

Maryland Transportation Authority
Business Plan FY 2015-2017

SECTION 1 – MISSION AND VISION:

All powers, authority, obligations, functions, duties, and discretion relating to the financing, construction, operation, maintenance, and repair of Maryland’s toll facilities and any other revenue project authorized and provided for under Title 4 of the Transportation Article, have been vested exclusively in the Maryland Transportation Authority (MDTA). The MDTA, consisting of eight members and the Secretary of Transportation serving as Chairman, meets regularly to discuss business related to, and establish policy for, projects and facilities under its jurisdiction. Facilities under jurisdiction of the MDTA include: the Susquehanna River Bridge (Thomas J. Hatem Memorial Bridge); the Potomac River Bridge (Harry W. Nice Memorial Bridge); the Bay Bridge (William Preston Lane, Jr. Memorial Bridge); the Baltimore Harbor Tunnel, including the Harbor Tunnel Approach connecting I-95; the Baltimore Harbor Outer Crossing (Francis Scott Key Bridge); the John F. Kennedy Memorial Highway; the Express Toll Lanes (ETLs) on I-95, the Fort McHenry Tunnel and Inter-county Connector (ICC). The MDTA also issues transportation facility revenue bonds to finance projects on behalf of the Maryland Department of Transportation, including projects at the Port of Baltimore, Baltimore/Washington International Thurgood Marshall Airport, Calvert Street parking garage, (Annapolis, Maryland) and WMATA garages. Revenues from these projects – and not the toll revenues- secure the bonds that MDTA issued to fund the projects.

MDTA MISSION

The Authority will be financial stewards of our dedicated revenue sources to provide vital transportation links that move people and promote commerce in Maryland by creating and maintaining a transportation network of highways, bridges and tunnels where safety and efficiency are priorities; operating and securing our facilities with innovative technologies; and financing transportation facilities that offer convenient choices to travelers.

MDTA VISION FOR 2015 THROUGH 2017

The MDTA plan, in its entirety, conveys our vision for the next few years. The following vision has been included to summarize the intended accomplishments of our current Business Plan.

“Creating EZ Passage Throughout Maryland”

SECTION 2 – STRATEGIC CONTEXT:

MANAGEMENT ASSESSMENT

The MDTA Senior Leaders took the time to update its SWOT analysis, which was last completed in 2010. The analysis set the tone for the development of this year’s business plan which is demonstrated through new strategies intended to address perceived weaknesses, and capitalize on potential opportunities.

While Senior Leaders identified numerous challenges that MDTA will continue to face, several themes presented themselves throughout the course of the business plan work sessions: employee development, organizational transparency, and automation.

Employee Development: Repeatedly, senior leaders spoke of the challenges the MDTA workforce has faced over the past few years and the impacts those challenges have had on institutional knowledge, employee morale, and employee skill sets. Specific strategies were developed to assess workforce training needs, monitor employee satisfaction, and develop opportunities for employee enrichment.

Transparency: MDTA’s role in Maryland’s transportation system has been more prevalent recently, in part due to the completion of the Inter-county Connector (ICC/MD 200), the I-95 Express Toll Lanes, and the 2011 toll increase. As the organization has gained more of the public’s attention, it has become clear that more transparency is desired. Balancing the needs of our diverse stakeholder groups, with the desire to be more transparent will be essential to MDTA’s public perception.

Automation: To maintain efficient and effective business processes, MDTA will need to continue to capture the opportunities presented by technological advances in its industry. Simultaneously, the organization must capture and document information essential to its institutional knowledge. Specific strategies this year addressed document management, records retention, and systems essential to simplifying key work processes.

SECTION 3 – GOALS AND STRATEGIES:

Strategic Goal 1:

Efficient and Effective Performance – Moving people and goods.

The MDTA’s Strategic Plan guides us to focus on each of the following: Maintaining traffic capacity through technology while maximizing facility performance, Preserve and improve facilities, and effectively manage the MDTA capital program and internal business processes.

Objective 1.1 Increase the percentage of tolls collected via E-ZPass to 79% percent by the end of 2018

Performance/Outcome Goals	FY 2014	FY 2015 (Estimated)	FY 2016 (Estimated)
Output: Total number of toll transactions (in thousands)	133,987	155,054	157,361
Output: The number of E-ZPass® toll transactions	99,150	117,841	122,742
Output: The number of other electronic transactions	4,020	4,652	4,721
Output: Total number of Active E-ZPass® Maryland Accounts	783,967	790,597	845,834
Output: Number of <i>open road</i> tolling lanes on all facilities ¹	4 Total, 2 at FMT and 2 at FSK	4 Total, 2 at FMT and 2 at FSK	4 Total, 2 at FMT and 2 at FSK
Outcome: The percentage of E-ZPass® toll transactions	74%	76%	78%
Outcome: The percentage of electronic transactions	77%	79%	81%
Efficiency: Average peak hour vehicle throughput (all facilities) ²			
BHT	35,906	41,551	42,168
FMT	56,568	65,460	66,433
FSK	16,828	19,473	19,762
JFK	16,156	18,696	18,974
TJH	7,244	8,383	8,508
HWN	4,590	5,311	5,390
WPL	16,678	19,300	19,586

¹ The collection of tolls at toll plaza's without the use of toll booths. The ICC and ETL are considered All Electronic Toll Roads, which is the collection of tolls on the toll roads without the use of toll booths.

² The throughput of ICC and ETL were not provided, because the purpose of the ICC and ETL are to minimize congestion and provide reliable travel time, not maximize the throughput.

Strategies:

- Capture, analyze, and report E-ZPass data monthly to facilitate performance management
- Continue to market and advertise E-ZPass and its associated benefits
- Continue to make programmatic, and facility enhancements to facilitate all electronic tolling
- Research and establish customer requirements such as making E-ZPass more user friendly, increasing transparency, and simplifying toll rate plans
- Establish baseline customer satisfaction measures
- Continue to analyze and manage program costs

Objective 1.2 Appropriately respond to inspection findings

Performance/Outcome Goals	FY 2014	FY 2015 (Estimated)	FY 2016 (Estimated)
Output: Number of Priority 1 defects identified during last inspection cycle	1,887	1,253	1,445
Efficiency: Percent of Priority 1 defects addressed	100%	100%	100%

Strategies:

- Continue with enhanced annual inspections of MDTA facilities
- Maintain procurement mechanisms to support urgent/emergency response requirements
- Improve collaboration between Operations and Engineering regarding inspection findings and repairs
- Improve planning concerning lane closures to minimize the impacts of emergency repairs and routine

- maintenance
- Continue to increase the skill level of staff by ensuring proper training to complete jobs safely, effectively, and efficiently

Objective 1.3 Annually, 90% of Capital Projects will meet their 60% design Ad Date.

Performance/Outcome Goals	FY 2014	FY 2015 (Estimated)	FY 2016 (Estimated)
Efficiency: Percent of capital projects advertised on-time	46%	52%	60%

Strategies:

- Develop single system that incorporates all steps, communicates, and tracks Capital Projects
- Combine NTP and the quarterly reviews
- Develop and implement SOPs for project delivery that will also establish a turnaround time for each step within the SOP
- Review all projects for environmental issues, mandates, mitigations

Strategic Goal 2:

Enhancing Customer and Employee Safety while protecting people and property.

The MDTA’s Strategic Plan guides us to focus on the following: maintain fatal and injury vehicle-crash rates below the national average; improve traffic-safety and law enforcement effectiveness; reduce workplace accidents, continue to reduce work-related injuries and time lost by providing safety training; improve security, incident preparedness and emergency-response plans; and enhance initiatives to protect the public and employees from criminal activity.

Objective 2.1 Annually maintain the fatal and injury crash rates on MDTA facilities at a rate lower than the national average.

Performance/Outcome Goals	CY 2014	CY 2015 (Estimated)	CY 2016 (Estimated)
Input: Vehicle miles traveled on MDTA facilities (in millions) *estimated data	1,370	1,418	1,468
Output: Actual fatalities on MDTA facilities	1	6	5
Output: Fatal vehicle collisions on MDTA facilities	1	6	5
Output: Fatal vehicle collisions involving heavy trucks on MDTA facilities	0	0	0
Output: Vehicle collisions involving injuries on MDTA facilities	187	169	153
Output: Vehicle collisions involving injuries and heavy trucks on MDTA facilities	38	35	32
Output: Number of traffic enforcement actions	186,224	189,948	184,402
Output: Number of CVSU inspections	26,288	25,113	25,615
Output: Number of vehicles overweight	1,567	2,174	2,217
Output: Number of vehicles placed out of service	3,577	3,637	3,709
Output: Number of drivers placed out of service	2,296	2,224	2,268
Outcome: The annual fatal collision rate	.2	.1	.1

Performance/Outcome Goals	CY 2014	CY 2015 (Estimated)	CY 2016 (Estimated)
(per 100 million vehicle miles) *estimated			
Outcome: The injury vehicle collision rate (per 100 million vehicle miles) *estimated	14.6	12.7	11.0
Outcome: The annual fatal collision rate (per capita *estimated)	.0167	.0975	.0789
Outcome: The injury vehicle collision rate (per capita) *estimated	3.129	2.746	2.413

Strategies:

- Maintain law enforcement databases to facilitate effective data analysis on accidents and strategy development for enforcement initiatives
- Implement virtual weigh stations where they can be effective
- Continue communication between Operations, Engineering and Police through partnership, quarterly and weekly meetings between Police, Engineering and Operations
- Participate in organized safety events such as Smooth Operator and Click it or Ticket, and cooperative traffic safety initiatives with State Highway Administration, Motor Vehicle Administration, and Maryland State Police and other Local and County Law Enforcement Agencies.
- Rotate inspection schedules and locations for commercial vehicle inspections, and identify funding to purchase new trace explosive detection equipment to be used at CVSU scale houses and throughout MDTA jurisdictions.

Objective 2.2 Annually maintain the percentage of MDTA bridges that are structurally deficient to less than 5%.

Performance/Outcome Goals	CY 2014	CY 2015 (Estimated)	CY 2016 (Estimated)
Input: Total number of MDTA bridges	320	320	320
Output: Number of MDTA bridges that are structurally deficient	1	1	1
Output: Number of MDTA bridges with posted restrictions	0	0	0
Efficiency: Percentage of MDTA bridges identified as structurally deficient	.3%	.3%	.3%

Strategies:

- Improve skill sets/levels of operations staff to help with identifying and preventing issues on facilities
- Continue to use GIS technology to link to reports
- Continue to address the findings from facility inspection reports
- Formalize the deck rehabilitation and painting programs
- Ensure that the Long Range Capital Needs are addressed in a timely manner
- Identify deficiencies that impact commercial vehicles

Objective 2.3 Annually, 90% of First Report of Injuries to the State Injured Worker Insurance Fund (IWIF) will meet the IWIF established submittal goals.

Performance/Outcome Goals	FY 2014	FY 2015 (Estimated)	FY 2016 (Estimated)
Output: Employee safety related training (days)	79	87	95
Output: Injury Care expenditures	\$2,578,438	\$2,601,902	\$2,627,921
Output: # of First Report of Injury (FROI) to IWIF	158	150	143

Performance/Outcome Goals	FY 2014	FY 2015 (Estimated)	FY 2016 (Estimated)
Outcome: # of lost time cases	31	28	25
Outcome: # Accident leave hours (CY)	18,244.5	12,000	12,000
Efficiency: % of FROI lag > 24 hours	31%	29%	27%
Efficiency: % of FROI lag > 3 days	17%	15%	12%
Output: # of employees with > 3 reports within the last 12 months (rolling year)	41	36	31

Strategies:

- Continue to improve decentralized injury reporting through an injury management system.
- Monitor performance of individual RCs reporting speeds
- Include reporting speed metrics in newsletter currently under revision.
- Continue reporting relative statistics to Management Committee.

Objective 2.4 Annually ensure that 90% of emergency personnel complete their required National Incident Management System (NIMS) training.

Performance/Outcome Goals	FY 2014	FY 2015 (Estimated)	FY 2016 (Estimated)
Input: # of Employees required to complete NIMS training	557	580	580
Output: # of Employees certified	495	554	554
Outcome: Percent of emergency personnel that are National Incident Management System Compliant	89%	96%	96%

Strategies:

- Identify classifications that need training
- Maintain and update the Continuity of Operations Plan (COOP)

Objective 2.5 Annually 100% of evaluated emergency preparedness exercises will be rated as successful

Performance/Outcome Goals	FY 2014	FY 2015 (Estimated)	FY 2016 (Estimated)
Output: Number of emergency preparedness exercises	4	4	7
Outcome: Percent of exercises rated successful	100%	100%	100%

Strategies:

- Develop specific and general plans in case of emergency (for facilities, evacuation, and traffic management)
- Maintain back-up systems

Strategic Goal 3:

Fiscally Sound and Innovative Financial System

The MDTA's Strategic Plan guides us to focus on the following: maintain prudent investment and debt-management strategies, comply with policies and legal covenants, provide comprehensive forecasts and budgets, maintain stable credit ratings that facilitate lower financing costs, increase non-toll revenues, mitigate capital expenditures through public-private partnerships, and reduce expenditures on non-revenue generating programs by recovering appropriate administrative costs.

Objective 3.1 Annually maintain a minimum debt service coverage of 2.0, have an unrestricted cash balance of \$350 million, and maintain the minimum legal coverage ratio of 1.0

Performance/Outcome Goals	FY 2014	FY 2015 (Estimated)	FY 2016 (Estimated)
Input: Total revenue	\$650	\$663	\$623
Efficiency: Debt service coverage ratio	3.42	3.89	3.06
Outcome: Legal coverage ratio (Rate Covenant)	2.9	3.1	2.5
Outcome: Unrestricted cash balance (in millions)	\$527	\$686	\$673
Quality: Credit Ratings			
Moody's	Aa3	Aa3	Aa3
S&P	AA-	AA-	AA-
Fitch	AA-	AA-	AA-

Strategies:

- Annually maintain a minimum debt service coverage of 2.0 or as determined in the Trust Agreement
- Annually maintain a minimum unrestricted cash balance of \$350 million
- Continue improved methods to better management the Capital Program
- Stabilize Operating budget through improved management
- Maintain a strong financial forecast
- External educational outreach efforts to ensure public awareness of the benefits (MDTA maintaining a stable credit rating) to the entire state

Objective 3.2 Annually, achieve actual operating budget expenditures within 10% of projections

Performance/Outcome Goals	FY 2014	FY 2015 (Estimated)	FY 2016 (Estimated)
Outcome: Budget Ratio	96%	96%	100%

Strategies:

- Increase access and budget/expenditure reports for Business Portal Reports
- Quarterly budget meetings between Finance and the other Divisions/Offices.

Objective 3.3 Maintain compliance with State established invoice on-time payment targets.

Performance/Outcome Goals	FY 2014	FY 2015 (Estimated)	FY 2016 (Estimated)
Input: Total invoices paid	8,608	8,500	8,500
Output: On-time invoice payments	8,322	8,245	8,330
Output: Late invoice payments	286	255	170
Efficiency: % Late	3%	3%	2%

Strategies:

- Streamline review process
- Report outstanding invoices to Divisions
- Automate invoice payment process allowing electronic approval
- Finance will establish and implement a consistent adherence to a prescribed timeline for all Divisions/Offices
- Follow the mandate of short paying invoices - managers may short pay invoices only if the total appears

too high, corrective actions can be taken to adjust invoice payment after contract is completed

Objective 3.4 Annually facilitate the on-budget performance of Capital Projects through efficient internal processes.

Performance/Outcome Goals	FY 2014	FY 2015 (Estimated)	FY 2016 (Estimated)
Output: # of projects awarded	14	23	*
Output: # of projects awarded within 5% of the final engineer's estimate	4	9	*
Quality: % of projects awarded within 5% of the final engineer's estimate	28.5%	39.1%	*
Output: \$ value of contracts awarded	\$107,462,713	\$207,987,230	*
Output: # of change orders	72	84	*
Output: \$ amount of change orders	\$21,117,263.69	\$21,666,334.90	*
Efficiency: % of capital projects completed on-budget	82%	80%	*
Efficiency: % of overall capital budget spent	86%	86%	90%

*These are categorized as “lagging” measures which do not readily lend themselves to forecast or estimates beyond the end of the current fiscal year (by the time the data is obtained the result has already happened).

Strategies:

- Monitor cash flow spending
- Continue to work on project and program management systems
- Quarterly update meetings on CTP
- Re-define capital and operating expenditures
- *Keep Extra Work Authorizations to 10% or less*

Strategic Goal 4:

Customer Service: Improving Performance and Customer Service

The MDTA’s Strategic Plan guides us to communicate and respond professionally to customers’ needs for assistance and information; improve and expand customer services; develop internal business systems; improve resource allocation and communication; strengthen human-resource capabilities and skill sets; capture institutional knowledge; and improve and streamline information technology, management systems, and business practices.

Objective 4.1 Annually retain a minimum of 85 percent of employees to sustain business flow

Performance/Outcome Goals	FY 2014	FY 2015 (Estimated)	FY 2016 (Estimated)
Input: Number of employees on July 1(beginning of fiscal year)	1,597	1,615	1,600
Output: Number of resignations as of June 30 (end of fiscal year)	76	79	80
Output: Number of actual retirements as of June 30 (end of fiscal year)	54	32	40
Output: Number of terminations as of June 30 (end of fiscal year)	39	37	35
Output: Other losses as of June 30	31	25	25

Performance/Outcome Goals	FY 2014	FY 2015 (Estimated)	FY 2016 (Estimated)
(end of fiscal year)			
Output: Number of employees eligible for retirement as of June 30 (end of fiscal year)	216	251	307
Outcome: Vacancy Rate as of June 30 (end of fiscal year)	10.83%	9.15%	9.00%
Outcome: Retention rate as of June 30 (end of fiscal year)	98%	98%	98%
Outcome: % of employees with 20 years or more of state or MDTA service	20%	21%	23%

Strategies:

- Continue to utilize the employee satisfaction survey
- Continue to utilize exit surveys at the RC level (OHRWD/Police/OPs at facilities)
- Continue to utilize and enhance the Force and Connections newsletters

Objective 4.2 Achieve or exceed State established Minority Business Enterprise and Small Business Reserve Goals consistent with state procurement laws

Performance/Outcome Goals	FY 2014	FY 2015 (Estimated)	*FY 2016 (Estimated)
Input: Total amount of all agency procurement expenditures	\$476,252,311	\$393,079,401.20	
Input: Award totals (for each category) *includes modifications	AE: \$169,970,000 Construction: \$277,022,256 Maintenance: \$1,409,554 Services: \$6,559,746 Supplies & Equip: \$1,978,613 IT Services: \$12,213,140 IT Supplies & Equip: \$1,421,344 Credit Cards: \$5,677,658	AE: \$180,000,000 Construction: \$178,597,726 Maintenance: \$5,428,286 Services: \$7,225,768 Supplies & Equip: \$1,978,613 IT Services: \$16,220,651 IT Supplies & Equip: \$1,327,795 Credit Cards: \$4,255,175	AE: \$15,000,000 Construction: \$135,395,487 Maintenance: \$ Services: \$ Supplies & Equip: \$ IT Services: \$ IT Supplies & Equip: \$ Credit Cards: \$
Input: # of waivers requested	0	1	0
Outcome: Percentage MBE participation achieved (total)	AE: 27.54% Construction: 26.42% Maintenance: 2.78% Services: 64.77% Supplies & Equip: 1.68% IT Services: 35.69% IT Supplies & Equip: 15.40% Credit Cards: 4.44%	AE: 25.62% Construction: 21.58% Maintenance: 9.21% Services: 23.18% Supplies & Equip: 1.68% IT Services: 7.06% IT Supplies & Equip: 40.26% Credit Cards: 9.20%	AE: Construction: Maintenance: Services: Supplies & Equip: IT Services: IT Supplies & Equip: Credit Cards:
Outcome: Percent SBR participation achieved	2.34%	1.23%	
Output: Number of Waivers granted	0	1 partial	

*At this time, FY16 forecast data cannot be accurately forecasted

Strategies:

- Ensure that MBE/SBR process is documented and revised to be efficient and effective
- Communicate the lists of available MBE/SBR vendors to Management, credit card holders, and project /contract managers
- Provide MDOT contract management training

Strategic Goal 5:

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

The MDTA's Strategic Plan guides us to focus on the following: develop and implement environmental standard operating procedures; develop and implement training programs; evaluate existing equipment and processes; coordinate and oversee mitigation projects; coordinate with local, State, and Federal agencies on environmental compliance efforts; increase recycling efforts; utilize green product; reduce the use of consumable office supplies; reduce energy consumption; improve fuel utilization; engage in sustainable design and construction; and incorporate environmental performance goals for project planning.

Objective 5.1 Annually increase the MDTA's recycling rate by 5% over the previous year.

Performance/Outcome Goals	CY 2014	CY 2015 (Estimated)	CY 2016 (Estimated)
Efficiency: Recycling percentage**	21.73%	25%	28%

Strategies:

- Participate in MDOT procurement in FY 2016 for consolidated recycling services
- Promote recycling program and report on results to employees through e-newsletter and intranet
- Encourage recycling via a MDTA-Wide facility recycling competition

Objective 5.2 Reduce energy consumption by 15% from the 2008 rate by 2015.

Performance/Outcome Goals	FY 2014	FY 2015 (Estimated)	FY 2016 (Estimated)
Input: Energy expenditures	\$4,201,177.26	\$4,301,220	\$4,949,597
Efficiency: Percent change from the base year (fiscal year 2008) in energy consumption by all MDTA (State government facilities) (owned and leased)	>10.15% 41,172,647 KWH	>13.41% 41,363,431 KWH	>16.81% 42,603,890 KWH

Strategies:

- Incorporate ESG and energy saving options into project charters where appropriate
- Promote awareness via reminders, tips, posters and emails throughout the year
- Maximize solar energy
- Research renewable energy options at MDTA facilities
- Continue development of Agency Energy Plan with emphasis on development of Energy Consuming Entity (ECE) table

Objective 5.3 Improve fuel utilization of the MDTA fleet

Performance/Outcome Goals	FY 2014	FY 2015 (Estimated)	FY 2016 (Estimated)
Input: # of vehicles	560	562	564
Input: Fuel utilization in gallons (Diesel, Bio-Diesel, E-10, E-85, CNG)	Bio-Diesel: 382,271 Diesel: 0 E-85: 25,645 Conventional Unleaded: 6,765 Unleaded Regular: 706,903	Bio-Diesel: 390,841 Diesel: 16 E-85: 21,504 Conventional Unleaded: 9,660 Unleaded Regular: 724,469	Bio-Diesel: 386,556 Diesel: 8 E-85: 23,575 Conventional Unleaded: 8,213 Unleaded Regular: 715,686
Efficiency: Percentage of the	67.5%	67%	67%

Performance/Outcome Goals	FY 2014	FY 2015 (Estimated)	FY 2016 (Estimated)
MDTA fleet that are hybrid or flex-fueled vehicles			
Efficiency: Percentage of newly purchased (since 2010) light duty vehicles in the MDTA fleet that are hybrid or flex-fueled vehicles	50%	51%	51%
Efficiency: Percentage of alternative fuels used	N/A	N/A	N/A

Strategies:

- Establish baseline fuel utilization
- Installing E-85 pumps at BHT, BB, etc
- Consider downsizing pool vehicles and purchasing smaller, more efficient vehicles
- Consider web conference and video conferencing as options for meetings

APPENDIX – BUSINESS PLAN SUMMARY CHART

Strategic Goal 1 - Efficient and Effective Performance: Moving people and goods.

Objective 1.1 Increase the percentage of tolls collected electronically to 78.5% percent by the end of 2018	
Performance Goal	Output: Total number of toll transactions
Indicator	Toll transactions
Data Source	OLDS database

Objective 1.1 Increase the percentage of tolls collected electronically to 78.5% percent by the end of 2018	
Performance Goal	Output: The number of E-ZPass® toll transactions
Indicator	E-ZPass toll transactions
Data Source	Vector host 19S report

Objective 1.1 Increase the percentage of tolls collected electronically to 78.5% percent by the end of 2018	
Performance Goal	Output: The number of other electronic transactions
Indicator	Other electronic transactions
Data Source	Vector host 19S report

Objective 1.1 Increase the percentage of tolls collected electronically to 78.5% percent by the end of 2018	
Performance Goal	Output: Total number of Active E-ZPass® Maryland Accounts
Indicator	Active E-ZPass Maryland Accounts
Data Source	E-ZPass Account Information database

Objective 1.1 Increase the percentage of tolls collected electronically to 78.5% percent by the end of 2018	
Performance Goal	Output: Number of <i>open road</i> tolling lanes on all facilities
Indicator	Collection of tolls without toll booths
Data Source	Internal

Objective 1.1 Increase the percentage of tolls collected electronically to 78.5% percent by the end of 2018	
Performance Goal	Outcome: The percentage of E-ZPass® toll transactions
Indicator	E-ZPass toll transactions compared to all toll transactions
Data Source	Vector host 19S report

Objective 1.1 Increase the percentage of tolls collected electronically to 78.5% percent by the end of 2018	
Performance Goal	Outcome: The percentage of electronic transactions
Indicator	Electronic toll transactions compared to all toll transactions
Data Source	Vector host 19S report

Objective 1.1 Increase the percentage of tolls collected electronically to 78.5% percent by the end of 2018	
Performance Goal	Efficiency: Average peak hour vehicle throughput (all facilities)
Indicator	Throughput of vehicles through MDTA facilities
Data Source	Internal report

Objective 1.2 Appropriately respond to inspection findings	
Performance Goal	Output: Number of Priority 1 defects identified during last inspection cycle
Indicator	Number of defects
Data Source	Annual Inspection Report

Objective 1.2 Appropriately respond to inspection findings	
Performance Goal	Efficiency: Percent of Priority 1 defects addressed
Indicator	Defects addressed
Data Source	Annual Inspection Report

Objective 1.3 Annually, 90% of Capital Projects will meet their 60% design Ad Date	
Performance Goal	Efficiency: Percent of capital projects advertised on-time
Indicator	
Data Source	Internal Report

Strategic Goal 2 – Safety and Security: Enhancing Customer and Employee Safety while protecting people and property.

Objective 2.1 Annually maintain the fatal and injury crash rates on MDTA facilities at a rate lower than the national average.	
Performance Goal	Input: Vehicle miles traveled on MDTA facilities
Indicator	Vehicle miles
Data Source	Internal excel spreadsheet and standard formula

Objective 2.1 Annually maintain the fatal and injury crash rates on MDTA facilities at a rate lower than the national average.	
Performance Goal	Output: Actual fatalities on MDTA facilities
Indicator	Fatalities
Data Source	Internal excel spreadsheet

Objective 2.1 Annually maintain the fatal and injury crash rates on MDTA facilities at a rate lower than the national average.	
Performance Goal	Output: Fatal vehicle collisions on MDTA facilities
Indicator	Fatal vehicle collisions
Data Source	Internal excel spreadsheet

Objective 2.1 Annually maintain the fatal and injury crash rates on MDTA facilities at a rate lower than the national average.	
Performance Goal	Output: Fatal vehicle collisions involving heavy trucks on MDTA facilities
Indicator	Fatal vehicle collisions involving heavy trucks
Data Source	Internal excel spreadsheet

Objective 2.1 Annually maintain the fatal and injury crash rates on MDTA facilities at a rate lower than the national average.	
Performance Goal	Output: Vehicle collisions involving injuries on MDTA facilities
Indicator	Vehicle collisions involving injuries
Data Source	Internal excel spreadsheet

Objective 2.1 Annually maintain the fatal and injury crash rates on MDTA facilities at a rate lower than the national average.	
Performance Goal	Output: Vehicle collisions involving injuries and heavy trucks on MDTA facilities
Indicator	Vehicle collisions involving injuries and heavy trucks
Data Source	Internal excel spreadsheet

Objective 2.1 Annually maintain the fatal and injury crash rates on MDTA facilities at a rate lower than the national average.	
Performance Goal	Output: Number of traffic enforcement actions
Indicator	Traffic enforcement actions
Data Source	Internal excel spreadsheet

Objective 2.1 Annually maintain the fatal and injury crash rates on MDTA facilities at a rate lower than the national average.	
Performance Goal	Output: Number of CVSU inspections
Indicator	CVSU inspections
Data Source	Internal excel spreadsheet

Objective 2.1 Annually maintain the fatal and injury crash rates on MDTA facilities at a rate lower than the national average.	
Performance Goal	Output: Number of vehicles overweight
Indicator	Vehicles overweight
Data Source	Internal excel spreadsheet

Objective 2.1 Annually maintain the fatal and injury crash rates on MDTA facilities at a rate lower than the national average.	
Performance Goal	Output: Number of vehicles placed out of service
Indicator	Vehicles placed out of service
Data Source	Internal excel spreadsheet

Objective 2.1 Annually maintain the fatal and injury crash rates on MDTA facilities at a rate lower than the national average.	
Performance Goal	Output: Number of drivers placed out of service
Indicator	Drivers placed out of service
Data Source	Internal excel spreadsheet

Objective 2.1 Annually maintain the fatal and injury crash rates on MDTA facilities at a rate lower than the national average.	
Performance Goal	Outcome: The annual fatal collision rate (per 100 million vehicle miles)
Indicator	Fatal collision rate
Data Source	Internal report – standard formula

Objective 2.1 Annually maintain the fatal and injury crash rates on MDTA facilities at a rate lower than the national average.	
Performance Goal	Outcome: The injury vehicle collision rate (per 100 million vehicle miles)
Indicator	Collision rate
Data Source	Internal report – standard formula

Objective 2.1 Annually maintain the fatal and injury crash rates on MDTA facilities at a rate lower than the national average.	
Performance Goal	Outcome: Annual fatal collision rate (per capita)
Indicator	Fatal collision rate
Data Source	Internal report – standard formula

Objective 2.1 Annually maintain the fatal and injury crash rates on MDTA facilities at a rate lower than the national average.	
Performance Goal	Outcome: The injury vehicle collision rate (per capita)
Indicator	Injury collision rate
Data Source	Internal report – standard formula

Objective 2.2 Annually maintain the percentage of MDTA bridges that are structurally deficient to less than 5%.	
Performance Goal	Input: Total number of MDTA bridges
Indicator	Number of bridges
Data Source	Annual Inspection Report

Objective 2.2 Annually maintain the percentage of MDTA bridges that are structurally deficient to less than 5%.	
Performance Goal	Output: Number of MDTA bridges that are structurally deficient
Indicator	Bridges which are structurally deficient
Data Source	Annual Inspection Report

Objective 2.2 Annually maintain the percentage of MDTA bridges that are structurally deficient to less than 5%.	
Performance Goal	Output: Number of MDTA bridges with posted restrictions
Indicator	Bridges with posted restrictions
Data Source	Annual Inspection Report

Objective 2.2 Annually maintain the percentage of MDTA bridges that are structurally deficient to less than 5%.	
Performance Goal	Efficiency: Percentage of MDTA bridges identified as structurally deficient
Indicator	Bridges identified as structurally deficient
Data Source	Annual Inspection Report

Objective 2.3 Annually, 90% of First Report of Injuries to the State Injured Worker Insurance Fund (IWIF) will meet the IWIF established submittal goals.	
Performance Goal	Output: Employee safety related training (days)
Indicator	Safety related training days
Data Source	Internal spreadsheet report

Objective 2.3 Annually, 90% of First Report of Injuries to the State Injured Worker Insurance Fund (IWIF) will meet the IWIF established submittal goals.	
Performance Goal	Output: Injury Care expenditures
Indicator	Expenditures
Data Source	Internal spreadsheet report

Objective 2.3 Annually, 90% of First Report of Injuries to the State Injured Worker Insurance Fund (IWIF) will meet the IWIF established submittal goals.	
Performance Goal	Output: # of First Report of Injury (FROI) to IWIF
Indicator	First report of injuries
Data Source	Internal spreadsheet report

Objective 2.3 Annually, 90% of First Report of Injuries to the State Injured Worker Insurance Fund (IWIF) will meet the IWIF established submittal goals.	
Performance Goal	Outcome: # of lost time cases
Indicator	Lost time cases
Data Source	Internal spreadsheet report

Objective 2.3 Annually, 90% of First Report of Injuries to the State Injured Worker Insurance Fund (IWIF) will meet the IWIF established submittal goals.	
Performance Goal	Outcome: # Accident leave hours
Indicator	Accident leave hours
Data Source	Internal spreadsheet report/Central Payroll Report

Objective 2.3 Annually, 90% of First Report of Injuries to the State Injured Worker Insurance Fund (IWIF) will meet the IWIF established submittal goals.	
Performance Goal	Efficiency: % of FROI lag > 24 hours
Indicator	FROI lag within 24 hours
Data Source	Internal spreadsheet report

Objective 2.3 Annually, 90% of First Report of Injuries to the State Injured Worker Insurance Fund (IWIF) will meet the IWIF established submittal goals.	
Performance Goal	Efficiency: % of FROI lag > 3 days
Indicator	FROI lag within 3 days
Data Source	Internal spreadsheet report

Objective 2.3 Annually, 90% of First Report of Injuries to the State Injured Worker Insurance Fund (IWIF) will meet the IWIF established submittal goals.	
Performance Goal	Output: # of employees with > 3 reports within the last 12 months (rolling year)
Indicator	Reports given by employees over 12 months
Data Source	Internal spreadsheet report

Objective 2.4 Annually ensure that 90% of emergency personnel complete their required National Incident Management System (NIMS) training	
Performance Goal	Input: # of Employees required to complete NIMS training
Indicator	Employees required to complete NIMS
Data Source	Internal spreadsheet report

Objective 2.4 Annually ensure that 90% of emergency personnel complete their required National Incident Management System (NIMS) training	
Performance Goal	Output: # of Employees trained
Indicator	Employees who received training
Data Source	Internal spreadsheet report

Objective 2.4 Annually ensure that 90% of emergency personnel complete their required National Incident Management System (NIMS) training	
Performance Goal	Outcome: Percent of emergency personnel that are National Incident Management System Compliant
Indicator	Emergency personnel that are NIMS compliant
Data Source	Internal spreadsheet report

Objective 2.5 Annually 100% of evaluated emergency preparedness exercises will be rated as successful	
Performance Goal	Output: Number of emergency preparedness exercises
Indicator	Emergency preparedness exercises

Data Source	Internal spreadsheet report
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Objective 2.5 Annually 100% of evaluated emergency preparedness exercises will be rated as successful	
Performance Goal	Outcome: Percent of exercises rated successful
Indicator	Successful emergency preparedness exercises
Data Source	Internal spreadsheet report

Strategic Goal 3 – Fiscally Sound and Innovative Financial System

Objective 3.1 Annually maintain a minimum debt service coverage of 2.0, have an unrestricted cash balance of \$350 million, and maintain the minimum legal coverage ratio of 1.0	
Performance Goal	Input: Total revenue
Indicator	Revenue
Data Source	Financial Forecast

Objective 3.1 Annually maintain a minimum debt service coverage of 2.0, have an unrestricted cash balance of \$350 million, and maintain the minimum legal coverage ratio of 1.0	
Performance Goal	Efficiency: Debt service coverage ratio
Indicator	Debt service coverage ration
Data Source	Financial Forecast

Objective 3.1 Annually maintain a minimum debt service coverage of 2.0, have an unrestricted cash balance of \$350 million, and maintain the minimum legal coverage ratio of 1.0	
Performance Goal	Outcome: Legal coverage ratio (Rate Covenant)
Indicator	Rate covenant
Data Source	Financial Forecast

Objective 3.1 Annually maintain a minimum debt service coverage of 2.0, have an unrestricted cash balance of \$350 million, and maintain the minimum legal coverage ratio of 1.0	
Performance Goal	Outcome: Unrestricted cash balance
Indicator	Unrestricted cash balance
Data Source	Financial Forecast

Objective 3.1 Annually maintain a minimum debt service coverage of 2.0, have an unrestricted cash balance of \$350 million, and maintain the minimum legal coverage ratio of 1.0	
Performance Goal	Quality: Credit Ratings
Indicator	Credit Ratings
Data Source	Financial Forecast

Objective 3.2 Annually, achieve actual operating budget expenditures within 10% of projections	
Performance Goal	Output: Budget Ratio
Indicator	Budget ratio
Data Source	Budget Summary

Objective 3.3 Maintain compliance with State established invoice on-time payment targets	
Performance Goal	Input: Total invoices paid
Indicator	Total invoices paid
Data Source	Dynamics SL Report

Objective 3.3 Maintain compliance with State established invoice on-time payment targets	
Performance Goal	Output: On-time invoice payments
Indicator	On-time invoice payments
Data Source	Dynamics SL Report

Objective 3.3 Maintain compliance with State established invoice on-time payment targets	
Performance Goal	Output: Late invoice payments
Indicator	Late invoice payments
Data Source	Dynamics SL Report

Objective 3.3 Maintain compliance with State established invoice on-time payment targets	
Performance Goal	Efficiency: % Late
Indicator	Percent late of invoices
Data Source	Solomon Report

Objective 3.4 Annually facilitate the on-budget performance of Capital Projects through efficient internal processes.	
Performance Goal	Output: # of projects awarded
Indicator	Number of projects awarded
Data Source	Internal Engineer Report

Objective 3.4 Annually facilitate the on-budget performance of Capital Projects through efficient internal processes.	
Performance Goal	Output: # of projects awarded within 5% of the final engineer's estimate
Indicator	Projects awarded within 5% of estimate
Data Source	Internal Engineer Report

Objective 3.4 Annually facilitate the on-budget performance of Capital Projects through efficient internal processes.	
Performance Goal	Quality: % of projects awarded within 5% of the final engineer's estimate
Indicator	Percent of projects awarded within 5% of estimate
Data Source	Internal Engineer Report

Objective 3.4 Annually facilitate the on-budget performance of Capital Projects through efficient internal processes.	
Performance Goal	Output: \$ value of contracts awarded
Indicator	Value of contracts awarded
Data Source	Internal Engineer Report

Objective 3.4 Annually facilitate the on-budget performance of Capital Projects through efficient internal processes.	
Performance Goal	Output: # of change orders
Indicator	Change orders
Data Source	Internal Engineer Report

Objective 3.4 Annually facilitate the on-budget performance of Capital Projects through efficient internal processes.	
Performance Goal	Output: \$ amount of change orders
Indicator	Monetary value of change orders
Data Source	Internal Engineer Report

Objective 3.4 Annually facilitate the on-budget performance of Capital Projects through efficient internal processes.	
Performance Goal	Efficiency: % of capital projects completed on-budget
Indicator	Percent of capital projects completed on budget
Data Source	Internal Engineer Report

Objective 3.4 Annually facilitate the on-budget performance of Capital Projects through efficient internal processes.	
Performance Goal	Efficiency: % of overall capital budget spent
Indicator	Percent of overall capital budget spent
Data Source	Internal Planning Report

Strategic Goal 4 – Customer Service: Improving Performance and Customer Service

Objective 4.1 Annually retain a minimum of 85 percent of employees to sustain business flow	
Performance Goal	Input: Number of employees on July 1(beginning of fiscal year)
Indicator	Number of employees
Data Source	Human Resource Database

Objective 4.1 Annually retain a minimum of 85 percent of employees to sustain business flow	
Performance Goal	Output: Number of resignations as of June 30 (end of fiscal year)
Indicator	Number of resignations
Data Source	Human Resource Database

Objective 4.1 Annually retain a minimum of 85 percent of employees to sustain business flow	
Performance Goal	Output: Number of actual retirements as of June 30 (end of fiscal year)
Indicator	Number of actual retirements
Data Source	Human Resource Database

Objective 4.1 Annually retain a minimum of 85 percent of employees to sustain business flow	
Performance Goal	Output: Number of terminations as of June 30 (end of fiscal year)
Indicator	Number of terminations

Data Source	Human Resource Database
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Objective 4.1 Annually retain a minimum of 85 percent of employees to sustain business flow	
Performance Goal	Output: Other losses as of June 30 (end of fiscal year)
Indicator	Other losses
Data Source	Human Resource Database

Objective 4.1 Annually retain a minimum of 85 percent of employees to sustain business flow	
Performance Goal	Output: Number of employees eligible for retirement as of June 30 (end of fiscal year)
Indicator	Eligible employees for retirement
Data Source	Human Resource Database

Objective 4.1 Annually retain a minimum of 85 percent of employees to sustain business flow	
Performance Goal	Outcome: Vacancy Rate as of June 30 (end of fiscal year)
Indicator	Vacancy rate
Data Source	Human Resource Database

Objective 4.1 Annually retain a minimum of 85 percent of employees to sustain business flow	
Performance Goal	Outcome: Retention rate as of June 30 (end of fiscal year)
Indicator	Retention rate
Data Source	Human Resource Database

Objective 4.1 Annually retain a minimum of 85 percent of employees to sustain business flow	
Performance Goal	Outcome: % of employees with 20 years or more of state or MDTA service
Indicator	Employees with 20 years or more of state service
Data Source	Human Resource Database

Objective 4.2 Achieve or exceed State established Minority Business Enterprise and Small Business Reserve Goals consistent with state procurement laws	
Performance Goal	Input: Total amount of all agency procurement expenditures
Indicator	MDTA procurement Expenditures
Data Source	Internal documentation

Objective 4.2 Achieve or exceed State established Minority Business Enterprise and Small Business Reserve Goals consistent with state procurement laws	
Performance Goal	Input: Award totals (for each category)
Indicator	Award totals for each category
Data Source	Internal documentation

Objective 4.2 Achieve or exceed State established Minority Business Enterprise and Small Business Reserve Goals consistent with state procurement laws	
Performance Goal	Input: # of waivers requested
Indicator	Number of waivers requested
Data Source	Internal documentation

Objective 4.2 Achieve or exceed State established Minority Business Enterprise and Small Business Reserve Goals consistent with state procurement laws	
Performance Goal	Outcome: Percentage MBE participation achieved (for each category)
Indicator	MBE participation on contracts
Data Source	Internal documentation

Objective 4.2 Achieve or exceed State established Minority Business Enterprise and Small Business Reserve Goals consistent with state procurement laws	
Performance Goal	Outcome: Percent SBR participation achieved
Indicator	SBR participation
Data Source	Internal documentation

Objective 4.2 Achieve or exceed State established Minority Business Enterprise and Small Business Reserve Goals consistent with state procurement laws	
Performance Goal	Output: Number of Waivers granted
Indicator	Waivers granted
Data Source	Internal documentation

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

Objective 5.1 Annually increase the MDTA’s recycling rate by 5% over the previous year.	
Performance Goal	Efficiency: Recycling percentage**
Indicator	Amount of recycle over a given year
Data Source	

Objective 5.2 Reduce energy consumption by 15% from the 2008 rate by 2015.	
Performance Goal	Input: Energy expenditures
Indicator	Reduce energy expenditures
Data Source	

Objective 5.2 Reduce energy consumption by 15% from the 2008 rate by 2015.	
Performance Goal	Efficiency: Percent change from the base year (fiscal year 2008) in energy consumption by all MDTA (State government facilities) (owned and leased) [Reported in Megawatt hours]

Indicator	Reduce energy consumption
Data Source	External report

Objective 5.3 Improve fuel utilization of the MDTA fleet	
Performance Goal	Input: # of vehicles
Indicator	Number of MDTA vehicles
Data Source	Internal excel spreadsheet and documentation

Objective 5.3 Improve fuel utilization of the MDTA fleet	
Performance Goal	Input: Fuel utilization (Diesel, Bio-Diesel, E-10, E-85, CNG)
Indicator	Fuel utilization by category
Data Source	External documentation

Objective 5.3 Improve fuel utilization of the MDTA fleet	
Performance Goal	Efficiency: Percentage of the MDTA fleet that are hybrid or flex-fueled vehicles
Indicator	Percentage of MDTA fleet
Data Source	Internal documentation

Objective 5.3 Improve fuel utilization of the MDTA fleet	
Performance Goal	Efficiency: Percentage of newly purchased (since 2010) light duty vehicles in the MDTA fleet that are hybrid or flex-fueled vehicles
Indicator	Percentage of newly purchased light duty vehicles that are hybrid or flex-fuel
Data Source	Internal documentation

Objective 5.3 Improve fuel utilization of the MDTA fleet	
Performance Goal	Efficiency: Percentage of alternative fuels used
Indicator	Alternative fuels used
Data Source	