

MARYLAND  
TRANSPORTATION **AUTHORITY**

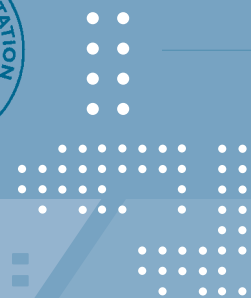
*annual report*

**2001**



FISCAL YEAR

**01:**





SINCE 1971,

*the Maryland Transportation Authority has been responsible for constructing, managing, operating and improving the State's toll facilities, as well as for financing new revenue-producing transportation projects. The Authority's seven toll facilities – a turnpike, two tunnels and four bridges – help keep traffic moving in Maryland. All of the Transportation Authority's projects and services are funded through tolls and revenues paid by customers*

MARYLAND TRANSPORTATION AUTHORITY



*who use the agency's facilities. For 30 years, the Maryland Transportation Authority has provided Maryland's citizens and visitors with safe and convenient transportation facilities. We are committed to quality and excellence in customer service, and we rely on our organization's values, traditions, and – most important – our employees to achieve these goals. We invite you to review this highlight of our accomplishments for fiscal year 2001.*

*PARRIS N. GLENDENING // GOVERNOR // KATHLEEN KENNEDY TOWNSEND // LT. GOVERNOR // JOHN D. PORCARI // CHAIRMAN //*

## **members**

*LOUISE P. HOBLITZELL*

*WALTER E. WOODFORD, JR., P.E.*

*CAROLYN WILSON EVANS*

*WILLIAM E. FREAS, JR.*

*JOHN B. NORRIS, JR., P.E.*

*REV. DR. WILLIAM C. CALHOUN, SR.*

*THOMAS L. OSBORNE // executive secretary //*



## A MESSAGE

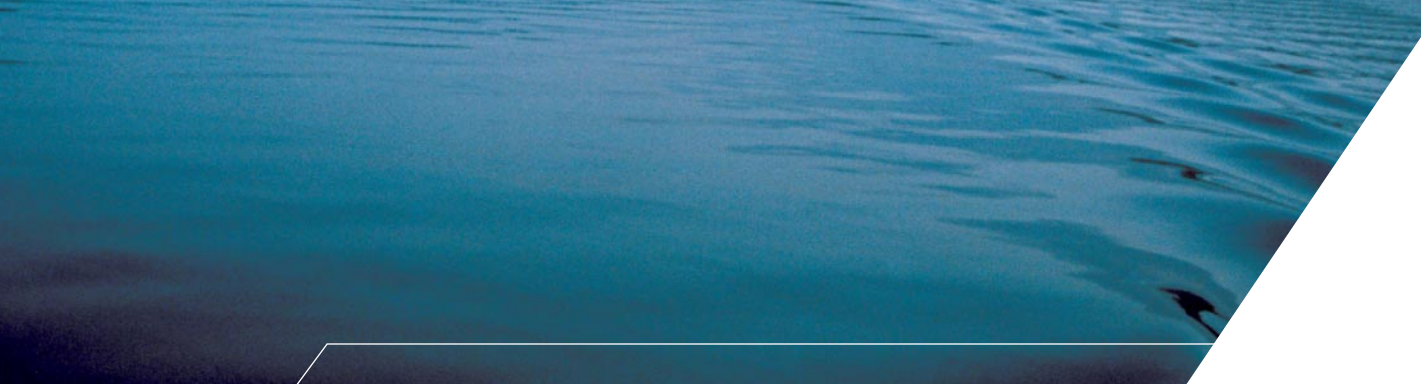
### FROM THE GOVERNOR AND LT. GOVERNOR

On behalf of the citizens of Maryland, we are pleased to share with you this report of the fiscal year 2001 operations of the Maryland Transportation Authority. We hope you will find this report informative, enlightening and useful.

One of the cornerstones of our administration has been our conviction that Maryland's transportation system should serve as an economic development tool, encouraging businesses to relocate to or expand within Maryland. Our State has an excellent network of highways, port facilities, rail lines and airports. With the expansion of the M-TAG electronic-toll-collection system to the Chesapeake Bay Bridge and other facilities and the establishment of reciprocity with all E-ZPass-equipped toll facilities throughout the northeast United States, even more people are reaping the benefits of Maryland's efficient transportation network. This first-class infrastructure enables Maryland to be very competitive in developing new business opportunities.

The Authority is playing an aggressive role in establishing Smart Growth throughout the State. In another effort to





support Smart Growth, new legislation that became effective October 1, 2001, expands the Maryland Transportation Authority role. The legislation allows the Authority to finance, construct, operate, repair and maintain vehicle-parking facilities in Maryland's Smart Growth areas. This new legislation will serve as an additional tool for use in planning transportation projects and facilities, and it will offer increased flexibility to help meet parking needs within Priority Funding Areas. Additional parking is often a key component in achieving revitalization and new development in Smart Growth areas and can assist counties and municipalities in meeting their development goals.

From the Department of Planning to the Department of Transportation, Smart Growth is the cornerstone of every decision we make in Maryland. Together, as partners, we are making Maryland a better place to live, work and raise a family.

*PARRIS N. GLENDENING // GOVERNOR // KATHLEEN KENNEDY TOWNSEND // LT. GOVERNOR //*



CHUCK LILLEY



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BARBARA STERN





## A MESSAGE

### FROM THE CHAIRMAN

When the Maryland Transportation Authority was established 30 years ago on July 1, 1971, transportation leaders never would have envisioned the onset of electronic-toll-collection, the use of sport-model vehicles to counter aggressive driving and technology-based E-screening of commercial vehicles to improve the effectiveness and efficiency of motor-carrier safety enforcement.

During the last three decades, the Maryland Transportation Authority has undergone a remarkable transformation from simply an agency charged with the maintenance, operation and improvement of toll facilities to an agency that has expanded its role in financing new revenue-producing transportation projects and has become a leader in public-private transportation partnerships.

The Maryland Transportation Authority has consistently provided the State's citizens and visitors with safe and convenient transportation facilities. As government becomes increasingly more responsive to the needs of the public it serves, the Authority will work harder and more efficiently than ever by employing the newest technology, business practices and community partnerships to help ensure continued success.

We appreciate your interest in the Maryland Transportation Authority, and we look forward to our continued growth as an organization.

*JOHN D. PORCARI // CHAIRMAN //*





## GOVERNING BODY

*THE MARYLAND TRANSPORTATION AUTHORITY is a group of six citizens appointed by the Governor with the advice and consent of the State Senate. This group, representing Maryland's geographic regions, serves as our policy-setting, decision-making and governing body. Maryland's secretary of transportation presides as the Authority's chairman. Each member serves a three-year term, with two of the members' terms expiring each year. Members are eligible for reappointment to the Authority.*

• **JOHN D. PORCARI**

• **LOUISE P. HOBLITZELL**

• **WALTER E. WOODFORD, JR., P.E.**

• **CAROLYN WILSON EVANS**

• **WILLIAM E. FREAS, JR.**

• **JOHN B. NORRIS, JR., P.E.**

• **REV. DR. WILLIAM C. CALHOUN, SR.**

**John D. Porcari** Governor Parris N. Glendening appointed John D. Porcari secretary of the Maryland Department of Transportation (MDOT) and Transportation Authority chairman in January 1999. In this dual role, Mr. Porcari oversees the Authority, MDOT and its five modal administrations, 10,200 employees and a \$2.2 billion annual budget. Prior to his appointment as secretary, Mr. Porcari served as MDOT deputy secretary, and, on occasion, acting Authority chairman since March 1997. Previously, Mr. Porcari served as vice president for Loiederman Associates, a civil-engineering and land-use consulting firm. He directed the firm's environmental-services section; public sector, civil-engineering work; land-use consulting services for clients; and marketing activities. Mr. Porcari received his bachelor's degree in political science from the University of Dayton in Ohio and his master's degree in public administration from the Nelson A. Rockefeller College of Public Affairs and Policy, State University of New York at Albany.

**Louise P. Hoblitzell** A graduate of New York University and longest-serving member of the Authority, Louise P. Hoblitzell was appointed July 1, 1983. She is a past corporate vice president with the Black and Decker Manufacturing Company, a Maryland-based firm. Prior to that, she held a vice-presidency position with the former Maryland National Bank. She also is a past president of the Board of Trustees for the Baltimore Museum of Art. Mrs. Hoblitzell is active in a variety of community and civic activities and is a consultant for corporate-financial communications.

**walter e. woodford, jr., P.E.** was appointed to the Authority in July 1991. He is a professional engineer who has enjoyed a distinguished career as a transportation professional. Now an independent consultant, Mr. Woodford provides specialized consulting for civil-engineering projects, planning and zoning, and traffic and site developments. He has been involved actively in a number of major zoning and engineering projects on Maryland's Eastern Shore. A retired vice president of the Rouse Company, Mr. Woodford was director of engineering for Rouse's office of community development. In addition, he is a former chief engineer and deputy highway administrator for the Maryland State Highway Administration.







**Carolyn W. Evans** was appointed to the Authority on July 1, 1995. She is a member of the Bel Air, MD, law firm of Sengstacke and Evans, LLC, concentrating in business, real-estate, commercial and employment law. Ms. Evans graduated magna cum laude with a bachelor's degree from the College of Notre Dame. She earned her juris doctorate with academic distinction from the University of Baltimore School of Law. She is a member of the Maryland State Bar Association and the Harford County Bar Association. She is a member of the boards of directors for the Harford Bank, the Harford County Chamber of Commerce and the Chesapeake Professional Women's Network.

**William E. Freas, Jr.** was appointed to the Authority on July 1, 1996. A resident of Cumberland, Mr. Freas previously served as vice president of operations for Select Medical Corporation and now is involved in investment and business development. Prior to that, Mr. Freas was chief executive officer and co-founder of RehabSolutions, a firm that provides comprehensive physical-, speech-, occupational-, and hearing-rehabilitation services throughout the greater-western-Maryland area. Mr. Freas received a bachelor's degree in speech pathology-audiology and a master's degree in speech pathology from Clarion University in Pennsylvania. Mr. Freas serves on the board of the YMCA of Allegany County and is a member of the Greater Cumberland Committee. Previously, he served on the board of the Bishop Walsh High School in Cumberland and the Board of Directors for the Cumberland Chamber of Commerce.

**John B. Norris, Jr., P.E.** was appointed to the Authority in October 1997 and has more than 25 years experience in highway and facility master planning and design. He supervised the planning, design and construction of a variety of highway projects while serving as director of public works for St. Mary's County from 1972 through 1988. Since 1989, Mr. Norris has served as president of NG&O Engineering, Inc., a southern Maryland civil-engineering-design firm specializing in land planning, highway design, construction management, surveying, environmental engineering, and commercial- and residential-site design. In 1996, Governor Parris N. Glendening appointed Mr. Norris to the State's Planning and Growth Commission. Mr. Norris is a member of the National Association of County Engineers and the American Road and Transportation Builders Association. He is a past president of the County Engineers Association of Maryland.

**Rev. Dr. William C. Calhoun, Sr.** was appointed to the Authority in April 1999. Dr. Calhoun has served as pastor of the Trinity Baptist Church of Baltimore for 27 years and is an active civic leader. In addition to his pastoral duties, Dr. Calhoun also serves as a professor of urban ministry at Baltimore's Ecumenical Institute of Theology at St. Mary's Seminary and University. He is the former host and producer of the weekly ecumenical-telecast ministry, *Lift Every Voice*, which was broadcast on WMAR-TV. Dr. Calhoun holds a bachelor's degree from Judson College in Elgin, IL, and received his master's degree in divinity from Virginia Union University in Richmond, VA. In 1990, he earned his doctorate in ministry from Eastern Baptist Theological Seminary in Philadelphia, PA. Dr. Calhoun serves as a board member of the Central Maryland Ecumenical Council and the Progressive Baptist Convention of Maryland. Previously, he served on the Nominating Board for the Girl Scouts of Central Maryland and served as chairman of the Ecumenical Leaders Group and served on an advisory board for the Maryland Food Committee. Dr. Calhoun is a former president of the Progressive Baptist Convention of Maryland, Inc., and served as the president of the Interdenominational Ministerial Alliance. He is a community activist and is a leader in B.U.I.L.D., Baltimoreans United In Leadership Development.

**Thomas L. Osborne** As executive secretary, Thomas L. Osborne exercises overall management and operational responsibility for the Maryland Transportation Authority, including the Maryland Transportation Authority Police. He was appointed to the position in March 1997. Mr. Osborne is a former deputy secretary of the Maryland Department of Transportation (MDOT). Previously, he held positions as director of MDOT's office of policy and governmental affairs; and director of planning and director of inspections and permits for Anne Arundel County, MD. Mr. Osborne holds a bachelor's degree in business administration and transportation management from the University of Maryland and a master's degree from the Urban Planning Program at Louisiana State University in New Orleans. He has served on many boards and commissions, including the Chesapeake Bay Critical Areas Commission, and he is a past president of the Maryland Chapter of the American Planning Association. Mr. Osborne is a member of the Board of Directors for the Maryland Chapter of the Conference of Minority Transportation Officials. He also serves on the Board of Directors for Anne Arundel Community Development Services, Inc., a non-profit housing and community development organization serving Anne Arundel County, MD.



FRANCINE WALL



## A MESSAGE

### FROM THE EXECUTIVE SECRETARY

Welcome to our report on the activities and operations of the Maryland Transportation Authority for fiscal year 2001. It has been a privilege and pleasure to serve as the Authority's chief executive officer during the past year.

As the Authority's mission states, the agency assists the State in achieving its transportation goals by advancing the safe, secure and convenient movement of people and goods for the benefit of the citizens of Maryland. In addition to operating the State's seven toll facilities, the agency has the legal authority to enter into partnership agreements on its own or on behalf of Maryland Department of Transportation agencies. During fiscal year 2001, this ability enabled the Authority to partner with the State to enter into new transportation ventures including parking facilities in Priority Funding Areas and to provide financing for construction improvements at Baltimore/Washington International Airport and development at the Port of Baltimore.

In March 2001, the Authority's first aggressive-driving-prevention program hit the road using a comprehensive approach to countering aggressive driving – education, identification, reporting and enforcement. For the first time, the Authority sponsored Safety Days for its customers at the Fort McHenry Tunnel, William Preston Lane Jr. Memorial (Bay) Bridge and the Governor Harry W. Nice Memorial Bridge. Police and operations staff provided safety information, child-safety-seat checks, the Transportation Authority Police Child ID program and displays of police and maintenance equipment. The Authority established reciprocity between the M-TAG and E-ZPass electronic-toll-collection systems and brought the John F. Kennedy Memorial Highway, William Preston Lane Jr. Memorial (Bay) Bridge and Governor Harry W. Nice Memorial Bridge online with the system in fall 2001.

Thank you for your support of the Maryland Transportation Authority. We hope you enjoy reading about the agency's accomplishments. The Authority's employees make these accomplishments possible, and I would like to commend these employees for their commitment to excellence and teamwork.

THOMAS L. OSBORNE // EXECUTIVE SECRETARY //

## MANAGEMENT COMMITTEE



**TOP ROW:** *Daniel F. McMullen, III / Assistant Executive Secretary / Timothy J. Reilly / Director of Facilities /*

**BOTTOM ROW:** *Keith A. Duerling, P.E. / Director, Division of Engineering /*

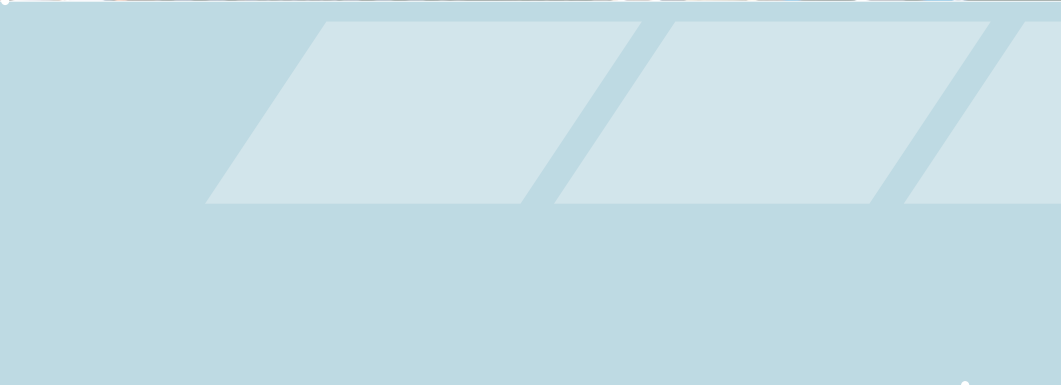
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### MISSION . . . . .

The Maryland Transportation Authority assists the State in achieving its transportation goals by advancing the safe, secure and convenient movement of people and goods for the benefit of the citizens of Maryland. Tolls, other revenues and bonding capacity are used to develop, operate, provide law enforcement for and maintain the Authority's highways, bridges and tunnels, which serve as vital links in the State's transportation network. Acting on behalf of the Department of Transportation, the Authority also finances and constructs capital projects to improve Maryland's transportation system, including terminal facilities at the Port of Baltimore and the Baltimore/Washington International Airport. The Authority provides law enforcement at the port and airport facilities. The Authority is committed to sound management practices, fiscal responsibility and prompt, courteous assistance to the traveling public. We are dedicated to teamwork, a diverse workforce and employee development.

### VISION

Customers will move conveniently and safely through our facilities, as the Authority meets the demands of travel and commerce in the 21st century. 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, state-of-the-art technology, professional law enforcement and results-oriented management will be used to reach this vision. The Authority will strive continuously to foster confidence and citizen pride in Maryland government.



*Colonel Larry E. Harmel / Chief, Maryland Transportation Authority Police / Deborah A. Donohue, Esq. / Principal Counsel / Steven E. Welkos / Director, Division of Finance / Alice L. Brooks / Director, Division of Administration / Lori A. Vidil / Director, Office of Media and Customer Relations / Beverly D. Hill / Director, Division of Organizational Development / Joseph C. Waggoner / Director, Division of Strategic Development / Gregory A. Brown / Director, Intergovernmental Projects /*

**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 in the 21st century.



# OUR FACILITIES

## VITAL LINKS IN MARYLAND'S TRANSPORTATION NETWORK

*Assisting the State in achieving its transportation goals by advancing the safe, secure and convenient movement of people and goods for the benefit of the citizens of Maryland is an important facet of the Maryland Transportation Authority's mission. To meet these goals, we must operate efficient, effective and safe transportation facilities. / Maryland's toll facilities were financed and constructed through revenue bonds. The outstanding principal and interest due each year is paid from toll revenues. Toll revenues are the primary source of funds. The Authority's toll receipts*

**14** *are pooled, with revenues from all seven facilities combined for operating, maintaining and making capital improvements to these facilities.*

### **John F. Kennedy Memorial Highway / I-95 /**

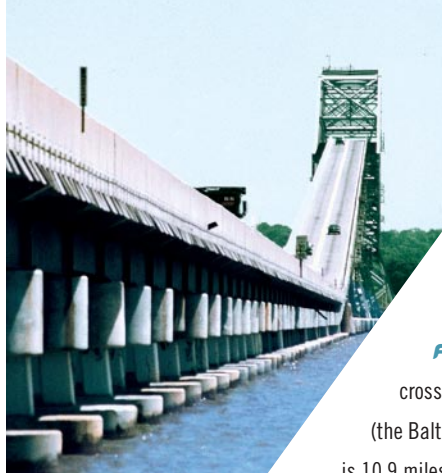
The John F. Kennedy Memorial Highway is a 50-mile section of I-95 from the northern Baltimore City line to the Delaware state line. Opened in 1963, the highway was dedicated by President John F. Kennedy on November 14, 1963.

More than 29-million vehicles used the highway during fiscal year 2001. Tolls are collected only in the northbound direction at the 12-lane toll plaza, located one mile north of the Millard Tydings Memorial Bridge over the Susquehanna River.

The highway's two travel plazas – the Maryland House and the Chesapeake House – provide an array of services to motorists. In addition to food and automotive services, comprehensive tourist-information services are available. The Maryland House offers a full-service business and information center, which includes fax and photocopy services, an ATM and U.S. Postal Service branch. More than five-million motorists visit the two travel plazas annually.

The Maryland Transportation Authority Police's Commercial Vehicle Safety Division operates the most modern commercial-vehicle weigh station and inspection complex on the East Coast along this highway. Opened in early 1996, the facility is part of a Statewide, multi-agency program to reduce accidents and highway damage caused by unsafe trucks and drivers and overweight vehicles.





**Francis Scott Key Bridge / I-695 /** This outer crossing of the Baltimore Harbor opened in March 1977 as the final link in I-695 (the Baltimore Beltway). Including the bridge and connecting roadways, the project is 10.9 miles in length. Other structures along the roadway include a dual-span draw-bridge over Curtis Creek, a bridge over Bear Creek and a ground-level roadway that carries motorists through the Sparrow's Point industrial area.

Approximately 11-million vehicles used the bridge during the 2001 fiscal year.

**William Preston Lane Jr. Memorial (Bay) Bridge / US 50/301 /**

Often called the Bay Bridge, this facility crosses the Chesapeake Bay along US 50/301. The bridge's dual spans provide a direct connection between recreational and ocean regions located on Maryland's Eastern Shore and the metropolitan areas of Baltimore, Annapolis and Washington, D.C. The bridge also forms part of an alternative route from the Delaware Memorial Bridge to the nation's capital and points south. The bridge has been the location of the Authority's Annual Bay Bridge Walk for 27 years.

With a length of 4.3 miles, the spans are among the world's longest and most scenic over-water structures. The original span was built in 1952 and provides a two-lane roadway for eastbound traffic. The parallel structure opened in 1973 and has three lanes for westbound travelers. During the past fiscal year, 23.9-million vehicles crossed the Bay Bridge.

**Governor Harry W. Nice Memorial Bridge / US 301 /**

Opened in December 1940, this bridge is located on US 301 and extends 1.7 miles across the Potomac River from Newburg, MD, to Dahlgren, VA. President Franklin D. Roosevelt participated in the facility's groundbreaking in 1939. The two-lane bridge handled 5.6-million vehicles during the past fiscal year.

**Thomas J. Hatem Memorial Bridge / US 40 /** The oldest of the Authority's facilities, this four-lane bridge opened in August 1940. It spans the Susquehanna River on US 40 between Havre de Grace and Perryville in northeast Maryland.

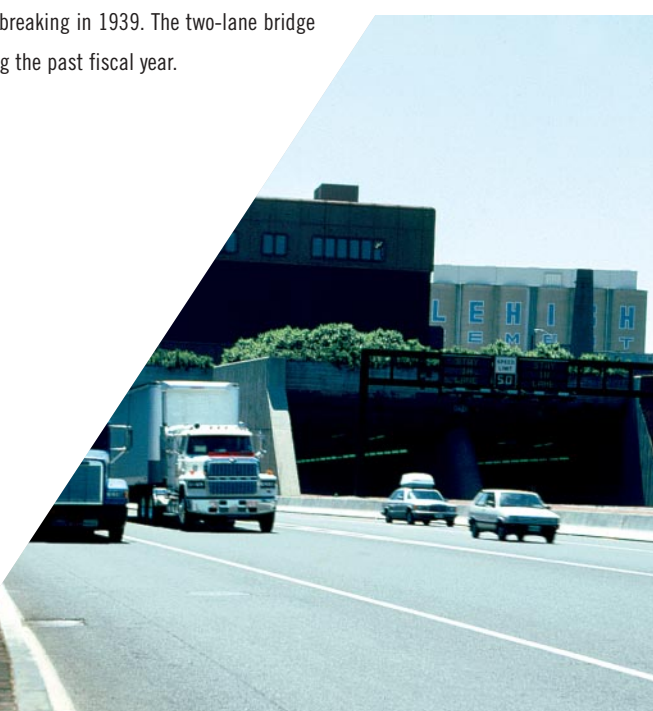
An Automatic Vehicle Identification (AVI) toll decal, a form of electronic-toll collection, is offered at the bridge. These decals allow customers to make unlimited trips across the bridge during a one-year period.

More than 9.3-million vehicles crossed the bridge during fiscal year 2001.

**Fort McHenry Tunnel / I-95 /** The world's widest, underwater-vehicular tunnel, the Fort McHenry Tunnel opened to traffic in November 1985. It connects the Locust Point and Canton areas of Baltimore, crossing under the Patapsco River just south of historic Fort McHenry. The tunnel is a vital link in I-95, the East Coast's most important interstate route. Along with the Baltimore Harbor Tunnel and the Francis Scott Key Bridge, the Fort McHenry Tunnel is part of a network of Baltimore harbor crossings that provides convenient transportation service to local and interstate traffic.

The 1.5-mile, eight-lane Fort McHenry Tunnel handles a daily traffic volume of more than 117,000 vehicles. During the past fiscal year, more than 42.1-million vehicles used the facility.

**Baltimore Harbor Tunnel / I-895 /** The 1.4-mile, four-lane tunnel handled its first vehicles in November 1957 and is part of a 20-mile system of approach roadways and ramps. Designated I-895, the facility connects major north/south highways and many arterial routes in Baltimore City's industrial sections. Traffic at the Baltimore Harbor Tunnel during the past fiscal year totaled 23.6-million vehicles.





**THE MARYLAND TRANSPORTATION AUTHORITY IS FOCUSED** on the future and the agency's development and improvement as an organization. To that end, the Authority has embraced Governor Parris N. Glendening's managing for results initiative. "managing for results" is a process that integrates strategic planning and performance measurement to help an organization meet its goals and objectives. This management tool is used to move the agency from its mission, vision and values statements to key performance objectives and managed outcomes. Unlike traditional measurement, which focuses on "inputs" and "outputs" (i.e. number of toll dollars collected, number of customers served), managing for results focuses on achievements that will serve the best interest of our customers, our organization and others who have a stake in our performance. During fiscal year 2001, the Maryland Transportation Authority's 1,400 employees used managing for results to bring about positive change by making strategic decisions based on concrete data and performance measures. While emphasizing safety, the Authority continued to adhere to seven mission-based goals to meet the needs of the more than 144.7-million customers it served during the fiscal year. The Authority's fiscal-year-2001 accomplishments are highlighted and categorized under these mission-based goals.

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DAVE ROBINSON





# convenience

## MOVING PEOPLE AND GOODS CONVENIENTLY

**Electronic-toll collection** / The Maryland Transportation Authority unveiled its electronic-toll-collection system in the form of a time-sensitive discount plan to commuters at the agency's three harbor crossings – the Baltimore Harbor Tunnel (I-895), the Fort McHenry Tunnel (I-95) and the Francis Scott Key Bridge (I-695) in April 1999. The Maryland Transportation Authority participates in the E-ZPass InterAgency Group (IAG) of northeast toll authorities, which is working to develop a seamless system of electronic-toll collection throughout the region. All participating agencies have installed, or are in the process of installing, the same technology.

With M-TAG/E-ZPass, tolls are deducted automatically from customers' accounts, which have been paid in advance, when antennae in the toll lanes read signals emitted by M-TAG/E-ZPass transponders (small plastic boxes containing a radio-frequency transmitter) affixed to the inside of customers' vehicles' windshields or mounted on the vehicles' license plates.

On October 15, 2001, the Authority established full reciprocity between the M-TAG and E-ZPass electronic-toll-collection systems and brought the John F. Kennedy Memorial Highway (I-95) toll plaza on-line with M-TAG/E-ZPass software. Marylanders using M-TAG/E-ZPass transponders now may pay tolls electronically at all E-ZPass-equipped toll facilities in New York, New Jersey, Delaware, Pennsylvania, Massachusetts and West Virginia, and E-ZPass customers in these states may use their transponders to travel in Maryland.

In addition, this expansion of the M-TAG/E-ZPass system paved the way for more toll customers to enjoy the program's convenience. Motorists who could not benefit from a time-sensitive discount plan, but who wanted the convenience of using the device, now can enroll in the Authority's new Standard Plan. Customers electing to use the Standard Plan pay the full-fare toll, but trips in this plan do not expire. Also until October 15, 2001, M-TAG had been available only to drivers of two-axle vehicles. M-TAG/E-ZPass now is available to operators of large trucks and other vehicles with three or more axles.

The Authority's William Preston Lane Jr. Memorial (Bay) Bridge (US 50/301) and Governor Harry W. Nice Memorial Bridge (US 301) went online with the M-TAG/E-ZPass system on November 15 and November 29, 2001, respectively.

The Thomas J. Hatem Memorial Bridge (US 40) is projected to go online in late Spring 2002.

**I-95 master plan study** / This comprehensive approach to improving and preserving the East Coast's most important interstate route is a cooperative effort among the Authority and many public and private organizations. The study focuses on the 50-mile portion of I-95 from the northern Baltimore City line to the Delaware state line.

The capacity of interstates affects the quality of life of millions of regional travelers and local commuters, as well as that of one-quarter of the country's population, those who live in communities served by I-95 from Maine to Florida. Maryland's economy depends on the interstate commerce and travel that is supported along this important East Coast interstate. The Authority has included other state agencies, local governments and interest groups in its planning process and held public meetings in affected communities in June 2001.

The purpose of the study is to provide a responsible action plan clearly identifying future projects for the highway.

**Commence needs study for the Bay Bridge and Nice Bridge** / In coordination with the Maryland State Highway Administration, the Authority procured a consultant to develop needs-assessment studies for the agency's two bridges along the US 301 corridor, the William Preston Lane Jr. Memorial (Bay) Bridge and the Governor Harry W. Nice Memorial Bridge. The consultant's analysis will focus on capacity needs and travel alternatives.



convenience

## PRESERVE AND IMPROVE AUTHORITY FACILITIES

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***space-needs study underway for Francis Scott Key Bridge Facility*** / Currently, the Authority is performing a space-needs study of its Francis Scott Key Bridge headquarters. The results of the study will be developed into a master plan for the facility and will address preservation and expansion needs and landscaping enhancements. Similar plans will be created for all Authority facilities.

***Environmental efforts continue*** / The Maryland Transportation Authority seeks to manage its facilities in an environmentally responsible manner. Decisions are considered in light of their impact on surrounding communities and ecosystems.

During fiscal year 2001, employees of the John F. Kennedy Memorial Highway (I-95) planted 8.3 acres of wildflowers in the roadway median and approximately 80 trees in roadway-buffer zones and at the Maryland House and Chesapeake House Travel Plazas along this highway. Employees also planted approximately 1,000 perennial and annual flowers at the Chesapeake House Travel Plaza.

At the Baltimore Harbor Tunnel, staff planted more than 300 trees, 10,000 bulbs, and approximately 600 bushes and ornamental grasses, and stabilized and reseeded 10,000-square-feet of an eroded hillside. In addition, Harbor Tunnel employees removed 30 acres of invasive weeds.

The Authority will initiate a new method of applying salt to agency roadways in winter 2002. This method of salt application involves mixing liquid magnesium with the salt just prior to applying the salt to the roadway. The salt-magnesium combination is more effective than salt alone, requiring less material to clear the roadway. The Authority may achieve a reduction of up to 50 percent in salt usage with this new method, which also reduces the amount of salt runoff into local streams and waterways, and, ultimately, the Chesapeake Bay. The chemicals will be applied by Authority dump trucks, which have been outfitted with tank-and-sprayer systems to distribute the liquid magnesium. The use of an electronic device enables the tracking of data for detailed record keeping.

***Authority-wide Recycling efforts*** / In the second half of fiscal year 2001, the Authority's facilities generated 761.73 tons of trash, 261.06 tons of which were recycled. The agency's 34.2-percent recycling rate surpasses the State-mandated goal of 20 percent. The recycling rate for the Authority's Northern Region facilities exceeded 59 percent for the same fiscal-year period.

***Annual-preventive-maintenance plans*** / The Authority has developed preventive-maintenance plans for each facility. Computer software was created to maintain the plans and track human-resources needs and equipment use and costs for preventive and corrective maintenance.



LARRY LEWIS



BRUCE SMITH

**Bay-Bridge-Painting Project** / The Authority continued its five-year, \$68-million project to clean and paint the eastbound span of the William Preston Lane Jr. Memorial (Bay) Bridge. The project involves removing the bridge's original lead-based paint and replacing it with a new zinc-based-paint system.

This environmentally safe project is in keeping with Federal and State guidelines for the removal of lead paint. Workers have installed a sophisticated, negative-pressure, closed-containment system to collect debris resulting from the abrasion-blasting process used to remove the paint.

Phase one of the project, which involved portions of the span above and beside the roadway, has been completed. The project's high cost results primarily from the environmental-containment process required to remove lead paint and the scheduling of phase-one work to avoid lane closures during peak-travel times. Phases two and three, which involve portions of the bridge beneath the roadway, will not require roadway closures. Phase two involves repainting the span's eastern approach, and phase three involves repainting the bridge's western approach.

**I-95 modifications** / To enhance safety, the Authority began making modifications to the I-95/MD 22 interchange in Harford County. The agency also initiated a \$15-million project to resurface I-95 between I-695 and MD 24 and began construction of roadway-noise barriers along I-95 between Chesaco Avenue and north of Hazelwood Avenue.



DWAYNE MACK

# safety

## REDUCING THE RATE OF FATAL ACCIDENTS AND INJURIES



OFFICER WAYNE BUTLER

**Traffic safety committee** / This group, comprising police, operations, and engineering staff, was established in fiscal year 1999 and meets monthly to develop strategies to reduce the number of traffic accidents at Authority facilities. Activities include researching State and National accident statistics and trends, investigating accidents on agency property, enhancing operations and enforcement, improving management of congestion and incidents, and developing initiatives to help prevent roadway accidents.

Using maps and databases, facility administrators conduct accident analyses to aid the committee in its efforts. This information allows the team to identify high-occurrence accident areas, possible accident causes, facility deficiencies and improvement strategies. The Authority developed new aggressive-driving-enforcement capabilities and will be implementing a commercial-vehicle, moving-violation-enforcement team that will use unmarked sports-utility vehicles.

**Traffic-safety training** / Maintenance technicians, vehicle-recovery technicians, Authority management, Transportation Authority Police officers and Maryland State Police troopers attended the Authority's first Symposium on Traffic Safety in August 2000. The symposium provided an opportunity for 74 Authority employees to share their experiences with and develop ideas for safety initiatives. Presentations included an update on the Traffic Safety Committee's activities, descriptions of facility-specific safety initiatives, and discussions of accident statistics and trends and workplace and workzone safety.

OFFICER GREGORY DRY



SKIP MORGAN





SERGEANT JEFFREY SHARP



**educating our customers** / The Authority uses a variety of methods to promote motorist safety. The agency's Office of Media and Customer Relations issues news releases informing the public of Maryland Transportation Authority Police safety and enforcement initiatives, and, where possible, includes safety messages in other agency news releases. Safety tips are available to customers on the Authority's website, [www.mdtransportationauthority.com](http://www.mdtransportationauthority.com), and on recorded messages on a toll-free hotline, 1-877-BAYSPAN, which provides information regarding the Bay Bridge. Agency spokespeople also address safety issues in media interviews. In addition, the Authority produced an aggressive-driving brochure that was distributed to customers.

For the first time, the Authority sponsored safety days for its customers. The events, which were held in spring 2001, were located at the Fort McHenry Tunnel, the William Preston Lane Jr. Memorial (Bay) Bridge and the Governor Harry W. Nice Memorial Bridge. Police and operations staff provided safety information to and a variety of activities for participants, including child-safety-seat checks, the Transportation Authority Police's Child ID program, and displays of police and maintenance equipment. Authority staff worked with representatives from K.I.S.S. (Kids in Safety Seats), Maryland State Police and local-government agencies to coordinate the events.

### **courtesy patrols and vehicle-recovery services**

The Authority's courtesy patrols and vehicle-recovery program enhance customer service and safety along agency roadways. Maintenance staff members from the John F. Kennedy Memorial Highway and Francis Scott Key Bridge facilities patrol the Authority's portions of I-95 and I-695 during morning and evening rush hours to assist motorists. The Kennedy Highway courtesy patrol, which also operates during holiday-travel periods, assisted 3,645 drivers of disabled vehicles and returned 67-percent of these vehicles to the roadway.

At the William Preston Lane Jr. Memorial (Bay) Bridge, vehicle-recovery technicians (VRTs) are available from 6 a.m. to 10 p.m. daily to assist motorists. VRTs responded to 1,440 disabled-vehicle calls in fiscal year 2001. For the safety of all motorists using this facility, the Authority provides a service to assist customers who are fearful of driving across the bridge. During the fiscal year, VRTs responded to 2,449 such requests. The total number of service calls completed by the bridge's VRT staff increased by 19-percent between fiscal years 2000 and 2001.

The Authority expanded its vehicle-recovery services at the Fort McHenry and Baltimore Harbor Tunnels to provide 24-hour motorist assistance, seven days a week. VRTs also staff a courtesy patrol that operates from 6 a.m. to 10 p.m. at these two facilities.

**WE REPORT AGGRESSIVE DRIVERS** / The Authority's first aggressive-driving program hit the road in March 2001. The program adopted a comprehensive approach to countering aggressive driving through education, identification, reporting and enforcement.

The agency produced and distributed brochures to motorists to educate them about the dangers of aggressive driving and instruct them in how to identify and report aggressive drivers to police.

Authority maintenance personnel received special training on these topics and were provided with orange t-shirts that read, "WE REPORT AGGRESSIVE DRIVERS." The Authority also equipped maintenance vehicles with signs and bumper stickers bearing the same message.

As part of this program, Transportation Authority Police broadened the scope of its enforcement against violations of Maryland traffic laws. In 2001, the Authority received an International Bridge, Tunnel and Turnpike Association's Toll Innovation and Excellence Award for the agency's anti-aggressive-driving initiatives.





## SAFETY

**Legislative efforts** / A team of Authority employees, including maintenance technicians and staff from the Divisions of Strategic Development and Intergovernmental Affairs, actively sought approval for aggressive-driving bills brought before the 2001 Session of the Maryland General Assembly. Efforts included conducting background research for bill sponsors, preparing testimony and meeting with key legislators during the session. Maintenance technicians provided testimony to the General Assembly in support of the bills. Authority employees' efforts contributed to the passage of HB 1074: Vehicle Laws-Aggressive Driving-Penalties, signed into law by Governor Parris N. Glendening in May 2001.

**managing incidents more effectively** / Police and operations managers established the Authority's first Incident Management Committee to examine and improve roadway-incident response. The committee's focus includes more efficient traffic management at the site of accidents and other roadway incidents. Committee members work closely and share resources with staff of the Maryland State Highway Administration to maintain a comprehensive approach to incident response along Maryland's highway system.

### **maryland transportation authority police activities**

During fiscal year 2001, the force conducted its first sobriety checkpoint at the Fort McHenry Tunnel. Officers conducted additional sobriety checkpoints at the Francis Scott Key, Thomas J. Hatem Memorial and William Preston Lane Jr. Memorial (Bay) Bridges throughout the fiscal year.

To enhance speed-enforcement activities, Maryland Transportation Authority Police added new radar units and certified additional radar operators. In addition, each detachment received digital cameras to aid in accident investigations. During fiscal year 2001, officers issued 51,037 motor-vehicle citations and 28,900 motor-vehicle warnings to motorists using Authority roadways.

Transportation Authority Police participated in the 2001 Chiefs' Challenge, sponsored by the Maryland Committee for Safety Belt Use and the Maryland Chiefs of Police Association. For the fourth consecutive year, the force achieved a first-place award during the event, which is conducted annually to educate the public about the State's seatbelt and child-safety-seat laws. In addition, Maryland Transportation Authority Police received an award

from the International Association of Chiefs of Police for education and enforcement efforts relating to seatbelt, speed and alcohol laws.

To reduce and manage roadway incidents, Transportation Authority Police maintained heightened presence and enforcement during peak-traffic and holiday periods.

The force's Commercial Vehicle Safety Division (CVSD) weighed 420,685 trucks during fiscal year 2001, inspected 23,601 of those weighed and placed 6,031 of these vehicles, as well as 1,921 drivers, out of service. In addition, inspectors issued 9,582 citations and 2,346 warnings, with fines totaling nearly \$1.9-million.

To improve the effectiveness and efficiency of motor-carrier safety enforcement, the Maryland Department of Transportation, Maryland Transportation Authority and Federal Motor Carrier Safety Administration unveiled Maryland's Electronic-Screening Pilot Program on October 18, 2001, at the Authority's I-95 Commercial Vehicle Weigh Station and Inspection Complex in Perryville, MD.

The first of its kind, Maryland's e-screening system was developed by Johns Hopkins University's Applied Physics Lab and serves as a model for other transportation agencies across the nation. It is unique because it uses one transponder for both e-screening and electronic payment of tolls. The \$1.2-million pilot project will be used to develop additional e-screening sites at commercial-vehicle weigh and inspection stations in Maryland. The Federal Motor Carrier Safety Administration provided the funding for the initial pilot program.

Using a transponder affixed to the vehicle's windshield, the e-screening system allows for more comprehensive motor-carrier enforcement by providing direct access to vehicle safety and credential databases. E-screening enables safe and legally compliant commercial vehicles to bypass weigh stations and allows enforcement officials to concentrate their efforts on vehicles with safety, weight and credential violations. Commercial vehicles that meet the specifications for bypass still will be subject to random stops by CVSD officers and motor-carrier inspectors.

Commercial-vehicle and commercial-vehicle-driver inspections performed by CVSD staff account for nearly 25-percent of all such inspections conducted in Maryland and 34-percent of commercial vehicles and drivers placed out of service in the State.



## safety

SGT. FRANK VOGEL

LOIS LAWTON

### REDUCING WORKPLACE ACCIDENTS

**education as the first step to prevention** / During fiscal year 2001, the Authority's Office of Risk Management aggressively examined all workplace injuries. After identifying trends from injury data, staff designed training programs tailored to meet employees' and the agency's needs. Training topics included: driver improvement, protection against blood-borne pathogens, CPR/AED/first-aid, emergency communications, forklift operation and workzone-traffic control.

Risk-management officers also developed Authority-wide-training modules for topics mandated by the Occupational Safety and Health Administration (OSHA) and for Authority-specific issues, such as the agency's fleet policy and fleet maintenance.

To help ensure successful attendance at these programs, the office expanded training timeframes, providing supervisors with greater flexibility in scheduling employees.

**making safety a member of the team** / Each Authority facility now holds monthly safety meetings. During these meetings, health and industry professionals may address specific safety issues and present information on topics such as eye protection and proper use of safety equipment.

Risk-management staff continues to organize a network of safety committees to act as liaisons between employees and the Risk Management Office.





OFFICER PAMELA MCMAHON



## SECURITY

### PROTECTING PEOPLE AND PROPERTY FROM UNLAWFUL ACTIVITY

*enhanced education, training and recruitment* / In cooperation with the Community College of Baltimore, the Maryland Transportation Authority Police developed a leadership-training course for the force's management staff. During fiscal year 2001, 29 sergeants and 60 corporals completed the five-day course. In addition, six members of the command staff attended long-term training at nationally recognized facilities, including the Northwestern University Police and Command School, the University of Louisville's Southern Police Institute Program and the FBI's National Academy for Administrative Management.

The 32nd Officer Candidate Class entered the Maryland Transportation Authority Police Academy in June 2001. The class comprised 30 Authority Police recruits and five recruits from the Baltimore City Sheriff's Office. The Transportation Authority Police have established a matriculation program with the Community College of Baltimore County. Officer candidates who participate in this program may receive 44 college credits upon graduation – the highest number of credits awarded by any police academy in Maryland.

During fiscal year 2001, the force's Recruitment Unit continued an aggressive effort to attract potential officer candidates. Recruiters visited 16 high schools, 14 colleges, 14 community events and three military bases and tested approximately 826 applicants for officer-candidate and cadet positions.

Transportation Authority Police hosted a National Highway Transportation Safety Administration traffic-occupant-protection strategies training program, as well as a two-day training program for law enforcement child-passenger safety.

CORPORAL KENNETH WITHROW



OFFICER CARL PRICE CORPORAL THOMAS CERO





***K-9 unit*** / During the fiscal year, the Maryland Transportation Authority Police prepared to assume full K-9 coverage at the Baltimore/Washington International Airport beginning in January 2002. In June 2001, five officer candidates and their canine partners completed Federal Aviation Administration training at Lackland Air Force Base in Texas.

***Domestic Terrorism Emergency Operations*** / The Authority developed its first Domestic Terrorism Emergency Operations Plan during fiscal year 2001. The plan includes essential information that would be used by Authority staff to respond in the event of a terrorist incident. Authority police, operations and telecommunications employees attended Domestic Terrorism Awareness and Operations training during fiscal year 2001. The sessions were available to all Authority and Maryland Department of Transportation employees. In addition, an Authority staff member assisted in developing portions of an overall Emergency Operations Plan for the Authority and the Maryland Department of Transportation.

***Service Partnerships*** / Transportation Authority Police established crime-prevention partnerships with tenants of the Baltimore/Washington International Airport and the Port of Baltimore, and with the management and employees of the Maryland Aviation Administration (MAA) and the Maryland Port Administration (MPA). At the airport, officers worked closely with MAA representatives to assist on-site rental-car agencies with crime-prevention strategies. Officers at the Port detachment encouraged tenants to report all vehicular accidents and to work with Authority Police to develop accident-reduction strategies. As a result, vehicular-accident reporting has increased almost 50-percent. In addition, officers continued to provide crime-prevention presentations and educational materials to Port tenants and supplemented these efforts with increased patrols of the Port's marine terminals.





## Economic Development

### FINANCING AND BUILDING NEW TRANSPORTATION FACILITIES ON BEHALF OF THE MARYLAND DEPARTMENT OF TRANSPORTATION TO MEET MARYLAND'S TRANSPORTATION NEEDS



#### *Partnering with the state of Maryland to fund new transportation ventures* /

Under legislation introduced by Governor Parris N. Glendening that became effective October 1, 2001, the Maryland Transportation Authority is authorized to finance, construct, operate, repair and maintain vehicle-parking facilities in Maryland's smart growth areas. The legislation allows the Authority to issue revenue bonds to finance parking facilities. The projects and bonds may be funded from a variety of sources, including private and government grants and parking revenues; however, the Authority cannot use its own revenues to support the projects. The primary requirement is that the parking facility must be located within a designated "priority funding area."

This new legislation will serve as an additional tool in planning transportation projects and facilities, and it will offer increased flexibility to help meet Statewide parking needs within priority funding areas. Additional parking capacity is often a key component in achieving revitalization and new development in smart growth areas. This legislation can assist counties and municipalities in meeting their development goals.

#### *seagirt marine terminal* /

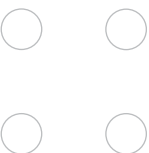
The Authority financed and owns the 140-plus-acre Seagirt Marine Terminal, which opened in 1990. The terminal's state-of-the-art container cranes represent advanced technology and high-cargo-handling efficiency. The Authority continues to fund Seagirt projects, including the design of the terminal's Berth Four and the construction of the Masonville Auto Terminal. The Maryland Port Administration operates the Seagirt facility.

#### *Baltimore/Washington International Airport* /

The Authority continues to work with the Maryland Department of Transportation in the expansion of the Baltimore/Washington International Airport. The Authority plans to issue \$120-million in revenue bonds for the construction of a consolidated car-rental facility for the airport. In addition, \$264-million in revenue bonds will be issued to finance a new parking facility, roadway improvements and related enhancements.

#### *canton railroad company* /

Owned by the Authority since 1987, the Canton Railroad Company operates along 16 miles of track and provides railroad access to Seagirt Marine Terminal. Canton Railroad has served the Port of Baltimore and southeast Baltimore City for 95 years. As of October 2001, the company has been free of lost-time injuries for five consecutive years.



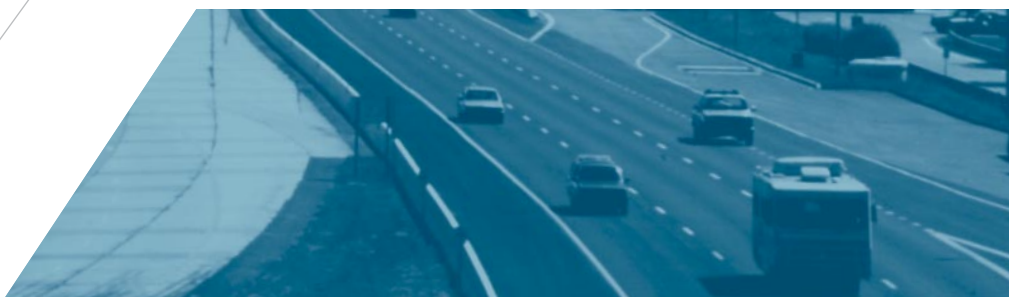


***working with minority businesses*** / The Authority provides an inclusive and diverse environment in which to do business. Of all agency-procurement activity conducted in fiscal year 2001, 21.82-percent involved minority-business-enterprise participation, well above the fiscal year's 14-percent Statewide goal.

***Higher Education and Applied Technology (HEAT) Center*** / The Higher Education and Applied Technology (HEAT) Center is a cooperative effort among the Transportation Authority, Harford County government, the City of Aberdeen, and Harford and Cecil Community Colleges. The HEAT Center, located in Aberdeen, MD, integrates education, research and development in a central location.

The complex includes two buildings used for educational purposes and a privately leased business park. In June 2001, the Authority sold approximately 90 acres of the site to Batelle Memorial Institute, a nationally renowned technology corporation.

The Authority maintains ownership of approximately 60 acres of the HEAT Center. Excluding land value, the agency has invested more than \$3.5-million in the complex, including financing the Center's water and sewer systems, as well as an extension of the facility's spine road, Technology Drive, to provide access to the remainder of the property.



# service

## RESPONDING PROFESSIONALLY TO CUSTOMERS' NEEDS FOR ASSISTANCE AND INFORMATION

*Involving our customers* / In the summer and fall of 2001, the Authority distributed surveys to customers using the William Preston Lane Jr. Memorial (Bay) Bridge and the Governor Harry W. Nice Memorial Bridge. The surveys, which identify customers' origination and destination points, will be used to determine future needs for the facilities. During the summer distribution, the Authority disbursed 38,000 surveys to Bay Bridge customers and 17,000 surveys to Nice Bridge customers. Response rates were 18-percent and 13-percent, respectively.

*The Maryland House Travel Plaza Business Center* / Staff provided assistance and information to approximately 217,000 customers who visited the Business Center at the Maryland House Travel Plaza, located at mile-marker 82 on the John F. Kennedy Memorial Highway. Postal services, fax capabilities and Internet access are available at the center, as well as customer-service employees who assist motorists with travel, tourist and lodging information.

*Prompt and courteous customer service* / The Authority's Office of Media and Customer Relations serves thousands of customers annually through written correspondence, telephone assistance and e-mail. Office staff disseminated news to internal customers via the *Crossings* and *Authority News* publications and to motorists via brochures and fact sheets distributed in the toll lanes and at community events. Authority spokespeople communicated information regarding safety, construction projects, travel, operations and roadway incidents to customers through agency news releases and media interviews. News releases, lane closures, inclement-weather-travel information and emergency-incident updates are available on the agency's website at [www.mdtransportationauthority.com](http://www.mdtransportationauthority.com).

The office distributed safety information at the Annual Bay Bridge Walk; worked with Transportation Authority police and operations staffs on community outreach activities; produced an anti-aggressive-driving brochure; and, with the Central Maryland Chapter of Mothers Against Drunk Driving (MADD), produced a drunk-driving-prevention brochure, both of which were distributed to toll customers and at community events; and provided media- and customer-relations support for various Authority events and police activities.

LINDA GUNS



BEVERLY THOMAS





***Participated in and Promoted Public-outreach efforts*** / In fiscal year 2001, the Authority educated and informed its customers through public outreach and special events and demonstrated its commitment to the safety of motorists and their families.

For the first time, the Authority sponsored safety days for its customers. The events, which were held in spring 2001, were located at the Fort McHenry Tunnel, the William Preston Lane Jr. Memorial (Bay) Bridge and the Governor Harry W. Nice Memorial Bridge. Police and operations staff provided safety information to and a variety of activities for participants, including child-safety-seat checks, the Transportation Authority Police's Child ID program, and displays of police and maintenance equipment. The Authority's Office of Media and Customer Relations worked with Police and Operations staffs and representatives from K.I.S.S. (Kids in Safety Seats), Maryland State Police and local-government agencies to coordinate the events.

Other public-outreach efforts included the Maryland Transportation Authority Police Chaplain Program, Watch Your Car Program; 27th Annual Bay Bridge Walk; the Authority Police Child ID Program (staff participated in nine events statewide and prepared identification kits for 1,244 children during the fiscal year); "Buckle Up America" Seat Belt and Child Safety Seat Campaign; Drunk and Drugged Driving (3D) Prevention Month; the Maryland Chiefs' Challenge; child-safety-seat checks at eight events during fiscal year 2001; National Lights On For Life campaign; U.S. Marine Corps Toys for Tots campaign, in which Authority employees collected more than 6,600 toys for area children; the Governor's Maryland Technology Showcase event; a joint Authority Police/Maryland State Police (MSP) open house at the Authority's I-95 Commercial Vehicle Weigh Station and Inspection Complex and the MSP Kennedy Highway Barrack "M" facility; the Maryland State Fair; and the Transportation Authority Police Annual Pistol Competition to benefit Concerns of Police Survivors.

In support of our local communities, employees participated in Habitat for Humanity, annual walks to raise funds to combat Multiple Sclerosis and Juvenile Diabetes, agency-sponsored American Red Cross blood drives and the annual Maryland Charity Campaign.

CHARLES CARRINGTON



***serving our employees, our internal customers*** / The Authority's Human

Resources Office initiated new training opportunities to provide supervisors and managers with the skills and information necessary to succeed in their roles within the agency. Approximately 23 managers and supervisors participated in a Bulletproof Manager Seminar Series. May 2001 saw the start of the Authority's new Supervisory Training Program, with a target audience of 174 operations supervisors and 35 administrative managers. The five-module program is planned through March 2003.

The Authority's Division of Organizational Development, formerly the Office of Fair Practices, continued to reinforce the agency's mission in its activities and efforts. The agency's Diversity Council, created in 1999 to foster a work environment that maximizes employees' potential, expanded its role to include employee training. Council members, comprising a cross-section of Authority employees, participated in and critiqued the Authority's first employee-diversity-training class.

The Council also planned and implemented its second-annual Authority Day for agency employees and their families. Approximately 700 participants attended the daylong event, which celebrated employee diversity, showcased employee talent and included culturally diverse artistic performances, arts and crafts, and games. The Authority also hosted events to celebrate Black History and Women's History months.

During fiscal year 2001, an Authority quality team completed an extensive project to review the agency's employee-awards program. Team members revamped award categories, criteria and selection processes. Through the team's efforts, employees now may nominate coworkers for awards, and recipients are selected by an awards committee composed of employees from all areas and levels within the organization.

***upgrading the appearance of the I-95 travel plazas*** / Nearly 5.4-

million customers visited the Authority's Maryland House and Chesapeake House Travel Plazas in fiscal year 2001. To provide better service to these travelers, the agency made extensive improvements to both facilities. Efforts at the Chesapeake House included new landscaping that enhances the beauty of the complex and reduces maintenance requirements, new trash receptacles, upgraded signs and new benches. Improvements at the Maryland House included enhanced landscaping, resurfacing of parking lots, repaving of ramps and structural upgrades to the building. Restroom maintenance at both plazas also has been improved. Full renovation to all restrooms is planned for fiscal year 2002.

