition in governmental accounting and financial reporting.

BWI Thurgood Marshall Airport and the Port of Baltimore were selected as winners by Government Security News in the magazine’s 2014 Airport/ Seaport/Border Security Awards Program. The Consolidated Dispatch Center Upgrades project was recognized with two first-place awards in the competition. This project upgraded the BWI Marshall dispatch center systems for police, security, fire, and medical services. The MDTA Police provide law-enforcement services at BWI Thurgood Marshall Airport.

The MDTA Police received First Place in the Special Law Enforcement category for the International Association of Chiefs of Police National Law Enforcement Challenge.

Sgt. Carl Recktenwald, Jr. received the Non-Academy Instructor of the Year Award, and Senior Officer Randolph Rivera received the Academy Instructor of the Year Award during the 14th Annual Maryland Police and Corrections Training Commission’s Instructor’s Conference.

Telecommunications Officers Megan Thiess and Linda Artis were recognized with an MDTA Police Chief’s Salute for their efforts during a pursuit at the Fort McHenry Tunnel.

On April 30, Off. Dylan Dvorak, Off. Gregory Sampson, Off. Timothy Howell, Sgt. Emory Williams and Off. Andre Fontz were honored by the Harford County State’s Attorney’s Office for their efforts to arrest drunk and drugged drivers.



DEPUTY EXECUTIVE DIRECTOR DEB SHARPLESS AND EXECUTIVE DIRECTOR BRUCE GARTNER HONOR EXECUTIVE ASSISTANT TRUDY EDWARDS WITH AN AWARD OF EXCELLENCE

EMPLOYEE AWARDS

MDTA Police Officer of the Year

Off. Paul Pastorek

Detachment Officers of the Year

Off. Andre Fontz
Hatem Bridge Detachment

Off. Laron Wilson, III
Nice Bridge Detachment

Off. Brendan Foard
Key Bridge Detachment

Off. William Hotz, Jr.
Bay Bridge Detachment

Off. John Lewis
Tunnel Command Detachment

Off. Yancy Anthony
ICC Detachment

Off. Paul Pastorek
Port Detachment

Off. Theodore Jeremenko
BWI/TM Airport Detachment

Sr. Off. William Kinsey, III
HEAT Unit

Off. Carl Keightley
K-9 Unit

Det. Justin Buscemi
Detective Unit

Sr. Off. Thomas Shepke
Commercial Vehicle Safety Unit

MCI Ronald Jarvis
Motor Carrier Inspector of the Year

TCO Denise Kelly
Dispatch of the Year

THE FOLLOWING EMPLOYEES RECEIVED MDTA AWARDS OF EXCELLENCE, HEROIC ACT AND SPECIAL ACT AWARDS:

Award of Excellence

Beth Akers
Office of Human Resources and Workforce Development

Pat Lingoski
Office of Engineering and Construction

Min Zheng
Office of Engineering and Construction

Luther Dolcar
Division of Finance

Terri Carper
Bay Bridge

Trudy Edwards
Executive's Office

Ronald Jarvis
MDTA Police, Motor Carrier Inspection Division

Special Act Award

Tina Snyder
Regina Buehler
Northern Region

Meshan Wallace
Sylvia Whitehead
Fort McHenry Tunnel

Phyllis Duncan
Bay Bridge

Sarah M. Clifford
Strategic Planning Division

Valerie Ebron
Division of Finance

Larry Doswell
Kennedy Highway

Heroic Act Award

Michael Cox, Jr.
Cynthia Debonis
Matthew Groh
Rickey Pierce
Christopher Stumpf
Kirt Triplett
Northern Region

Richard Holthaus
John Mears
Bay Bridge

Off. Brendan Foard
First Sgt. Kirk Perez
MDTA Police

Employees on Military Duty

Off. Peter Leyden, *MDTA Police still on active duty*

Aarion Franklin, *Manager of Business Planning, Policy, and Performance – Returned 4/9/2014*

Edgar Wright, *BHT Toll Collector - Returned 4/9/14*

Off. Brittany Berry, *MDTA Police – Returned 06/2014*

FINANCIALS

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Toll Revenue, Toll
Composition, Percent
of Customers Using
Electronic Toll Collection
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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/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 large-scale projects that would otherwise exceed current available operating revenues. Through this financing mechanism, the MDTA is able to finance 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 all revenues collected from 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. This year, the MDTA received underlying affirmed "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 has 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, 2014. The MDTA's financial statements were audited by Clifton Gunderson 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, 2014, 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.

MARYLAND TRANSPORTATION AUTHORITY
STATEMENT OF NET POSITION
For the Fiscal Year At June 30, 2014
(In Thousands)

Assets	
Current Assets	
Cash and cash equivalents	\$ 90,426
Restricted cash and cash equivalents	158,510
Investments	486,630
Intergovernmental receivable	3,684
Inventory	5,206
Accounts receivable	21,936
Accrued interest	1,514
Notes receivable	1,674
Contractor deposits	1,110
Direct financing lease receivable	23,625
Total Current Assets	794,315
Noncurrent Assets	
Restricted cash and cash equivalents	89,072
Restricted investments	202,979
Total Restricted Assets	292,051
Capital assets, not being depreciated	1,833,217
Capital assets being depreciated, net of accumulated depreciation	3,695,196
Total Capital Assets	5,528,413
Notes receivable, net of current portion	6,686
Direct financing lease receivable, net of current portion	362,272
Other assets	9,390
Total Noncurrent Assets	6,198,812
Total Assets	6,993,127
Deferred Outflow of Resources	
Deferred amount on refunding	\$ 10,089

Liabilities and Net Position	
Current Liabilities	
Accounts payable & accrued liabilities	\$ 119,903
Intergovernmental payable	71,339
Unearned revenue	23,488
Accrued interest	68,013
Contractor deposits and retainage	11,619
Accrued annual leave	432
Accrued workers' compensation costs	1,944
Bonds payable	118,175
Total Current Liabilities	414,913
Noncurrent Liabilities	
Contractor retainage, net of current portion	2,419
Accrued annual leave, net of current portion	9,878
Accrued workers' compensation costs, net of current portion	10,596
Bonds payable, net of current portion	3,124,356
Total Noncurrent Liabilities	3,147,249
Total Liabilities	3,562,162
Deferred Inflow of Resources	
Deferred Service Concession Arrangement Receipts	32,635
Net Position	
Net Investment in capital assets	2,780,650
Restricted for:	
Debt service	168,611
Capital expenses	7,922
Total Restricted	176,533
Unrestricted	451,236
Total Net Position	\$ 3,408,419

MARYLAND TRANSPORTATION AUTHORITY
STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN NET POSITION
For the Fiscal Year Ending June 30, 2014
(In Thousands)

Operating Revenues	
Toll	\$ 615,579
Intergovernmental	148,603
Toll administrative revenue	34,534
Concession	3,314
Other	2,612
Total operating revenue	804,642

Operating Expenses	
Collection, police patrol, and maintenance	216,244
Major repairs, replacements, and insurance	7,760
General and administrative	35,191
Depreciation	110,085
Total operating expenses	369,280
Income from operations	435,362

Non-operating Revenues (Expenses)	
Investment revenue	3,340
Restricted interest income on investments	1,436
Loss on disposal of infrastructure	(8,658)
Interest expense	(91,668)
Total non-operating expenses	(95,550)
Change in net position	339,812

Net Position - Beginning of Year, restated	3,068,607
Net Position - End of Year	\$ 3,408,419

MARYLAND TRANSPORTATION AUTHORITY
STATEMENT OF CASH FLOWS
For the Fiscal Year Ending June 30, 2014
(In Thousands)

Cash Flows from Operating Activities	
Receipts from toll collections and <i>E-ZPass</i>	\$ 646,347
Receipts from concessions and other revenue	35,592
Receipts from other governmental agencies for services	152,227
Payments to employees	(132,802)
Payments to suppliers	(106,192)
Net cash provided by operating activities	595,172

Cash Flows from Noncapital Financing Activities	
Noncapital debt principal payments	(33,960)
Noncapital debt interest payments	(21,901)
Payments for direct financing leases	(48,177)
Payments received on direct financing leases	51,813
Net cash used by noncapital financing activities	(52,225)

Cash Flows from Capital Financing Activities	
Capital debt principal payments	(90,330)
Capital debt interest payments	(99,316)
Acquisition and construction of capital assets	(421,812)
Insurance proceeds	896
Proceeds from sales of fixed assets	445
Net cash used in capital financing activities	(610,117)

Cash Flows from Investing Activities	
Proceeds from sales of investments	721,362
Proceeds from interest income on investments	5,402
Purchase of investments	(610,166)
Net cash provided by investing activities	116,598
Net Increase in Cash and Cash Equivalents	49,428

Cash and Cash Equivalents - Beginning of Year **288,580**

Cash and Cash Equivalents - End of Year	\$ 338,008
Supplemental disclosure of significant noncash capital financing activities-acquisition of the Maryland House through service concession arrangement	\$ 29,721

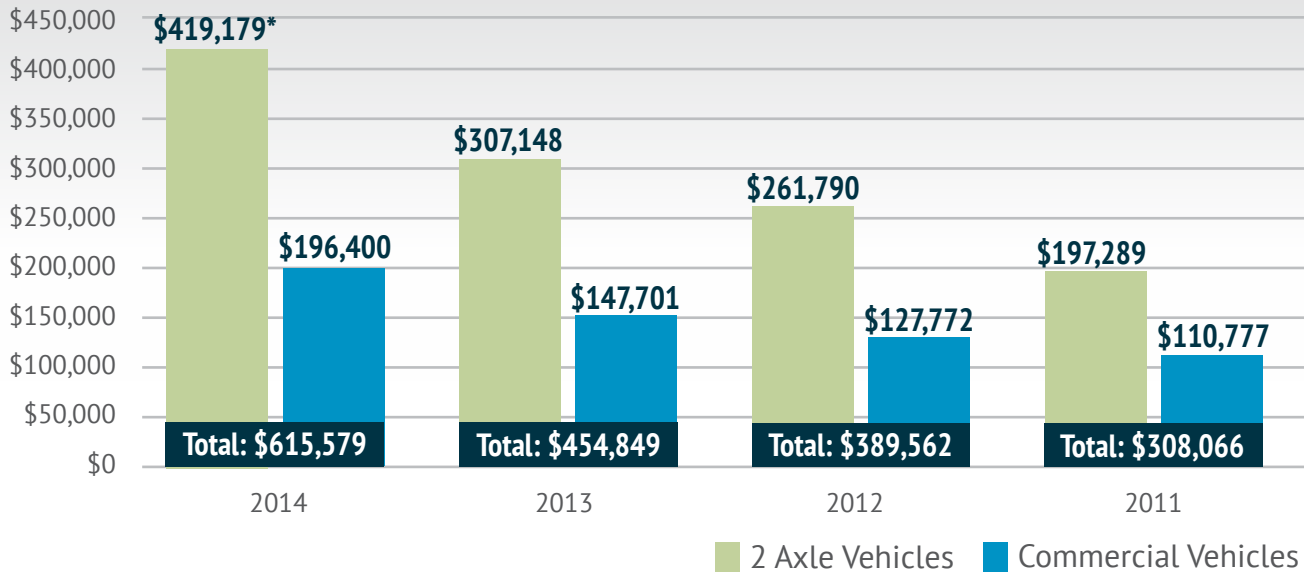
Reconciliation of Operating Income to Net Cash	
Provided by Operating Activities	
Income from operations	\$ 435,362
Depreciation	110,085

Effect of changes in operating assets and liabilities:

Accounts receivable and intergovernmental receivables	(3,855)
Inventory	(18)
Notes receivable	1,151
Contractor Deposits	203
Accounts payable and accrued liabilities	15,773
Intergovernmental payables	1,062
Unearned revenue	1,531
Accrued annual leave	1,204
Accrued workers' compensation costs	746
Contractor deposits payable	2,293
Deferred service concession receipts	29,635
Net Cash Provided by Operating Activities	\$ 595,172

FINANCIALS

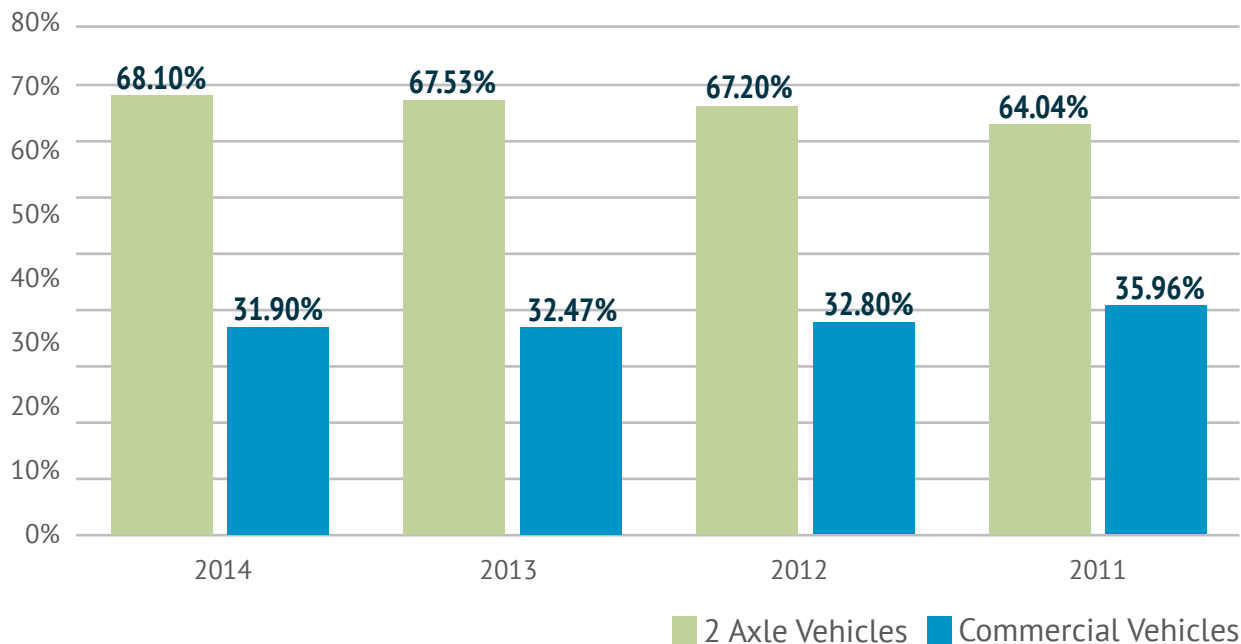
TOLL REVENUE (In Thousands)



* Breakdown of 2014 Toll Revenue 2 Axle Vehicles (total \$419,179,433):

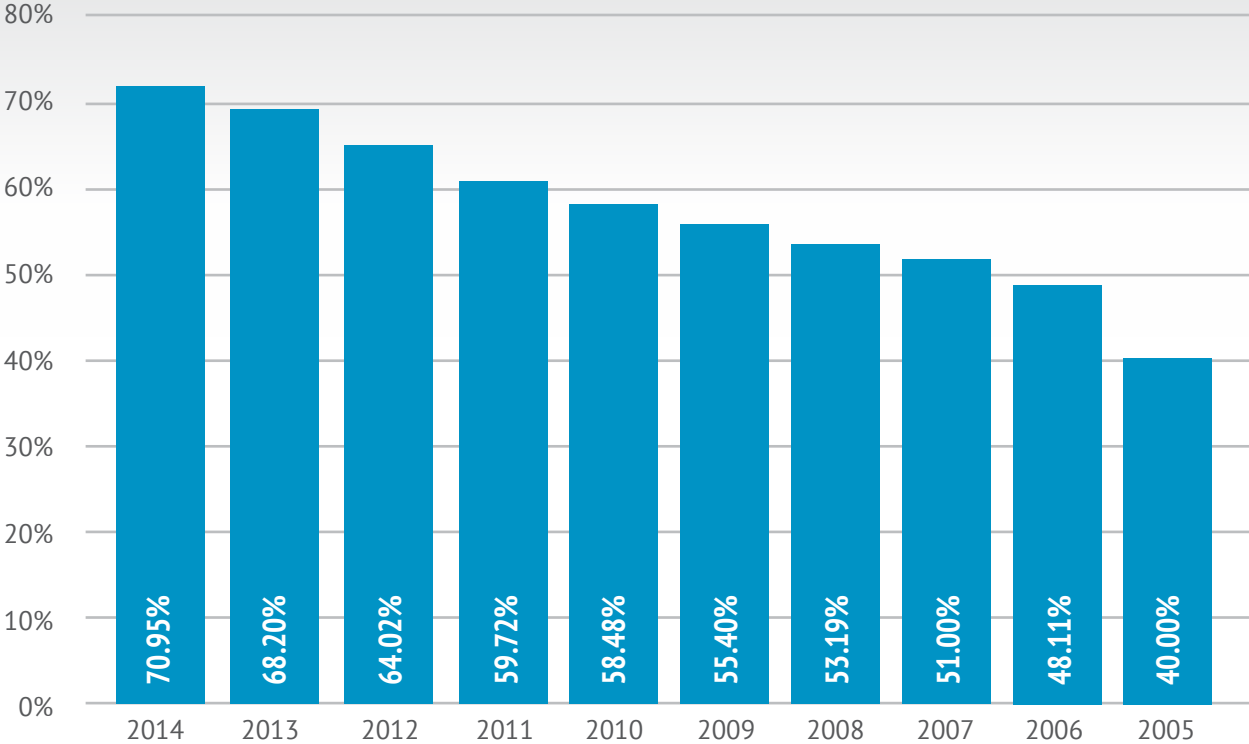
Cash in Lane \$144,602,356; E-ZPass Full-Fare \$114,198,425; E-ZPass MD E-ZPass \$94,507,989; E-ZPass Commuter \$52,537,264; Video Tolling \$13,333,400

TOLL COMPOSITION



FINANCIALS

PERCENT OF REVENUE FROM ELECTRONIC TOLL COLLECTION



Bruce W. Gartner, Executive Director

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Baltimore, MD 21224

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Maryland
Transportation
Authority

