



Maryland Transportation Authority

# *Planning for the Future*

**A Strategic Plan for the  
Maryland Transportation Authority**

**Fall 2004**





## **Mission**

The Maryland Transportation Authority provides convenient and safe transportation for those who travel its highway, bridges, and tunnels. The Authority efficiently operates, maintains, and provides law enforcement for its toll-financed facilities. The Authority also provides law enforcement services to Baltimore/Washington International Airport and the Maryland Port Administration. It assists the State in providing transportation systems that improve efficiency and convenience, assure the mobility of people, goods and services, and sustain economic development.

## **Vision**

Customers will move conveniently and safely through our facilities, as the Authority meets the demands of travel and commerce. The Authority will seek new ways to improve transportation in Maryland and the region through partnerships with the Maryland Department of Transportation and others. Innovative engineering, practical and responsible financing, state-of-the-art technology, professional law enforcement, and results-oriented management will be used to reach this vision.

The Authority will continuously strive to foster confidence and citizen pride in Maryland government.

***Planning for the Future***  
**A Strategic Plan for the**  
**Maryland Transportation Authority**

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## **A Message from the Governor**

Robert L. Ehrlich, Jr., Governor

### **Letter and photo**

Authority's role in supporting my Agenda for a More Mobile Maryland: 4-cornerstones

- Reduced accidents and fatalities
- Strategically expand transportation system -
- Continue to improve management of transportation operations
- Creatively enhance funding

Seven (7) Authority facilities are essential links in State's transportation system

The Authority will play an important role in achieving measurable progress in all four-target areas

## **A Message from the Chairman**

Robert L. Flanagan, Chairman

### **Letter and photo**

Outline for further development by Media and Customer Relations

- Authority is an important contributor to the local, state, and national economy as well as for the protection and security for the region
- Links and references to the 2004 MTP Goals and Objectives and More Mobile Maryland and MDOT priorities
- Illustrate how Authority's strategic direction supports Governor Ehrlich's 5-pillars priorities/FY 2006 Strategic Budgeting Guide - Education, Public Safety, Health and the Environment, Commerce, Fiscal Responsibility
- Provide a Maryland-wide perspective
- Expand on key messages from Governor Ehrlich message
- Mechanism for legislative outreach/liaison – establish dialogue and provide information

**Next Steps - Communications session with Bryon Johnston, Lori Vidil, Catherine Leahan.**

## A Message from the Executive Secretary

Trent M. Kittleman

### Letter and photo

Includes General discussion, no specifics of plans no discussion of business plan

- We must make significant investments in our organization, people, data and systems to successfully deliver on our mission and achieve our vision of the future
- Connection with staff - we rely on our values, traditions and most important, our employees to achieve these goals
- Recent accomplishments - provide some information on key accomplishments, especially as it relates to future goals/objectives and strategies in areas like electronic toll collection, improved maintenance, expanded capital projects, etc.
  - Systems preservation - Bay Bridge
  - Mobility expansion - I-95 Master Plan
  - Express Toll Lanes studies
  - Enhanced security awareness
- Challenges for the future - emphasis on future challenges, needs and opportunities and contributions/connection to Maryland's transportation needs
  - Convenience
    - Improved maintenance management, fleet management, next generation of *E-ZPass<sup>SM</sup>* including additional market penetration, and ITS improvements
    - Expansion of courtesy patrol
    - Major expansions in capital programs existing facilities and new highway infrastructure projects (Bay Bridge, ICC, Express Toll Lanes)
  - Safety and security
    - Traffic safety, law enforcement, security, employee safety improvements
  - Economic development - Revenue-backed bonds for intermodal transportation centers
  - Services marketing, CCTV, ITS
- Keep the message politically neutral
- Next step - Business Plan

## **Who We Are and What We Do**

### **History**

The history of the Maryland Transportation Authority (“the Authority”) dates back to 1937 when the State Roads Commission (“Commission”) began a bridge and tunnel construction program that would be financed by tolls collected at the completion of each project. This program led to the construction of the Thomas J. Hatem Memorial Bridge (US 40), the initial span of the Chesapeake Bay Bridge (US 50/301), the Governor Harry W. Nice Memorial Bridge (US 301), and the Baltimore Harbor Tunnel (I-895). This program was operated by the Toll Facilities Division of the Commission from 1937 to 1970. In 1970, the Toll Facilities Division became the Toll Facilities Administration of the Maryland Department of Transportation (MDOT).

In 1971, the Maryland Transportation Authority was created by the Maryland General Assembly as an independent state agency, separate from MDOT. The Authority has a governing body of six members appointed by the Governor, with the advice and consent of the Senate. The Secretary of Transportation serves as the Authority’s Chairman. All powers, duties, and obligations related to the financing, operation, and maintenance of toll highways, bridges, and tunnels in Maryland were transferred from MDOT to the Authority. The Authority’s facilities now include the original four facilities built by the Commission, plus the parallel span of the William Preston Lane, Jr. Memorial (Bay) Bridge (US 50/301), the John F. Kennedy Memorial Highway (I-95), the Francis Scott Key Bridge (I-695), and the Fort McHenry Tunnel (I-95), which was acquired from the City of Baltimore in 1985. In 2003, the Authority adopted the Intercounty Connector (ICC) as a transportation facility project that will be owned by the Authority.

All of the Authority’s powers and duties are determined by the Maryland General Assembly in State law and can be found in Title 4 of the Transportation Article. The principal powers provided to the Authority in this Article include the power to:

- Own, construct, and operate transportation projects.
- Issue revenue bonds.
- Set toll rates.
- Enter into contracts.
- Police its agency-wide transportation facilities and certain facilities owned by the Maryland Aviation Administration and the Maryland Port Administration.

## **Current Authority Operations and Services**

[GRAPHIC Remline concept - use State picture as watermark with (7) facilities' pictures around the page.]See note below further explaining what we have said that we would like...

**The State of Maryland as a watermark on the page with the Authority's seven facilities around the page and pictures of the duties performed at the Port of Baltimore, Baltimore/Washington International Airport, Courtesy Patrol and Commercial Motor Vehicle Officers.**

The Authority's highway, bridges, and tunnels serve as vital links in the Maryland transportation network. The facilities serve regional commerce and are strategic to the State's national and global economic competitiveness. The Authority uses toll revenue to operate, preserve, maintain, and provide law enforcement services for its highway, tunnels, and bridges.

In addition to operating and investing in its transportation facilities, the Authority undertakes a wide range of related activities including:

- Providing law enforcement and security services at Baltimore/Washington International Airport and the Port of Baltimore.
- Financing transportation projects such as port marine terminals, airport concourses and parking garages, and transit system parking garages.
- Working with other states on standardized electronic toll collection and intelligent transportation system (ITS) improvements.
- In cooperation with MDOT and Maryland State Police, operating the Coordinated Highways Action Response Team (CHART) Program.
- Providing customer service facilities on I-95 through third-party providers.
- Inspecting commercial motor vehicles.
- Educating and providing information to the traveling public.
- Implementing targeted law enforcement initiatives and highway safety campaigns.
- Operating the Courtesy Patrol program to assist motorists with disabled vehicles to get back on the road quickly and safely.

## ***Planning for the Future***

### **A Strategic Plan for the Maryland Transportation Authority**

#### ***Future Authority Operations and Services***

Looking ahead to the future, the Authority's services will reflect its leadership role in developing and financing new revenue-backed transportation projects, ensuring the safety of the traveling public, and implementing technology that improves the efficiency, safety, and service of the Maryland transportation system.

##### **New Projects**

The Authority will play an important role in future transportation system improvements statewide that will relieve congestion and improve mobility. The Authority is working with MDOT to plan potential express lane projects on I-270, I-495, I-695, and evaluate the use of tolls to finance expansion of I-81. The Authority has also assumed a leadership role in the development of the Intercounty Connector (ICC), joining I-270 with I-95/US-1. The Authority will continue to work with MDOT to finance critical, high priority projects in parking and intermodal facilities that improve the mobility of people and goods within the state's transportation network.

##### **Reinvestment in Existing Projects**

In addition to new projects, higher levels of reinvestment in existing corridors will require additional resources and skills. Section 100 of I-95, other projects in the I-95 master plan, and a study for a potential new Chesapeake Bay crossing. Major preservation/restoration activities such as, redecking projects for the Thomas J. Hatem Memorial Bridge and William Preston Lane, Jr. Memorial (Bay) Bridge are examples of the reinvestment work the Authority will undertake in the coming years.

##### **New Ways to Collect Tolls**

Electronic toll collection improves the efficiency of our facilities and enhances customer convenience. The Authority will continue to explore ways to improve toll collection, including implementation of a new generation of *E-ZPass*<sup>SM</sup> and open road tolling technology.

##### **New Traffic Management Technology**

Working in close cooperation with MDOT and the Maryland State Police, the Authority will continue to modernize its traffic management systems and make investments in next generation ITS technologies. The Authority has completed major upgrades to its closed circuit television (CCTV) network and Variable Message Signs (VMS). Expanding ITS will provide motorists with advanced notice of major traffic incidents as well as construction/maintenance-related delays, increasing the ability to choose alternative travel routes.

##### **New Safety Initiatives**

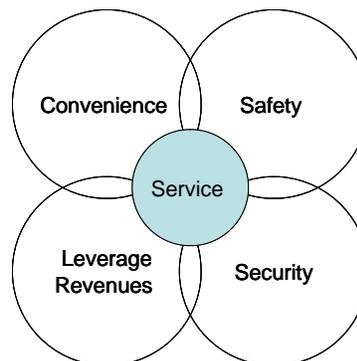
The Authority will seek new ways to improve highway safety by educating and communicating with the traveling public. New investments in communications and geographic positioning technology will help the Authority pinpoint incident location and reduce response time. By being proactive and coordinating with others, we will enhance highway safety and provide high value services to motorists.

##### **Law Enforcement and Security**

Security and law enforcement continue to be a critical investment for protecting the traveling public and Maryland's vital transportation infrastructure from malevolent acts. The Authority will continue to make prudent investments in the latest access control and electronic surveillance technologies. The Authority's Police will diligently coordinate their efforts with local, state, and federal agencies such as the Maryland State Police, Federal Bureau of Investigation, the Transportation Security Administration (TSA), and the Department of Homeland Security.

## Roadmap to Achieve Our Vision

The Authority's strategic plan focuses on five interrelated goal areas linked to the mission and, ultimately, our vision to achieve the efficient delivery of high quality services to our customers and partners. Within each goal area, the Authority's strategic plan identifies objectives and strategies that the Authority will pursue to meet its goals.



### **Convenience**

The Authority aims to assure efficient and convenient movement of people and goods through its facilities. To accomplish this, the Authority will:

- Invest in rehabilitation and capacity expansion of its existing toll facilities; including a master plan for the John F. Kennedy (I-95) Highway.
- Employ state-of-the-art maintenance, preservation, and rehabilitation methods to cost-effectively extend the service life of Authority-wide facilities.
- Employ toll collection technology that increases toll plaza capacity and moves more vehicles through its facilities safely.
- Minimize delay through the timely and efficient implementation of the Courtesy Patrol Program to remove disabled vehicles from the Authority's facilities.
- Deploy state-of-the-art ITS and communications technologies to provide timely information to customers about incidents and delays.
- Make prudent investments in toll plaza roadway approaches, interchanges, and causeways as well as supporting assets such as lighting, signals, and signage.

The Authority plays an important role in Maryland's efforts to provide new and expanded transportation facilities including new highways, new Express Toll Lanes, and toll-funded highway expansions. To meet these challenges the Authority will:

- Build the organizational capacity to effectively manage and deliver projects.
- Expand its public and private partnerships to access expertise and resources needed to develop and finance projects.
- Make financial investments in projects based on sound, long-term financial policies and planning.

### **Safety**

The Authority values the safety of the traveling public and its employees. To reduce the fatal and injury vehicle collision rates and to provide a safe workplace, the Authority will:

- Review and analyze accident statistics and trends on sections of highways from collision investigations, as well as input from other state transportation and law enforcement agencies.
- Identify and correct unsafe roadway conditions using the Traffic Safety Committee consisting of members from police, operations, and engineering staff.
- Minimize consequences of accidents and incidents through rapid response of police and emergency services.

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### **A Strategic Plan for the Maryland Transportation Authority**

- Improve communications and motorist advisories regarding accidents, incidents, and weather-related events and provide advanced notice about delays from planned construction and maintenance activities.
- Provide employees with safety training and state-of-the-art personal protective equipment to prevent injuries.
- Deploy safety management systems to assure that all employees make workplace safety a priority.

### ***Security***

As a transportation security leader in Maryland, the Authority is committed to protecting the traveling public and its assets from criminal acts. The Authority will:

- Invest in security technology that controls facility access and deters and detects unlawful activities.
- Prepare for effective incident response and communications.
- Collaborate with federal, state, and local law enforcement agencies to share security intelligence, expertise, and assure effective preparedness and response.

### ***Leverage Revenues***

The Authority will use its bond issuance capacity to finance revenue-backed infrastructure investments in aviation, port, and transit facilities. The Authority will:

- Maintain effective partnerships with other transportation agencies to plan and deliver projects.
- Apply sound long-term financial policies to evaluate each project and maintain the Authority's bond ratings.

### ***Service***

The ability to provide high quality service to others – whether to the traveling public, project partners, or Authority colleagues – is fundamental to the Authority's future. Strategic initiatives emphasizing service include:

- Modernize and expand the breadth and quality of customer services at the Chesapeake and Maryland House.
- Invest in *E-ZPass<sup>SM</sup>* service operations to provide more convenient access to customers.
- Inform customers about safe driving practices through effective educational and outreach campaigns.
- Provide timely information on traffic conditions, incidents, and delays through ITS technology.
- Invest in the Authority's human resources and business systems.

## ***Planning for the Future***

### **A Strategic Plan for the Maryland Transportation Authority**

## **Convenience: Move People and Goods Conveniently**

### ***Challenges***

Congestion and service disruptions continue to grow throughout the region's surface transportation system and have a direct impact on the Authority's facilities. Recent national surveys suggest an increase of public concern about delays caused by congestion, incidents, and roadway construction. Many transportation system components have been stretched beyond their original design capacity. Alternatives are being developed to manage higher traffic volume from regional growth in population and commerce. Unanticipated incidents, weather, and construction disruptions put further strains on existing facility capacity.

Changing customer needs puts emphasis on performance concerns other than speed; such as reductions in delay, lower vehicle emissions, and improvements in systems reliability, safety, and convenience. Principal challenges are the application of capital expenditures among important needs for:

- Expanded capacity.
- Facility preservation.
- New technology to maximize the performance of existing facilities.

Conventional cash and ticket-based toll transactions are labor intensive and limit toll plaza vehicle volume. The Authority's current application of *E-ZPass<sup>SM</sup>* technology reduces toll processing times resulting in more efficient vehicle throughput. The use of electronic toll collection has grown from 30% to 44% between 2001 and 2004. The future challenge is to target additional groups to increase electronic toll transaction usage. Other opportunities exist to optimize toll plaza approach configuration, signage, and signals.

Some of the Authority's existing facilities will need investment in expansion to manage increased traffic volume. The I-95 master plan beginning with Section 100 improvements is an example of one such priority investment. The Authority has initiated studies for the William Preston Lane, Jr. (Bay) and Nice Bridges to identify existing and future transportation needs.

### ***Objective: Reduce Congestion, Delays, and Maximize Capacity Through Electronic Tolling and Other Facility Improvements***

The Authority will expand electronic toll collection and make other related improvements to increase the capacity of existing toll plaza facilities Authority-wide. Over the long-term, new methods of open road highway speed toll collection will nearly eliminate the impact of toll collection on customers and allow new express lane services.

### ***Strategies to Achieve Objective***

To achieve this objective, the Authority will:

- Improve marketing efforts, including incentives to encourage increased *E-ZPass<sup>SM</sup>* enrollment. Target markets include commercial motor vehicles and interstate business travelers.
- Maintain a strong partnership with other states in advocating interstate electronic tolling standardization and migration to next generation technology.
- Develop open-road tolling on new facilities and investigate open-road tolling on existing facilities.
- Reconfigure and standardize roadway approaches to toll plazas and improve toll lane signals, signage, and lighting to improve traffic flow.

## ***Planning for the Future***

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## **Convenience: Move People and Goods Conveniently**

### ***Objective: Reduce Congestion and Delays Through Facility Capacity Expansions***

The Authority will maintain a long-term capital investment plan of capacity expansions to assure continued convenience at existing Authority facilities where current or future growth in traffic volume exceeds facility design capacity.

#### ***Strategies to Achieve Objective***

To achieve this objective, the Authority will:

- Conduct the necessary planning studies and long-term capital investment projections to maintain service levels at existing facilities.
- Make investments to expand the capacity of our existing facilities, such as the planned implementation of the I-95 Section 100 project.

### ***Objective: Reduce Congestion and Delays Through ITS and Communications Improvements***

The Authority will invest in next generation ITS technologies to manage traffic flow. Technology will provide advanced notice to motorists of weather-related events, traffic accidents, construction/maintenance activities, and alternative travel route options. Courtesy Patrol program expansion and improved police incident response will assist in the reduction of congestion and delays.

#### ***Strategies to Achieve Objective***

To achieve this objective, the Authority will:

- Implement the next generation ITS technologies in cooperation with the State Highway Administration to provide more up-to-date information to motorists on traffic conditions.
- Provide timely, up-to-date variable message sign information and CHART system advisories on traffic flow disruptions and planned construction and maintenance activities.
- Improve incident response through expanded patrols, better communications, and new technologies such as geographic positioning system (GPS) and geographic information system (GIS) so police and emergency vehicles can pinpoint incident location and rapidly respond.

## **Convenience: Preserve and Improve Authority Facilities**

### **Challenges**

The Authority recognizes the importance of on-going investments to preserve and extend facility service life and has well-established programs for maintaining its highways, tunnels, bridges, and supporting assets, such as interchanges and overpasses. As its facilities age, the Authority faces a comprehensive program of investments that are much larger than any undertaken in the past. (The Authority is currently completing renovation of 12 bridges on I-95 north of the Fort McHenry tunnel and will begin renovation of 22 additional bridges on I-95.) Renewal projects at the 65-year old Hatem and Nice Bridges and the 30-year old westbound span of the Bay Bridge are indicative of the complex projects required to maintain the infrastructure. (The Fort McHenry Tunnel is also undergoing a major renovation program that includes I-95 and I-395 in Baltimore City.)

### **Objective: Maintain, Preserve, and Extend the Useful Life of the Authority's Facilities**

The Authority will maintain and preserve its facilities to ensure that important transportation links are available to serve the traveling public. In addition to ensuring customer service, effective maintenance is an essential long-term financial strategy.

### **Strategies to Achieve Objective**

To achieve this objective, the Authority will:

- Apply state-of-the-art maintenance, preservation, and rehabilitation methods to extend the useful life of the Authority's transportation facilities and minimize total lifecycle costs.
- Use uniform inspection and maintenance procedures for all transportation facilities as well as all supporting assets such as lighting, signage, signals, and ITS technology.
- Deploy standardized maintenance management software and processes to optimize the productivity and effectiveness of preventive maintenance activities.

## ***Planning for the Future***

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## **Convenience: Preserve and Improve Authority Facilities**

### ***Challenges***

The Authority relies on a wide range of support assets such as office, maintenance, and auxiliary buildings, as well as a large fleet of vehicles and equipment. Maintenance and preservation of these assets directly influence the Authority's performance. Fleet management and maintenance activities will benefit through centralized coordination and standardized operating procedures.

The Authority will require additional facilities for police operations, law enforcement dispatch, customer service, and vehicle maintenance as future service demands grow. Periodic reinvestment in toll plaza service centers and other supporting customer service facilities will be required.

### ***Objective: Maintain and Manage Buildings, Vehicles, and Equipment to Improve the Productivity and Effectiveness of these Assets***

Dedicated and coordinated resources and tools will enable the Authority to improve the productivity and efficiency of these assets.

### ***Strategies to Achieve Objective***

To achieve this objective, the Authority will:

- Implement building management, planning, and maintenance programs for all offices and specialty buildings to provide the facilities needed to support future expansions in operations, maintenance, law enforcement, construction, and customer services.
- Implement necessary staffing/service contract services to effectively maintain and preserve building assets.
- Develop a centralized fleet management and standardized maintenance program for all classes of vehicles and equipment.

## **Convenience: Invest in New Strategic Facilities**

### **Challenges**

Maryland's ability to sustain its strong economy and high quality of life rely on the provision of adequate transportation capacity from projects spanning new highways, highway expansions, new toll lanes, and other aviation, transit, and port projects.

The significant financial and technical complexities of major new highway corridors often dictate a combination of multiple financing sources – including the Authority's toll revenue bonds – and the collaboration between the Authority, MDOT, and other state agencies to deliver the projects.

An integrated system of Express Toll Lanes represents a new approach to increasing capacity and customer choices along Maryland's existing interstate corridors. These projects would give motorists the option of paying a fee to drive in separate, relatively free-flowing highway lanes while utilizing electronic toll collection.

Some corridor expansions, such as the I-81 improvement program, may be too costly to be completed without the use of tolls. Close collaboration between the Authority and MDOT will be necessary to implement highway expansions, new highway projects, and new express lane projects.

Investing in new facilities requires the Authority to further develop its planning and project delivery capabilities, as well as maintain project finance and legal expertise.

### **Objective: Partner to Build New Toll Facilities**

The Authority will work with MDOT to invest in new toll highways, new Express Toll Lanes, and to expand certain highways, using tolls to facilitate economic growth, improve mobility, and travel choices.

### **Strategies to Achieve Objective**

To achieve this objective, the Authority will:

- Partner with MDOT and the private sector to access expertise and resources needed to develop and finance new toll facilities.
- Partner with MDOT and the private sector to complete the Intercounty Connector (ICC).
- Invest in projects based on sound long-term financial policies and planning.
- Build and maintain an adequate level of technical expertise in the organization to support the Authority's role as project owner and financing partner.

## ***Planning for the Future***

### **A Strategic Plan for the Maryland Transportation Authority**

## **Safety: Reduce the Fatal and Injury Vehicle Collision Rate**

### ***Challenges***

The Authority closely monitors accidents and has been successful in reducing the fatal and vehicle collision rate Authority-wide. Providing safe and secure travel in an environment of rising vehicle volumes is an increasing challenge. Customer convenience and system efficiency will remain high if traffic accident rates are reduced through effective traffic safety and law enforcement programs.

### ***Objective: Improve Traffic Safety and Law Enforcement Effectiveness***

The Authority will reduce the fatal and vehicle collision rate using coordinated traffic safety, incident management, and law enforcement initiatives to prevent accidents from occurring and will minimize the impact to people and property.

### ***Strategies to Achieve Objective***

To achieve this objective, the Authority will:

- Provide effective patrol coverage and law enforcement services at all facilities and work cooperatively with local, state, and federal law enforcement agencies.
- Expand the commercial motor vehicle and inspection programs technology at its inspection centers plus targeted random inspections.
- Expand public education and outreach to motorists to promote safe driving practices and accident prevention.
- Respond to accidents and incidents more efficiently, through expanded coverage, real time patrol car information access (on-board computers), and improved communications systems supported by advanced technology.
- Cross-divisional collaboration (Police, Operations, and Engineering) on incident causation, statistics, and trend analysis and identification of future preventative initiatives.

## **Safety: Reduce Workplace Accidents**

### **Challenges**

Many Authority operations such as incident management, law enforcement, roadway, tunnel and bridge design and construction, facility maintenance, toll collection, and disabled vehicle assistance require staff to work in high hazard jobs. External factors, such as weather, add to work-related risks. The key to maintaining low work-related accident prevention is through effective implementation of safe work procedures and practices, proper use of protective equipment, and on going training. Lost workday injuries increase workers' compensation insurance costs and reduce work-force productivity.

### **Objective: Reduce Work-related Accidents and Injuries**

The Authority will implement a standardized accident prevention program, safety training, and procedures to reduce work-related accidents and injuries. Workplace safety is critical to Authority operations and improved safety performance. It reduces costs and improves the Authority's overall organizational effectiveness.

### **Strategies to Achieve Objective**

To achieve this objective, the Authority will:

- Integrate standardized safety requirements and personal protective equipment instructions into standard operating and maintenance procedures.
- Provide on-going employee safety training.
- Formalize job safety analysis and accident investigation to drive corrective actions.
- Dedicate sufficient resources to safety management, communications, inspection, and training programs.

## **Security: Protect People and Property from Unlawful Activity**

### **Challenges**

Increased security incident preparedness and response are core requirements in today's world, especially for the transportation infrastructure managed by the Authority. The Authority's facilities, the Port of Baltimore, and Baltimore/Washington International Airport are vital transportation links, critical to both Maryland and the regional economy. Assuring the safety of the public and protecting the Authority's facilities require that the Authority continually reevaluate security risks and coordinate efforts with federal, state, and local agencies, i.e. the Transportation Security Administration and the Department of Homeland Security. Staying informed on the current security technologies and the latest management methods requires ongoing research. Effective incident preparedness, response, and recovery plans include activities such as, periodic simulation drills and readiness evaluations.

### **Objective: Improve Security and Incident Preparedness**

The Authority will develop effective security and incident preparedness and response plans to help reduce threats and risks to the State's transportation infrastructure investments and enhance initiatives to protect the public from criminal acts.

### **Strategies to Achieve Objective**

To achieve this objective, the Authority will:

- Develop and maintain comprehensive security plans at all Authority-protected facilities.
- Expand e-screening and cargo inspections for commercial motor vehicles.
- Conduct regional simulation drills and exercises to improve incident management areas, such as, preparedness, response, and recovery.
- Maintain up-to-date information and intelligence from various federal and state agencies on the latest security risks, technology, and management methods.

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# **Leverage Revenues: Finance and Build New Transportation Facilities with the Maryland Department of Transportation to Meet Maryland's Transportation Needs**

## ***Challenges***

The Authority has worked with MDOT to provide revenue-backed financing for various aviation, transit, and port projects. The Authority financed the construction of Seagirt Marine Terminal and has a vested interest in the Canton Railroad Company, which provides short line rail access to Seagirt. The Authority continues to work with MDOT to issue revenue-backed bonds for a number of Baltimore/Washington International Airport capital improvements. Past projects include the international terminal, rental car facilities, and a terminal parking garage. In 2004 the Authority also issued revenue bonds to finance parking garage construction at Washington Metropolitan Area Transit Authority's Metrorail stations at New Carrollton, College Park, and Largo.

The Authority will continue to utilize its financing powers to help MDOT finance new projects at the Port of Baltimore and in Maryland's urban transit systems. These projects require the Authority to maintain project finance and legal expertise as well as its strong reputation in capital markets.

## ***Objective: Partner to Build Non-Toll Transportation Infrastructure***

The Authority will use its bond issuance capacity to finance revenue-backed infrastructure investments in aviation, port, and transit facilities so that MDOT and/or other transportation infrastructure investment entities can maximize the benefit of direct user revenues and minimize the need for tax supported debt where logical alternatives exist.

## ***Strategies to Achieve Objective***

To meet this objective, the Authority will:

- Develop and maintain effective partnerships with other transportation agencies to plan and deliver projects.
- Apply sound long-term financial policies to evaluate each project and maintain its bond ratings.
- Maintain a satisfactory bond rating of adequate financing capacity.
- Assure skilled staff and access to other resources and expertise are in place as required for dealing with complex legal and finance issues related to new projects.

## **Service: Respond Professionally to Customers Needs for Assistance and Information**

### **Challenges**

The Maryland House and Chesapeake House travel plazas serve more than 5 million motorists each year with food, fuel, automotive services, restrooms, traveler information, and business services. While the Authority has made maintenance investments in the travel plazas over the years, both facilities need modernization. There are also opportunities for potential new customer services to motorists and the traveling public.

Opportunities to improve customer services and better assist customers are emerging and some are already underway. *E-ZPass<sup>SM</sup>* sales are being expanded to new satellite locations such as select Motor Vehicle Administration offices. There are major opportunities to increase use of *E-ZPass<sup>SM</sup>* by non-commuter customers and commercial motor vehicles. Expanding e-screening programs for commercial motor vehicles is another area of opportunity.

Communications initiatives support many of the Authority's objectives. Initiatives include: periodic news publications; targeted campaign brochures on topics (aggressive driving and Homeland security); News releases on roadway construction, lane closures; travel advisories and safety tips. Telephone hotlines and Internet are also used as information tools for customers.

### **Objective: Improve and Expand Customer Services for Added Convenience**

The Authority will build on its track record of successful customer service offerings to meet the future needs of the traveling public and commercial motor vehicle carriers.

### **Strategies to Achieve Objective**

To achieve this objective, the Authority will:

- Modernize the Chesapeake and Maryland House travel plazas with improved quality of food and other new/expanded customer services in targeted areas.
- Expand *E-ZPass<sup>SM</sup>* Stop-in Centers and evaluate non-toll *E-ZPass<sup>SM</sup>* applications.
- Provide expanded *E-ZPass<sup>SM</sup>* and e-screening safety and security services to additional commercial motor vehicle operators.
- Continue publishing and disseminating information to motorists (e.g., brochures, flyers, fact sheets) on timely topics such as Express Toll Lanes, major construction advisories, traffic safety campaigns, and homeland security.

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## **Service: Develop Internal Resources and Business Systems**

### ***Challenges***

The Authority has made progress in its organizational development activities, such as supervisor training and diversity goals, but faces significant future challenges. A large number of senior management and middle management and other experienced staff will be retiring in the next 5 to 10 years. The continued implementation of ITS and information technologies will require new skills and expertise.

### ***Objective: Improve Resource Allocation and Communication to Deliver Greater Efficiencies***

The Authority will deploy staff resources to efficiently meet future work demands as well as strengthen cross-divisional communications and working relationships. The objective also includes leveraging outside resources from other agencies and outside contractors to augment the Authority's staff.

### ***Strategies to Achieve Objective***

To achieve this objective, the Authority will:

- Improve communications across divisions and apply team-based work methods to improve work efficiency and effectiveness.
- Apply organizational planning tools to identify future staff skills and resource needs.
- Leverage internal staff with support from other agencies and outsourced services.
- Build a grassroots continuous improvement culture, processes, and tools to support Managing for Results and other State programs.

### ***Objective: Strengthen Human Resource Capabilities and Skill Sets***

The Authority will develop and implement a comprehensive human resources plan that manages upcoming retirements of senior staff as well as build the necessary knowledge and skills for the Authority to meet its mission and improvement goals. The objective also includes strengthening recruitment and career development programs for better staff retention.

### ***Strategies to Achieve Objective***

To achieve this objective, the Authority will:

- Develop a succession plan for staff retirements over the next 5 to 10 years, including documenting staff knowledge captured in standardized procedures.
- Develop recruitment and career path planning programs and effective process for retaining key staff, including individualized employee development plans.
- Develop a centralized human resources database and training management system.

## ***Planning for the Future***

### **A Strategic Plan for the Maryland Transportation Authority**

## **Service: Develop Internal Resources and Business Systems**

### ***Objective: Improve and Centralize Information Technology Systems***

The Authority will implement a comprehensive information technology and management plan. The Authority will develop next generation enterprise business systems and special applications software to better support its operations and services across the organization.

### ***Strategies to Achieve Objective***

To achieve this objective, the Authority will:

- Complete implementation of the IT master plan, which will be initiated in phases, based on priority.
- Develop centralized information systems using internal/external expert resources.
- Acquire and integrate software and hardware. Train users to support the implementation of system improvements.
- Maintain and improve neutral communication to support business needs.

### ***Objective: Improve and Streamline Goods and Services Management Systems***

The Authority will streamline its procurement processes for acquiring goods and services to increase efficiency, reduce delivery times, and improve inventory management.

### ***Strategies to Achieve Objective***

To achieve this objective, the Authority will:

- Standardize the inventory management system and protocols.
- Develop inventory management systems tied to maintenance management. Implement automated inventory management and ordering software.
- Identify and consolidate service/partnering agreements for supplemental staff training.

## ***Planning for the Future***

### **A Strategic Plan for the Maryland Transportation Authority**

## **Service: Expand Project Delivery Capabilities**

### ***Challenges***

The Authority faces significant increases in capital expenditures for preservation/restoration and improvements to existing facilities and for new highway projects.

The Authority will need to make improvements in its project delivery capacity and capabilities. This will require expanding the Authority's internal project delivery capacity coupled with formal partnerships with other organizations to extend project delivery capabilities, skills, and knowledge.

The challenge is to find the appropriate combination of internal and external resources. The Authority will need some combination of strategic hires and additional staff resources along with improvements to project management systems to meet expanding capital project workloads. The Authority will also need to establish long-term partnerships to provide needed expertise not currently found within the Agency using relationships with other agencies and supplemental consultant staffing.

### ***Objective: Build Organizational Capacity, Processes, and Systems for Project Management***

The Authority will develop sufficient staff capacity and effective project management systems to effectively implement project planning, finance, and delivery workload.

### ***Strategies to Achieve Objective***

To achieve this objective, the Authority will:

- Build the organizational capacity to effectively manage and deliver projects.
- Develop effective partnerships or access expertise from outside organizations and agencies to assist in project management systems development.

## ***Planning for the Future***

### **A Strategic Plan for the Maryland Transportation Authority**



## **Our Values**

- We are committed to preserving our facilities and assisting in the development of Maryland's transportation system.
  - We are responsible stewards of Maryland's environment and natural resources. We maintain attractive facilities that contribute to traveler confidence and to the quality of lives of customers, neighbors, and our co-workers.
  - We are committed to the safety and security of travelers, our neighbors, and our co-workers.
  - We respect our co-workers; trust, open communication, and teamwork are essential to our success. The highest standards of integrity and honesty are required from all employees. We encourage and assist professional and individual development.
  - We are committed to equal opportunity in employment and procurement.
  - We value a pro-active, courteous approach to serving customers and assisting them in times of need. We value fairness and understanding in interactions with the customers we serve, our business partners, our neighbors and our co-workers.
  - We value cost-effective, results-oriented work practices. We recognize the Authority must continue to evolve in order to meet the needs of Maryland's citizens.
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## Maryland Transportation Authority

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**Robert L. Ehrlich, Jr., Governor**  
**Michael S. Steele, Lt. Governor**

**Robert L. Flanagan, Chairman**  
**Louise P. Hoblitzell**  
**Walter E. Woodford Jr. P.E.**  
**John B. Norris Jr. P.E.**  
**Rev. Dr. William C. Calhoun, Sr.**  
**Andrew N. Barrow**  
**Susan M. Affleck Bauer Esq.**

**Trent M. Kittleman, Executive Secretary**

### ***Planning for the Future***

### **A Strategic Plan for the Maryland Transportation Authority**

#### ***For more information, contact:***

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