



Maryland  
Transportation  
Authority

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**2014 End of Year Report  
Business Plan 2013-2014**

October 2014  
Final

## **INTRODUCTION**

The End of Year Report is designed to provide an overview on how the Maryland Transportation Authority's (MDTA) programs performed throughout the fiscal year (FY). This report relates to the FY 2013-2014 Business Plan objectives and measures compared between FY/Calendar Years (CY) 2013 to FY/CY 2014.

The report is structured into seven sections. These sections are modeled after the Criteria for Performance Excellence for the Business Sector. The first six sections focus on business processes and the focus of the last section is on MDTA's performance in achieving the objectives from the FY 2013-2014 Business Plan. Some of these measures are also reported monthly through a Scorecard to Management Committee. The MDTA's Performance Management Team (PMT) focuses on the measures from the Business Plan. This team meets to discuss data trends and anomalies. Although some of the Divisions/Offices within MDTA do not report on measures, all Divisions/Offices are represented throughout the Report and on the PMT.

The End of Year Report touches on all measures that are included in the Business Plan and monthly Scorecard, regardless of whether the goal was achieved. The report is intended to show where the MDTA stands in achieving its goals/benchmarks. The report also explains what initiatives were undertaken and why a goal was not achieved. The MDTA did not expect to achieve all goals, for all objectives, within the fiscal year, many are on-going measures and will gradually be reached.

The measures that are developed from the Business Plan workshop provide the Executive Office, Management Committee and others a sense of how the MDTA is performing throughout the year. Some of the objectives and measures change after the development of the newest Business Plan, but many stay the same. Most of the required objectives/measures relate to the Maryland Transportation Plan (MTP), Managing for Results (MFR), or the Attainment Report (AR). These objectives and measures are compared against other state transportation modes and state government agencies. Most measures are tracked on a FY basis and are reported monthly.

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**Maryland Transportation Authority**  
**FY 2014**  
**Business Plan Performance Report**

**SECTION 1: LEADERSHIP**

The MDTA's Leadership has demonstrated its commitment to quality and performance improvement through several actions including monthly reports to senior management and annual planning workshops. The MDTA has continued to focus on the accomplishments of its objectives to attain its vision through a review process that is guided by the Performance Management Team (PMT). This team is comprised of representatives from each division. They meet to review the progress of eighteen (18) objectives, submit a monthly Scorecard, which is comprised of 35 measures, to the senior management and prepare a final report summarizing the progress and accomplishments for the FY 2013-2014 Business Plan.

Processes have been established for monthly reporting and evaluation of capital and operating budget forecasting and spending. These monthly checks provide valuable opportunities for communication throughout the agency in addition to the opportunities to assure accountability that tie into the progress towards meeting the agency's goals and objectives.

Throughout this year, there were some organizational changes within MDTA, the Division of Strategic Development was renamed to the Division of Business Planning, Policy and Performance (BP<sup>3</sup>) and now reports to the Chief Administrative Officer (CAO). The Division of Capital Planning was renamed to the Division of Planning and Program Development. The Office of Real Estate which was within Strategic Development is now part of the Division of Planning and Program Development. Along with organizational changes, the MDTA Headquarters began and is currently undergoing construction to better accommodate staffing needs.

These organizational changes created some adjustments throughout MDTA, but did not cause any adjustments within the three functions important to leadership. In addition to the above discussion of how leadership affects the agency's performance, it is important to mention that overall the three functions important for leadership in regards to the accomplishment of the Business Plan are communication, motivation and engagement. These functions rise to a level of importance and interdependency emphasizing that one cannot be successfully accomplished without the other two. The MDTA's senior management continues to be involved with the agency's goals and objectives that make up the Business Plan. This is accomplished through emphasizing the need for two-way communication between the senior management and their staff. The information flow affects motivation by providing the staff with the knowledge of how each of their contributions affect their divisions' and the agency's performance.

## **SECTION 2: STRATEGIC PLANNING**

MDTA's strategic planning process results in two documents: its three to five year Strategic Plan and its annual Business Plan. The strategic plan contains MDTA's long-term goals, and key focus areas. The business plan refines those goals and key focus areas into short-term goals, and objectives, and outlines the performance management program. MDTA's Strategic Plan was last updated in 2010 and the Business Plan was updated in July 2012. Both documents will be updated in 2014/5; the time lapse in updating these documents was due to staffing constraints within the Division of Business Planning, Policy and Performance. Both documents are the result of a three phase, ten-step process that is cyclical in nature. The process takes four to five months to complete but can be compressed in response to time sensitive issues.

### Phase 1:

The first phase is performed by BP<sup>3</sup> and consists of an internal performance review; external assessment of the MDTA's operating environment; and a review of the organization's strengths, weaknesses, opportunities, and threats (SWOT). The results of the first phase are distributed to senior leaders in advance of phase two.

### Phase 2:

The second phase consists of working sessions with senior leaders to develop strategic priorities, determine relevant measures of success, and discuss high-level strategies. The results of the second phase become inputs into the plans.

### Phase 3:

The third phase is an iterative process of review which is also utilized to ensure strategies are feasible and that resources are available. The process also includes discussions with senior leaders on core competencies and key work processes.

The Business Plan contains eighteen objectives that directly support the five goals outlined in the Strategic Plan. MDTA's key strategic objectives for 2014 include increasing the percentage of electronic toll collection to 75%, maintaining fatal and personal injury crash rates below the national average, maintaining stable credit ratings that reduce borrowing costs, and managing the on-time and on-budget performance of capital projects.

MDTA is working on better integration between its resource allocation processes and its strategic planning process. In previous years, there have been few efforts to coordinate the timing of various processes. Senior leaders are included in each of those processes, so resources are considered during the strategic planning process and organizational goals and objectives are considered during various resource allocation processes.

MDTA's performance management program covers the key measures of performance from the business plan, and produces information for internal and external reporting requirements. Senior leaders receive a monthly scorecard of the organization's key metrics. Senior management reviews, updates and selects measures for the Scorecard to

provide a better overview of the MDTA. This process occurs at any time depending on the direction of MDTA or the Senior Management Team. The performance management program is discussed in greater detail in section 4.

### **SECTION 3: CUSTOMER FOCUS**

The MDTA's Division of Communications (DOC) continues 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 travel.

The 1-877-BAYSPAN (229-7726) hotline for 24/7 Bay Bridge traffic conditions continues to be an invaluable resource for our customers. In 2013, the hotline received more than 1.4 million calls. The baybridge.com website had more than 101,000 unique visitors and more than 15,700 visitors are registered to receive email alerts.

The MDTA continued to engage customers through social media and blog postings on the MDTA website. These added tools provide more avenues for customers to receive safety and traffic information from DOC

In 2013, DOC staff handled more than 5,900 customer calls, emails and pieces of correspondence and 608 media inquiries. In addition, 182 traffic advisories and news releases and 74 Bay Bridge alerts were sent.

DOC worked closely with the Division of Planning and Program Development on elected-official and community outreach, with efforts during the I-95 Express Toll Lanes public-comment period and during the newly enacted *E-ZPass* citation process.

Internally, the DOC's bi-weekly *Connections* publication keeps the MDTA workforce informed of newsworthy issues. DOC also works closely with the Executive Director's office to send messages out directly, when needed, to employees on current issues.

The MDTA's *E-ZPass* Outreach Team continued to provide information to large employers, businesses and civic organizations on how to use the Intercounty Connector and how to get *E-ZPass*. During 2013, the group sold 565 transponders and shared information with more than 8,600 citizens during 150 local events and visits to area businesses.

*E-ZPass* and Video Toll customers have three avenues to follow to discuss their accounts and potential related issues. These are:

- **The Customer Service Center (CSC)** – operated under contract with MDTA by Xerox Corporation. This center receives requests for account maintenance, replenishment, video toll payment and issue inquiries from customers via web, email, phone, and USPS mail and in most cases, is able to perform and resolve issues. Reports and statistics detailing the performance of the CSC are sent to MDTA on a regular basis.

- **MDTA Stop-In-Centers** – These walk-in centers are staffed by MDTA *E-ZPass* Operations Division personnel and are located strategically throughout MDTA’s areas of operations. Customers utilize these centers for account maintenance, replenishment, video toll payment and issue inquiries with Customer Service personnel.
- ***E-ZPass* Operations Division** - Issues which are not able to be solved by either of the above two locations, or which may come in from other avenues, can be escalated in-house to *E-ZPass* Operations for more specialized support and resolution.

The *E-ZPass* Operations produces a multitude of reports ranging from traffic and revenue trends to specific requests for data and reports. Much of this data is used to track MDTA’s progress and to look for trends to assist in the business of growth and the eventual goal of all electronic tolling.

The video toll and citation program was enabled by legislation passed during the 2013 legislative session. The program enables the MDTA to issue a Notice of Toll Due (NOTD) for all toll transactions that are not paid by cash or *E-ZPass* at the time of passage. The NOTD allows 30 days to pay the transaction at the video toll rate with no penalty. If the NOTD is not paid, a civil citation is issued with a civil penalty assessed to each transaction. The customer can choose to contest the citation in MD District Court, or pay or ignore it. If unpaid the transaction will escalate to the Maryland Vehicle Administration (MVA) where the vehicle registration renewal may be held or the registration suspended. If the transaction continues unpaid it will be referred to CCU for collection efforts.

In 2013 and 2014 *E-ZPass* Operations implemented 3 of 5 modules of the video toll and citation program including modules for NOTD and Citation and District Court. The remaining modules which will be implemented in early 2015 are MVA referral for registration suspension or renewal hold and Maryland Central Collection Unit (CCU) for collection efforts. Complete implementation of this program will significantly enhance MDTA’s tools for collection of tolls.

*E-ZPass* Operations generally interacts with the existing customer base. DOC generally has the responsibility for outreach to existing and potential customers to gain further information and intelligence. The efforts undertaken by DOC are done in consultation with *E-ZPass* Operations along with other Divisions/Offices as required.

#### **SECTION 4: MEASUREMENT AND ANALYSIS**

As discussed in section 2, MDTA’s performance management program analyzes, reviews, and distributes organizational performance measures to senior leaders. The monthly scorecard is distributed to all senior leaders, and members of the performance management team. The scorecard contains summary data, but features links to the source reports, graphs, and data profiles which provide operational definition and objective statements. The scorecard provides comparative data to forecasts and previous periods as

applicable, and uses stop-light visualization to quickly show performance against the target.

More detailed analysis is conducted as directed by senior leaders. Benchmarking studies are also undertaken as necessary to provide senior leaders with an accurate picture of organizational performance. Several efforts to benchmark toll industry specific issues were completed in 2014, including toll increases by peer agencies, video toll processes by national and international agencies, and Board Member reimbursements.

To further enhance MDTA's continuous improvement efforts, the performance management section has begun certifying its staff in Lean Six Sigma. Three members completed their first certification course in late 2012. The performance management section will be working towards their Green Belt certification in fall 2014. Lean Six Sigma practices should assist the staff in more critical and analytical reviews of performance data and lead to earlier identification of potential opportunities for improvement.

Knowledge, organizational data, and information is managed, stored, and backed-up by the Division of Information Technology (DoIT) through the ability of storage area networks and file shares. Data including the servers are backed up routinely and restoration of the data can be performed by technical staff. Security is governed by an authorization process for granting access to data and files; this process is determined by the data owners. MDTA DoIT maintains a standard replacement cycle for the hardware and software, along with routinely updating equipment. MDTA is currently in the process of moving to an updated shared drive, which will provide more storage space along with new tools to keep the drives up and running.

#### **AUDITS**

The Office of Audits' (OOA) Annual Audit Plan for FY 2014 included 17 audits, one of which was added near the end of the year. Of the 17 audits and reviews assigned to the OOA, 9 were completed during the year and 2 were in progress at year's end and are expected to be completed in early FY 2015. During the year, the plan was revised by reprioritizing 6 audits for FY2015 due to various circumstances (e.g., staff vacancy, limited use of the audit services contractor, Management's commitment of resources to other critical or urgent priorities). Of the 20 audits included in the FY 2013 plan, 15 were completed. Two audits were postponed and the resources were allocated to other scheduled audits to increase their scope and depth of review. Three audits were categorized as optional audits to be undertaken as time and resources permitted and were not completed. The OOA used an Internal Auditor Services contract to help achieve these results in FY 2013 and FY 2014. The OOA met with the Audit Committee and Executive Staff (3 MDTA Board Members and the Executive Director, Deputy Executive Director, Chief Financial Officer (CFO), and Principal Counsel) five times during the year and presented the results of each audit as it was completed. Also, at each meeting, the Audit Committee Members were provided with a status report on the overall progress in completing the audits in the audit plan. The OOA is also reporting the status of management's corrective actions for each finding on a semi-annual basis.



The firm of Clifton Larson Allen (CLA) prepares independent financial audits for MDTA. Unmodified (clean) opinions were issued for MDTA's FY 2012 and 2013 financial statements. An Unmodified (clean) opinion was issued for the Statement on Standards for Assentation Engagements (SSAE) 16 Audits (adequacy of Xerox's and MDTA's controls over electronic toll processes). There were no findings noted in the FY 2012 and 2013 A-133 Single Audit.

## **SECTION 5: WORKFORCE FOCUS**

The MDTA continues to engage its workforce to achieve organizational and personal successes through several program levels. Efforts are underway to provide internal training opportunities based on the previously administered training needs assessment. Additionally, Workforce Development professional staff continuously offers internal training opportunities for employees at all levels throughout the organization. Initiatives have included training modules such as: Building an Environment of Trust; Situational Self- Leadership and Effective Presentation Skills. An agency wide Talent Management Program is under development which will include leadership development initiatives designed for front-line supervisors, mid-level and senior managers.

The Office of Human Resources and Workforce Development (OHRWD) continues to monitor a number of measures monthly. They analyze these measures for trends, patterns, increases, and reductions. The retention rate is measured monthly; the MDTA has continued to maintain a 95% or greater retention rate for the past three years.

The Recruitment and Examination Unit within OHRWD continues to post recruitments to a diverse community through a multitude of sources. The commitment MDTA has to the customer community is best shown by our participation in MDOT-wide college internship programs, and partnering with a local technical high school annually for job-shadowing and work-study student opportunities. Workforce utilization strategies are being developed to ensure that all recruitment activities conform to industry best practices and are reflective of the MDTA's diligence in employing a workforce representative of the communities it serves. This initiative also includes exploring the development and implementation of additional internship opportunities, robust participation in job fairs; exploring the development of an agency wide rotational program; and continued delivery of relevant internal training courses.

## **OFFICE OF ENVIRONMENT SAFETY AND RISK MANAGEMENT**

The Office of Environment, Safety and Risk Management (OESRM) provides services to address workplace environmental compliance issues, the environmental sustainability of the organization, and workforce health and safety issues. The major governing agencies OESRM is guided by include, but are not limited to: U.S. Environmental Protection Agency (EPA); Maryland Department of the Environment (MDE); U.S. Department of Transportation (DOT); Maryland Occupational Safety & Health (MOSH); Maryland Department of Transportation (MDOT); and Governor-issued Executive Orders.

OESRM presents an environmental and safety topic overview as a segment of the OHRWD Orientation Program for new employees, block safety training of legally mandated subjects, and annual or as-needed environmental training on legally mandated subjects. OESRM utilizes the intranet to: communicate internal SOPs for general safety and environmental compliance procedures; provide various resources related to environmental topics (such as local waste disposal); and promote internal contests (e.g., annual recycling contest) and updates of such contests. OESRM maintains a Safety Challenge Newsletter each month and regularly provides both safety and environmental related articles to the Connections newsletter. OESRM supplies employees with various flyers from Occupational Safety and Health Administration (OSHA), Maryland Occupational Safety and Health (MOSH), Injured Worker Insurance Fund (IWIF) and other safety agencies. Annually during the month of April, OESRM promotes various efforts to recognize and encourage Earth Day and environmentally-friendly activities throughout MDTA; regardless of the Division. During the week of Earth Day, OESRM holds its annual Earth Day fair to help educate employees on activities they can perform outside of work to promote sustainability. Every June, OESRM holds an annual Safety Month Conference and Expo to promote safety and wellness throughout the MDTA. OESRM maintains face-to-face communications with employees at all facilities through weekly, monthly or quarterly site visits for inspection and other support purposes.

OESRM arranges random drug and alcohol tests and provides referral information for employees to Employee Assistance Programs (EAP), including substance abuse, emergency response, trauma, and violence. Furthermore, among its many environmental compliance duties, OESRM manages the MDTA's recycling program, waste management program, and fuel tank management program. One of its major environmental undertakings has been the OESRM's development of an agency-wide Environmental Management System (EMS). The EMS is a rigid system of checks and balances to ensure that the MDTA is managing its environmental aspects and impacts in a way that is responsibly tracked and consistently documented. The EMS requires coordination with each and every Division within MDTA as well as conformance with MDOT's Standards & Guidance requirements. Internal audits, benchmarking, and addressing management of change are major components to the EMS, which cover a variety of operational areas from salt management to green procurement.

The OESRM staff is continuously trained on safety measures and environmental compliance. Staff attends safety presentations such as the annual State Employees Risk Management Administration (SERMA) Conference, MOSH Seminars, events held by the Chesapeake Safety Council as well as training courses.

## **SECURITY**

The MDTA has an extensive security system installed at all of its facilities. This system includes an electronic identification badge access card system, closed circuit television (CCTV), intrusion detection and fire alarm systems. All of these systems are centrally administered through the MDTA Police (MDTAP) Security Unit. All security CCTV footage is recorded and available for review and forensic evidence should a criminal act

occur. The Security Unit has also established general procedures which govern the security systems installed by the MDTA.

A four (4) prong security plan has also been implemented at MDTA's bridges and tunnels to deter, detect, and defend against criminal and/or terrorist attacks. The four prong plan is comprised of:

- Physical security measures
- Electronic detection & CCTV
- Policies & procedures
- Security awareness training for employees and contractors

In addition to an extensive security system, MDTA also has anti-climb fencing and gates at several bridge locations in an attempt to deter persons from entering security sensitive areas. Signage has also been placed on many of the piers at MDTA's bridges dissuading boaters from "tying up or mooring" to the piers. Phone numbers of the local MDTAP Detachment have been placed on this signage to assist boaters in reporting suspicious behavior.

Additional CCTV cameras are being placed at MDTA's bridges to give a greater situational awareness around our structures. All of these cameras will have the capability of being monitored by a 24/7/365 Authority Operations Center (AOC) Highway Operations Technicians (HOTS) and also by the local MDTAP Detachment. The MDTA Security Unit is also working jointly with their local, state, and county partners in a statewide CCTV Operations Workgroup effort to share more video feeds.

State of the art long range thermal imaging cameras have also been installed at the Francis Scott Key (FSK) and William Preston Lane, Jr. (WPL) Memorial (or Bay) Bridge to assist in monitoring the shipping channels and to give security situational awareness at night time. A radar solution has been installed at these 2 bridges to alert AOC if a boat or ship is lingering in the shipping channels around the piers. With the capability of the thermal cameras, an operator can easily see what is causing the detection in complete darkness.

## **SECTION 6: PROCESS MANAGEMENT**

### **STANDARD OPERATING PROCEDURES (SOPs)**

MDTA continues to document and update its work processes. Business Planning, Policy and Performance are currently working to simplify the SOP process through a number of different avenues. A checklist has been developed to ensure that all SOPs are written in the same format and all reviews and approvals have taken place.

### **DIVISION OF PROCUREMENT**

The Maryland Transportation Authority spends millions of dollars annually on the purchases of commodities, services, maintenance contracts, information technology, architectural & engineering, consultant and construction services. The Division of Procurement (DOP) is responsible for these purchases and administers them through its policies, procedures, and guidelines. In Fiscal Year 2014, the DOP created, implemented

and finalized: templates for Request for Proposals (RFPs) and Invitation For Bids (IFBs) to be utilized for the procurement of Construction, Commodities, Services and Maintenance; and checklists, outlining the procurement processes for Procurement Staff to utilize as a guide when conducting MDTA procurements. Also in FY 14, utilizing the checklists created, the DOP reviewed its current processes and Standard Operating Procedures (SOPs) and has begun revising and drafting new SOP's in accordance with Maryland State Finance and Procurement Laws and the Code of Maryland Regulations to be utilized by MDTA personnel upon their completion. The implementation of these templates, checklists and SOP's allows for consistent and standardized guidance for the development, implementation and management of all solicitations issued by the MDTA. In addition, the DOP has developed instructions for MDTA staff and posted them on the intranet on "How to Request a New Procurement". This is a comprehensive document outlining the documentation needed to begin the procurement process, the steps taken to process the procurement and timelines and expectations for the end users.

### **DIVISION OF OPERATIONS**

The Division of Operations (DOO) encompasses both Tolling and Maintenance disciplines. The division has developed hierarchies of core competencies which in the maintenance arena ranges from entry level Facility Maintenance Technicians who perform routine maintenance processes, up to Skilled Trades Technicians who perform more specific allied trades functions such as plumbing, electrical, HVAC, etc. A progression from the lower to higher grades in all fields is based on time in service accompanied by a planned training and certification program which develops personnel from entry level to team leader and supervisor positions. In the tolling and customer service areas, a similar progression from entry level to supervisory levels is also in place.

In the maintenance area, work systems range from planned and preventive maintenance programs to emergency response and related seasonal activities such as snow removal in the winter and grass and weed control in the spring and summer. A maintenance management system is used to track all activities related to the work products of the area. This system encompasses planning, scheduling, procurement, parts and inventory tracking, fleet management for all road equipment and rolling stock and financial tracking systems. Data developed in the system is used to manage costs and make decisions regarding maintenance. SOPs and job plans are also embedded in the maintenance management system in order to maintain consistency and to ensure that quality control is an inherent part of the system and to provide a vehicle for work process improvements.

While *E-ZPass* and video tolling transactions are on the increase, cash transactions still account for a large percentage of the revenue generated at the facilities (except MD 200 (ICC) and I-95 Express Toll Lanes (ETL) which are "All Electronic Tolling" or AET). The Vector system is the principal workflow system used at the Customer Service Center operated by Xerox; along with *E-ZPass* Operations, Stop In Centers and toll booths, which are operated by the MDTA. This system is used to track all transactions throughout the system, and it is also used as a tool to investigate and respond to customer issues and complaints. Reports are generated by the Vector system These reports are

used in various Divisions/Offices throughout the agency to monitor performance and as tools for improving work flow processes. Similarly, customer interactions by Xerox staff are monitored to ensure that the customer service interface is operating within contractual specifications.

DOO personnel work spans from the office to the roadside; all employees receive “block training”, which is comprised of training topics relating to safety of individuals in the field and is a regular feature alongside regular reviews of safety practices. As an example, driver safety is emphasized and reinforced through training, along with the use of accident review boards to make recommendations to improve safety and the working environment.

The DOO training area is responsible for all aspects of Operations employee training. A wide variety of training is conducted and recorded throughout an employee’s tenure. A recent innovation has been the implementation of an employee peer group of training personnel. These are regular employees who present training classes to their peers on a variety of subjects. This program enhances the ability of the training area to offer more classes while providing a growth opportunity for those employees selected to be a part of the program.

In terms of emergency readiness, all employees within the DOO who have the potential to become involved in incidents and emergencies are trained regularly. All operations, maintenance and management employees alike are trained in the aspects of Incident Command System (ICS) as appropriate to their level. Seasonal training and preparedness exercises are conducted throughout the year to ensure that employees are knowledgeable in the tasks in which they may be assigned.

The Continuity Of Operations Plan (COOP) for the agency is also a tool available to all managers throughout the agency as a resource during a prolonged emergency situation.

### **IT COUNCIL**

The Information Technology (IT) Council reviews proposed initiatives, establishes priorities, determines funding requests, and approves Major IT Development projects.

The IT Council is currently comprised of the Deputy Executive Director; the Chief Administrative Officer; the Chief Financial Officer; the Chief Engineer; the Director, Division of Operations; the Director, Division of Program and Planning Development; the Lt. Colonel – Chief of Staff – MDTAP; and the Chief Information Officer (CIO) as voting members. Additional Division of Information Technology staff serves as support to the IT Council.

The MDTA Chief Information Officer is the principal advisor on the effective application of information technology to business needs and will ensure that all information technology initiatives are:

- managed in accordance with sound life cycle management principles and practices,

- consistent with the MDTA Information Technology Management Plan,
- and establish and administer a project management control system to provide visibility into the actual progress of each IT project.

The Division of Information Technology completed a multitude of projects this year, many of which supported MDTA business units, such as: Windows 7/Office 2010 Migration and Deployment, Oracle 11 upgrade, Laptop Encryption, and Computer-aided dispatch and Records Management System – deployed and implemented. Of the thirty (30) projects authorized by the IT Council during FY 2014, six (6) DoIT-managed projects were completed.

## **SECTION 7: BUSINESS RESULTS**

### ***Goal 1: Efficient and Effective Performance: Moving people and goods.***

#### **(1) Increase the percentage of electronic transactions for toll collection to 75 percent by the end of 2013**

Electronic toll collection (ETC) transactions, (these are all toll collection options except for cash); represented 77% of all transactions for FY 2014 (133,987,000 transactions). ETC transactions as a percentage of total transactions increased 3% (from 74%) compared to FY 2013. EZ-Pass usage accounts for 74% of all transaction, Video tolling accounts for 3.11% of all transactions.

#### **(2) Appropriately respond to inspection findings**

In keeping with MDTA's Trust Fund Agreement requirement of annual condition inspections, the MDTA has overhauled and enhanced its inspection program over the past several years to better identify, report and address inspection findings. Some of these improvements include a comprehensive Facility Inspection Program Strategic Plan, implementation of integrated facility management software, and completion of a comprehensive inspection manual specific to MDTA.

Defects identified in yearly inspections are assigned a defect rating based on severity by the inspector. As a measure of quality assurance and control, each inspection report is reviewed by an independent party. The defects are prioritized based on the confirmed rating and major rehabilitation, total replacement or proactive system preservation projects are developed based on the priorities and overall condition assessment.

In addition to yearly inspections and defect repairs, the MDTA has implemented an aggressive System Preservation program. System Preservation projects have been identified and are in various stages of engineering, contract procurement and construction and include a variety of projects such as facility-wide paint programs, underwater repairs of the Hatem Bridge, and substructure and superstructure rehabilitation to various "work horse" bridges.

#### **(3) Annually, 90% of Capital Projects will meet their 60% design Ad Date**

The Division of Planning and Program Development (DPPD) holds monthly Ad/NTP meetings to review Advertisement and Notice to Proceed dates on all projects within the capital program scheduled to be advertised in the next six months. In February 2011 the DPPD started tracking the efficiency of projects advertised within 30 days of the original estimated advertisement date. To provide for a more accurate cost estimate, the construction funds are retained in a reserve account until the project reaches 60% design. Previously the construction funds were identified at the beginning of the design phase.

- Twenty-six capital projects were advertised in FY 2014.
- Twelve projects were advertised on-time (within 30 days) for an efficiency rate of 46.2%. Five of the twelve projects were advertised *earlier* than the estimated Ad Date. One project advertised *on* the estimated Ad Date.
- Five projects were advertised within 31-60 days of the estimated Ad Date.

***Goal 2: Safety and Security: Enhancing Customer and Employee Safety while protecting people and property***

**(1) Annually maintain the fatal and injury crash rates on MDTA facilities at a rate lower than the national average**

The Maryland Transportation Authority Police (MDTAP) continues to keep MDTA's facilities and concurrent jurisdictional roadways safe. Routine patrol by police personnel provides a visible presence that is accentuated when officers conduct roadside traffic stops and emergency lights on patrol vehicles are activated.

Preventative measures are enhanced through appropriate, targeted, systematic interventions based on detailed, root-cause analysis and the use of statistical information and Compstat help to determine adjustments to their enforcement efforts. MDTA Police continues to use the updated CompStat process developed by Chief Michael Kundrat. Currently the MDTAP utilizes GIS Mapping to identify areas with a high volume of crashes. Once the area has been identified, the primary and contributing causes of the crashes are reviewed. This information allows the MDTAP to direct enforcement and implement the type of enforcement necessary to reduce the crashes in these identified areas. This information also allows the MDTAP to direct traffic safety initiatives (TSI) in the areas of concern. This information is also provided in meetings to MDTA's Office of Engineering and Construction, so the areas of concern can be reviewed for possible roadway improvements. Additionally, the MDTAP participates in numerous State and National safety related campaigns and law enforcement efforts.

The MDTAP also continues to participate in the State Traffic Records Coordinating Committee (TRCC) and the TRCC – GIS sub-committee. As this participation continues in the future it will allow the MDTAP to monitor performance measures and continue to make progress in keeping our roadways safe and reduce the number of traffic related fatalities and personal injury crashes.

- **The following CY data includes MDTA facilities and concurrent jurisdictions.**

The fatal collision rate for CY 2013 was .3 remaining the same from the CY 2012 fatal collision rate (0.3). The fatal collision rate is calculated as follows:

4 fatal vehicle collisions/1324 millions (Vehicle Miles Travelled (VMT))/100.

The CY 2012 injury collision rate of 21.4 decreased to a 16.8 injury collision rate in CY 2013. This was calculated as follows:

222 Personal Injury's (PI)/1324 million (VMT)/100.

The resulting fatal and injury vehicle collision rate per 100 million vehicle miles decreased from 21.8 in CY 2012 to 17.1 CY 2013. The total collision rate is calculated as follows;

fatal collisions + personal injury collisions/ (VMT/100).

The actual fatalities during CY 2013 decreased to 4 fatalities from 5 fatalities during CY 2012. This measure is a CY measure based on data reported to the Federal Highway Administration. *(The number of fatal vehicle collisions and fatalities are not the same number. The number of fatalities is the number of people who have died as a result of the accident, while the number of fatal collision is the number of vehicles collisions within the year that have resulted in fatalities)*

**Note: MDTA no longer calculates VMT and crash data from John F. Kennedy (I-95 JFK). This data is now being captured by the Maryland State Police.**

- **The following FY data includes MDTA facilities and concurrent jurisdictions.**

The actual fatalities (number of deaths) on MDTA facilities and concurrent jurisdictions for FY 2014 were 3, compared to 4 for FY 2013. Vehicle collisions involving personal injuries on MDTA facilities and concurrent jurisdictions during the same time period in FY 2014 was 198, compared to 214 in FY 2013. This is a 7.47% decrease.

During FY 2014, the MDTAP issued 62,757 citations. Additionally, in FY 2014 107,342 warnings and 12,729 safety equipment repair orders were issued.

- **The following FY data is MDTAP facilities and concurrent jurisdictions**

Through FY 2014 MDTAP conducted 38,332 patrol checks (patrol checks are physical checks of secured and unsecured sensitive areas within MDTA and concurrent jurisdictional areas) and initiated 177,888 traffic stops. As a result of the patrol checks and traffic stops, 1,021 DUI arrests were made, which is a 7.4% increase when compared to FY 2013. There were 389 criminal arrests stemming from these traffic enforcement measures.



During FY 2014, the MDTAP Commercial Vehicle Safety Unit conducted 26,781 commercial vehicle inspections. From these inspections there were 1,837 overweight vehicles and 2,299 commercial vehicle operators were placed out of service.

**(2) Annually, maintain the percentage of MDTA bridges that are structurally deficient to less than 5%**

The total number of bridges reported to the Federal Highway Administration for CY 2013 was 316; one or 0.3% was structurally deficient.

Design for the full replacement of this structurally deficient bridge is in process and expected to advertise in 2015. All MDTA bridges allow for legally-loaded vehicles, emergency vehicles and school buses to traverse safely. The number of structurally deficient bridges is not anticipated to increase significantly over the next several years as MDTA continues to address needs using a bridge management system to identify and address those bridges that are nearing the end of their useful life.

**(3) Annually, 90% of First Report of Injuries to the State Injured Worker Insurance Fund (IWIF) will meet the IWIF established submittal goals**

The data available indicates that for FY 2014 the level of employee safety awareness and reduction in employee injuries have increased from the previous fiscal year. OESRM continues to release a monthly Safety Challenge Newsletter. In the newsletter there is a statistics section which shows the number of lost time work injury cases for the month, a safety tip and news section along with a safety question. Through June FY 2014, 200 safety visits were conducted, which is a 9% increase, compared to FY 2013, when 182 safety visits were conducted. The increase can be attributed to the hands on emphasis of safety that OESRM focuses on. There were 79 safety-related training experiences during FY 2014, compared to 130 during FY 2013. There have been 1,206 employees trained in safety-related experiences, compared to 1,859 for the same period in FY 2013, which is a 35% decrease. This is due to the fact that the Refresher Driver Improvement Training Course is given to Operations personnel during the odd number fiscal years.

Through FY 2014 there have been 158 instances of First Reports of Injury (FROI – An injury requiring a visit to a medical treatment facility) to IWIF. During the same time period of FY 2013 there were 189 instances, which is a 17% decrease. In FY 2014 there were 39 lost-time cases, compared to 31 in FY 2013, a 21% increase.

Injuries are to be reported to IWIF within 24 hours. In FY 2014, 109 FROI cases were reported within 24 hours of injury. 49 cases were reported after 24 hours, of which 27 cases exceeded the 3 day reporting time period.

To improve FROI reporting rates, OESRM developed a process where all injury reports are prepared and submitted electronically. Doing so reduced the time necessary to prepare the FROI form and expedited the transfer of the information to IWIF and the OESRM representatives.

**(4) Annually ensure that 90% of emergency personnel complete their required National Incident Management System (NIMS) training**

The DOO has made great strides in educating staff on emergency planning, response, and recovery efforts. First responders, Team leaders, Directors, and Administrative staff have completed certified courses through the Emergency Management Institute certifying their preparedness for unplanned events and multiagency coordination.

In addition, DOO has increased their CPR/AED & First-Aid requirement. All first responders (Maintenance & Vehicle Recovery) are now required to maintain a valid certification. Throughout CY 2013, training sponsored by the American Heart Association was provided to staff. Over 85% of Operations first responders are certified in CPR/AED & First-Aid. Additionally, with the recent installments of AEDs in MDTA buildings, the Operations Division has invited non-required personnel to attend training and obtain CPR/AED & First-Aid Training. The MDTAP have participated in a number of significant multi-jurisdictional events and exercises under the NIMS/ICS framework. The MDTA played a significant support role in these events even though it was not the lead agency in any of the events and/or exercises. The MDTAP training and expertise was evident in these successful events and exercises.

**(5) Annually 100% of evaluated emergency preparedness exercises will be rated as successful.**

During 2013, the Division of Operations performed several table top emergency preparedness exercises at existing facilities. The planning and execution of most of these exercises was conducted by Operations, MDTA Police, and surrounding external agencies. Based on the set goals of MDTA, these table top exercises were evaluated by all participants within and outside of the Authority and rated 100% successful. More tabletop exercises are planned for the upcoming year to include further Express Toll Lane and Intercounty Connector facilities along other facilities throughout the MDTA.

The Agency's Continuity Of Operations Plan is established and approved by the appropriate departments within the state's emergency management structure. It is however, in the process of being updated to capture staff and organizational changes which have occurred since the last update.

During 2013 and 2014, the Division of Information Technology established two computer centers that serve as primary and secondary computer locations. The centers provide for redundant operations for data storage and computer processing. The Information Technology disaster recovery plan has been updated and table top exercises used to test the plan.

***Goal 3: Maintain a Fiscally Sound and Innovative Financial System***

**(1) Annually, maintain stable credit ratings that facilitate lower financing costs**

In order to maintain access to the capital markets at the lowest possible financing rates, it is critical for MDTA to maintain financial metrics at levels sufficient for strong credit ratings that are currently in the double-A category. Key financial metrics include, but are not limited to, debt service coverage, rate covenant coverage, and the liquidity position consisting of unrestricted cash. A portion of capital projects funding is typically financed with long-term bonds that are priced based on prevailing interest rates for entities with similar credit ratings. Revenue enhancements may be necessary to maintain financial metrics within appropriate ranges for similarly rated peer transportation sector entities.

MDTA's toll revenue backed credit ratings were last affirmed in CY 2014 at:

	<b>Rating</b>	<b>Outlook</b>
Moody's	Aa3	Stable
S&P	AA-	Stable
Fitch	AA-	Stable

Strengths cited in rating agency reports include:

- Strong historical and projected debt service coverage ratio;
- Strong liquidity levels, with unrestricted cash policy target;
- Essential, large, diversified, and mature system;
- Inelasticity of demand;
- Conservative financial practices and capital program management; and
- Willingness and legal ability to raise tolls.

In order to maintain its double-A credit ratings, MDTA adheres to debt policy targets associated with its liquidity position and debt service coverage. Weaknesses and concerns highlighted by the rating agencies were addressed through planned toll increases in FY 2012 and FY 2014. During presentations to rating agencies in recent years, MDTA has communicated that there are no plans to upstream cash to MDOT.

**(2) Annually, achieve actual operating budget expenditures within 10% of projections**

FY 2013 Budget \$258,611,652  
 FY 2013 Actual \$237,981,108  
 FY 2014 Budget \$269,334,560  
 FY 2014 Actual \$257,124,669

MDTA strives to spend 90% - 100% of its Operating budget and in FY 2014 MDTA achieved 95% spending. Forecasting expenses accurately allows MDTA to properly plan the timing and amounts of bond sales and toll increases. MDTA spent 92.02% in FY 2013 and 95.46% in FY 2014 of its Operating budget. The largest areas of under spending continue to be Salaries and Benefits at \$13.4 million in FY 2014 and \$7.8 million under in FY 2013; Equipment at \$.9 million in FY 2014 and \$4.1 million under in FY 2013 (\$1.2 million in replacement vehicles was deferred to FY 2014 due to late delivery) and Publicity and Advertising at \$2.4 million under in FY 2014 and \$2.8

million under in FY 2013. The MDTA had an increase in spending of \$3.1 million for snow removal in FY 2014 due to the harsh winter compared to FY 2013 which was under spent by \$.8 million.

In FY 2014, the Division of Finance undertook a major information technology project that restructured MDTA's Chart of Accounts and implemented the purchasing and project controller modules in its financial accounting system. Together, these improvements:

- update the Chart of Accounts to meet the current and future needs of MDTA;
- provide for a more robust budgetary accounting and financial reporting environment;
- allow field personnel to more closely track contract and project expenses;
- improve internal controls over contract payments;
- standardize the reporting of budget information with other State agencies;
- lay the groundwork for additional improvements in coming years to the budget, purchasing, inventory and work order systems; and
- allow MDTA to continue to maintain a fiscally sound and innovative financial system.

### **(3) Maintain compliance with State established invoice on-time payment targets**

The MDTA Division of Finance (DOF) is responsible for processing the payment for MDTA's invoices. Invoices must be paid within 30 days. A delayed payment condition may exist when the invoice is received in the DOF more than 20 days after receipt of the invoice by the approving authority or receipt of the goods/services, which ever is later. Delayed Payment of Invoices Report will be used to measure the MDTA's performance.

A report has been created that accurately tracks the on-time payment percentage of invoices. With the recent completion of the Dynamics SL upgrade the report to be used to track the payment of invoice has been finalized.

### **(4) Annually, facilitate the on-budget performance of Capital Projects through efficient internal processes**

- In 2009 the capital budget was \$1.1 billion and percentage of the capital budget spent was 63%.
- In 2010 the capital budget was \$1.1 billion and percentage of the capital budget spent was 73%.
- In 2011 the capital budget was \$988 million and percentage of the capital budget spent was 75%.
- In 2012 the capital budget was \$603 million and percentage of the capital budget spent was 79%.
- In 2013 the capital budget was \$517 million and percentage of the capital budget spent was 64%.

- In 2014 the capital budget was \$418 million and percentage of the capital budget spent was 86%.

The MDTA underspent its capital program budget in each of the last six years. To improve budget forecasting, a study was undertaken that considered the following factors: schedule changes, design costs, extra work authorizations (EWA) and construction management and inspections additives, engineer’s estimates, cash flow at project completion and level of programming in the six-year CTP. The review findings confirmed some long-standing business processes and assumptions and refuted others. Recommendations implemented included adjusting cash flow start and end times, adjusting the engineering additive percentage and budgeted percentage for EWA contingency, and revising the level of programming within the six-year CTP.

***Goal 4: Customer Service. Improving external and internal customer service and performance***

- (1) Annually, achieve overall customer satisfaction of 80 percent or higher on customer satisfaction surveys**

FY 2013 survey was conducted in August 2012. Surveys were not conducted in FY 2014 due to staffing constraints.

- (2) Annually retain a minimum of 85 percent of employees to sustain business flow**

<b>Number of Employees (Avg)</b>	<b>1,596</b>
<b>Resignations</b>	<b>77</b>
<b>Retirements</b>	<b>54</b>
<b>Terminations</b>	<b>39</b>
<b>Other Losses</b>	<b>31</b>
<b>Retention Rate (Avg)*</b>	<b>99%</b>
<b>Employees with 20+ years</b>	<b>19%</b>
<b>Equal Opportunity Complaints **</b>	<b>5</b>
<b>Number of Grievances ***</b>	<b>4</b>

<b>Empress Rating</b>	
<b>Outstanding</b>	<b>3.5%</b>
<b>Exceeds</b>	<b>23.3%</b>
<b>Meets</b>	<b>73%</b>
<b>Unsatisfactory</b>	<b>0.09%</b>

\* *Number of Employees – (Resignations, Retirements, Other Losses) = Y*

*Monthly Retention Rate = (Y/Number of Employees) x 100*

*Yearly Retention Rate = Average of all months*

\*\* *Includes both internal and external complaints*

\*\*\* *This is the number of cases that go through the grievance process to OAH for a hearing. Many of our grievances are settled and never reach an OAH hearing.*

**(3) Achieve or exceed State established Minority Business Enterprise and Small Business Reserve Goals consistent with State procurement laws**

The State's over-all MBE Goal is 29%.

The MDTA achieved 28.37 % for FY2013.

The MDTA achieved 27.12 % for FY 2014.

The State's SBR Goal is 10%.

The MDTA achieved 1.91% for FY2013.

The MDTA achieved 2% for FY2014.

The State's Mandate for VSBE Goal is 0.5%.

The MDTA achieved 2.1% for FY2014

Civil Rights and Fair Practices (CRFP) is responsible for all aspects of the Minority Business Enterprise (MBE), Small Business Reserve (SBR) and the new founded Veteran-Owned Small Business Enterprise (VSBE) programs which includes development, oversight and administration as well as outreach events. Since 2010 CRFP has focused on an outreach program entitled "Getting Your Foot in the Door". These programs are designed to educate and inform potential contractors and subcontractors and those we do business with, about the Compliance Programs and Procurement opportunities at the Maryland Transportation Authority (MDTA). The latest efforts were specific to Construction contracts and VSBE.

CRFP's primary focus is on the MBE, SBR, VSBE, Title VI programs, while working in conjunction with the Division of Procurement, the Office of Engineering and Construction, and the Procurement Review Group (PRG). CRFP continues to monitor contracts on a weekly and monthly process, and to track the status of milestones and goal achievement to date and work towards reaching the established goals set forth by the State by implementing new strategies whenever possible. The PRG continues to review every contract individually for feasibility into the all of the Compliance Programs. The un-bundling of large projects into smaller contracts to gain potential participation in the programs have been successful in increasing our goals on each of the program areas.

***Goal 5: Environmental Compliance & Stewardship: Adhere to Environmental Laws and Regulations While Incorporating Sustainability into Daily Operations***

**(1) Annually, increase the MDTA's recycling rate by 5% over the previous year**

This metric is measured over the calendar year, not the fiscal year. The Maryland Recycling Act (MRA) requires State agencies to achieve waste minimization through recycling. The recycling rate State agencies are being asked to achieve is 30% for 2014. As a Transportation Business Unit (TBU), MDTA's recycling data are compiled with MDOT's five (5) other TBUs, which are collectively reported under MDOT. MDOT has

set a recycling goal of 55% for 2014. In addition, MDE assists with development of Maryland’s Climate Action Plan (CAP). Through the CAP, MDE has set a “stretch goal” for State agency recycling of 55% by the year 2020.

For calendar year 2013, the MDTA’s recycling program was at 15.8%, a decrease of 15.1% from the 2012 rate of 30.9%. MDTA’s recycling rate decline is being attributed, in large part, to a change in the “industry standard” that was previously relied on by MDTA’s largest contributor to the waste and recycling figures: Waste Management (WM). The industry standards historically used by WM were drastically changed and reported to MDTA in 2013. Printer and toner cartridge recycling was expanded to include all MDTA facilities during the 2013 calendar year.

<b>Calendar Year</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>
Recycling Rate	12.5%	23.8%	30.9%	15.8%

MDTA intends to increase its recycling rate by implementing the following practices:

- Continuing to promote the annual recycling competition among MDTA facilities.
- Utilizing the MDTA intranet and the bi-weekly employee newsletter, the Connections, to promote the program and the competition.
- Undertaking several measures to expand the recycling program at MDTA facilities:
  - Adding the recycling of household batteries at all MDTA facilities
  - Providing recycling bins for the traveling public who visit *E-ZPass* locations at MDTA facilities
- MDTA continues to convey the importance of its recycling efforts to current and new employees. New Employee Orientation (NEO) and New Hire Safety Training (NHST) are training opportunities that occur within the first 30 days of employment for new MDTA hires.
  - During NEO, newly hired employees are educated on MDTA’s EMS. One component of the EMS is recycling and waste diversion. The New Employee Orientation reaches all employees, regardless of classification or division.
  - Recycling continues to be a topic of discussion within the NEST program. NEST is geared towards Division of Operations employees and is most likely their second training encounter that touches on recycling after joining MDTA.
- Evaluating trash pick-up schedules for all MDTA facilities to ensure the frequency matches the facility’s needs.

**(2) Reduce energy consumption by 15% from the 2008 rate by 2015**

<b>Year</b>	<b>kWh</b>	<b>Employees</b>	<b>kWh/Employees</b>
<b>2010</b>	39,507,176	1,683	23,474
<b>2011</b>	36,652,767	1,704	21,510
<b>2012</b>	34,966,819	1,645	20,629

<b>2013</b>	39,313,446	1,677	23,443
<b>2014</b>	39,657,764	1,694	23,411

The Energy Systems Group (ESG) contract is essentially 100% complete. About 15 to 20% of the roadway signage fixtures remains to be completed. This contract increased MDTA's efficiency in lighting fixtures, water devices, air conditioning, heating systems and building envelopes.

MDTA is continually evaluating and finding ways to reduce electrical energy. There are many areas that we are researching to reduce energy consumption and we have listed some below.

Future endeavors:

- Met with vendors to discuss the installation of LED lighting fixtures in the Fort McHenry Tunnel. Some sample fixtures have been installed and more will be in place by the end of September 2014 to allow for an evaluation to be completed within the next year.
- Utilizing a new standard for replacing roadway and parking lot lighting fixtures is to install LED units. Many areas have already been converted to LED fixtures. The Francis Scott Key Bridge has 100% LED lighting.
- Planning to conduct an evaluation of installing LED office lighting fixtures in place of the current T-5 to realize increased energy savings.
- Working with Maryland Energy Administration and Department of General Services (DGS) to determine if SOLAR panels can be installed (buildings and ground locations).
  - The solar energy will be converted to electricity and what is not used can be sold to the utility company. We currently have solar panels at our Francis Scott Key Bridge complex on building 304 and sell the excess Solar Renewable Energy Credits (SREC's) in the utility market. Also, we have a solar hot water heating system at the William Preston Lane, Jr. Memorial (Bay) Bridge, Police and Automotive building, that supports this water usage.
- Setting up an electrical energy demand reduction program.
  - Lowering the demand factor throughout the day will lower the utility bill.
- Eliminating the 1,300 and 1,500 watt personal space heaters and replacing them with 200 watt units. Testing has been successful and we are working on getting the final plan in place.
- Looking into self-contained water coolers instead of the current bottled water units. This will save about 20% in electrical power consumption for our water dispensers. Some test units were installed in April 2014.
- Purchasing computer power saving features for both laptops and desk top units.
  - There will be a default idle screen saver timeout set to 15 minutes and the monitor will turn off.



- Worked with facilities that ran their HVAC systems 24/7 to reduce the running time. The reduced operating times have been in effect since November 2013. Also, during the Shoulder Season a facility usually only needs air movement to regulate the space temperature.
- Wind Energy sites are currently being evaluated to determine potential locations to install wind turbines to generate electricity.

### **(3) Improve fuel utilization of the MDTA fleet**

MDTA has 560 light duty vehicles, of which 50% of the light duty fleet is hybrid (3) or flex fuel (276). A flex fuel vehicle is one which can operate using E85 gasoline or regular unleaded. In FY 2014, the MDTA used 1,121,583 gallons of fuel which is a 1% decrease over FY 2013. The fuel types dispensed in FY 2014 are as follows:

- 713,667 gallons of conv/regular unleaded,
- 25,645 gallons of E85, and
- 382,271 gallons of 5% bio diesel.