



*MARYLAND TRANSPORTATION AUTHORITY  
FISCAL YEAR 2003 ANNUAL REPORT*



*MOVING SAFELY TOWARD THE FUTURE*



>>> 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 who use the agency's facilities. For more than 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.

**MARYLAND TRANSPORTATION AUTHORITY**

ROBERT L. EHRLICH, JR. >> GOVERNOR

MICHAEL S. STEELE >> LT. GOVERNOR

ROBERT L. FLANAGAN >> CHAIRMAN



**MEMBERS**

LOUISE P. HOBLITZELL

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

CAROLYN W. EVANS

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

REV. DR. WILLIAM C. CALHOUN, SR.

ANDREW N. BARROW

THOMAS L. OSBORNE >> EXECUTIVE SECRETARY



**The Authority and its seven toll facilities are key links in the State's transportation system.**



ROBERT L. EHRLICH, JR.  
GOVERNOR



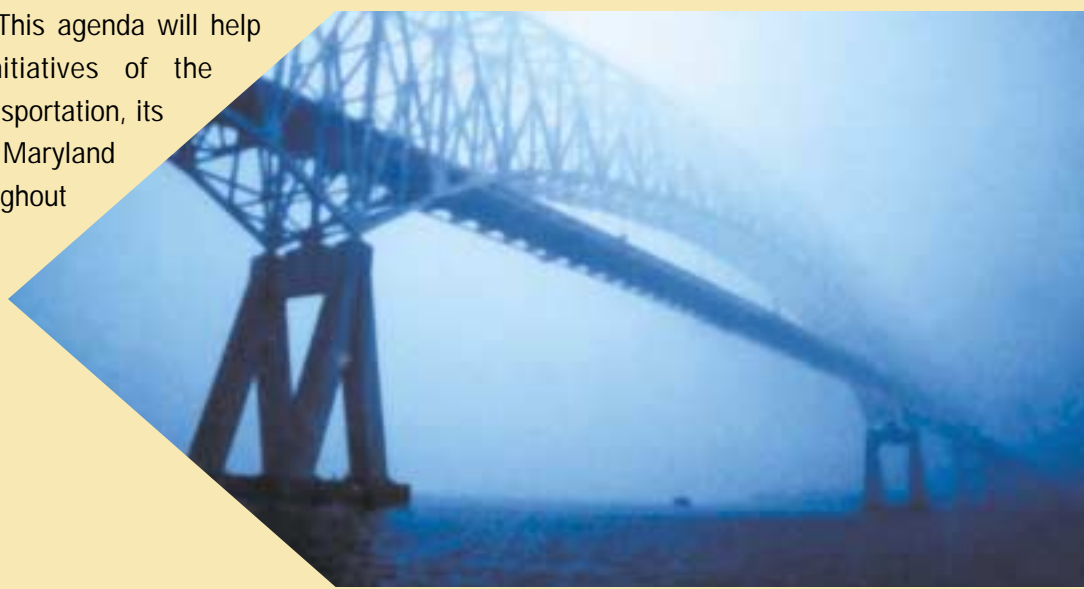
## >> A MESSAGE FROM THE GOVERNOR

Maryland's transportation system plays a crucial role in our citizens' quality of life and in the State's economic development. While we have a fundamentally strong transportation system, we also have a system that faces the serious challenges of aging infrastructure, increasing congestion and growing safety concerns. Since taking office, I have charged my Administration with tackling these challenges head-on to create a "More Mobile Maryland."

My agenda for a More Mobile Maryland is founded on four cornerstones: reduce accidents and fatalities; strategically expand the transportation system; continue to improve management of transportation operations; and creatively enhance funding. This agenda will help guide the efforts and initiatives of the Maryland Department of Transportation, its five modal agencies and the Maryland Transportation Authority throughout my tenure as governor.

The Authority and its seven toll facilities are key links in the State's transportation system. As a result, the Authority's efforts to maintain and improve those facilities play critical roles in meeting my transportation agenda and helping Maryland become more mobile. Fortunately, as you will see in this annual report, the Authority already has taken important steps to fulfill those roles. The Authority's Chairman, Members and employees are to be commended for their hard work.

Marylanders have made it very clear that they want improvements in our transportation system. My Administration, MDOT and the Authority have committed to deliver these improvements. Through our combined efforts, we will provide a balanced efficient transportation system that fits the way our citizens live and supports economic development. Together, we will provide a More Mobile Maryland.





The Authority will work harder  
and more efficiently than ever.



ROBERT L. FLANAGAN  
CHAIRMAN

## >> A MESSAGE FROM THE CHAIRMAN

As Governor Robert L. Ehrlich, Jr. took office this past year, he made a commitment to make Maryland's transportation system one that meets the needs of our citizens and supports economic development, resulting in a More Mobile Maryland. In my dual role as Maryland Transportation Authority Chairman and Maryland Transportation Secretary,

I actively am involved in ensuring Governor Ehrlich's transportation vision becomes a reality.

Keys to a More Mobile Maryland are improvements to safety and reductions in congestion on our roadways. With the Administration's strong support, the Authority has made resolving these issues top priorities.

Just three months into the Governor's tenure, the Authority Members and I unveiled a \$2-billion I-95 Master Plan to reduce congestion along the Interstate from just

south of the Baltimore City line to the Delaware state line. We then immediately began planning on the first phase of that plan known as Section 100, nine miles of I-95 from just south of the Baltimore City line to White Marsh that are among the State's most congested areas.

In addition, the Authority has sought and implemented new ways of managing congestion and improving safety, such as improvements to our *E-ZPass*<sup>SM</sup> system, enhancement of traffic enforcement by Authority Police, initiation of the toll-sponsorship program and expansion of our courtesy-patrol and vehicle-recovery program. We will continue to build on these and our other accomplishments in the year ahead.



CPL. WILLIAM ZACIERKA



## >> GOVERNING BODY

**ROBERT L. FLANAGAN** Governor Robert L. Ehrlich, Jr. appointed Robert L. Flanagan Secretary of the Maryland Department of Transportation (MDOT) and Chairman of the Maryland Transportation Authority in January 2003. In this dual role, Mr. Flanagan oversees the Authority and MDOT's five modal administrations, 9,300 employees and \$3-billion annual budget. Prior to his appointment, Mr. Flanagan served as a member of the House of Delegates since 1987. He represented Howard and Montgomery counties and served on several committees, including the Judiciary Committee, Joint Audit Committee, Appropriations Committee, Oversight Committee on Pensions, Oversight Committee on Personnel, Legislative Policy Committee and Rules and Executive Nominations Committee. In addition, he served as the



>> ROBERT L. FLANAGAN



>> LOUISE P. HOBLITZELL

**WALTER E. WOODFORD, JR., P.E.** was appointed to the Authority in July 1991. He is a registered professional engineer and registered professional land surveyor 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 develop-

ment. He also is a former chief engineer and

deputy highway administrator for the

Maryland State Highway Administration. Mr. Woodford

has been very active and a leader in the American Society of Civil

Engineers and other engineering organizations, both locally and nationally, and is a

community leader in Queen Anne's County, MD.

Mr. Woodford graduated from The Johns Hopkins University with a bachelor of engineering degree in 1950.

**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, specializing 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 board of directors for the Harford Bank, Harford County Chamber of Commerce and Home Partnership, Inc.

Minority Whip from 1997 to 2001 and as Chair of the Howard County Delegation from 1991 to 1996. Mr. Flanagan has practiced law for 28 years and has served on the Howard County Human Rights Commission. He holds a bachelor's degree in economics from Harvard University and a juris doctorate from the Cornell University Law School.

**LOUISE P. HOBLITZELL** A graduate of New York University and the longest-serving Member of the Authority, Louise P. Hoblitzell was appointed July 1, 1983. She is a past corporate vice president with Black and Decker Corporation, a Maryland-based firm, and a past vice president of the former Maryland National Bank. She is also 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.

>>> 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.





>> WALTER E. WOODFORD, JR., P.E.



>> CAROLYN W. EVANS



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



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



>> ANDREW N. BARROW

**JOHN B. NORRIS, JR., P.E.** was appointed to the Authority in October 1997 and has more than 25 years of experience in highway and facility master planning and design. He supervised the planning, design, right-of-way acquisition and construction of a variety of notable highway projects while serving as director of public works for St. Mary's County from 1972 through 1988. 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. 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, hydrology and hydraulic studies and design, construction management, surveying, environmental engineering, and commercial and residential site design. In 1996, Mr. Norris was appointed to the State's Economic Growth, Resource Protection and Planning Commission.

**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 nearly 30 years and is an active civic leader. In addition to his pastoral duties, Dr. Calhoun also is a professor of urban ministry at Baltimore's Ecumenical Institute of Theology at St. Mary's Seminary and University. 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 doctor of 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, Inc., and is president of the Interdenominational Ministerial Alliance. Previously, he served on the Nominating Board for the Girl Scouts of Central Maryland, 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. He is a community activist involved in B.U.I.L.D., Baltimoreans United In Leadership Development, and the I-83 Interstate Division of Baltimore City Advisory Committee.

**ANDREW N. BARROW** is the Maryland Transportation Authority's newest Member, appointed July 1, 2002. Mr. Barrow began his career as a management trainee for Chase Manhattan Bank and continued his growth in the financial industry as a field examiner and commercial-banking officer for United Jersey Bank in Hackensack, NJ. Mr. Barrow subsequently served as a senior financial analyst for Lockheed Martin, as a field examiner and assistant vice president for NationsBank and as relationship manager vice president for Carrollton Bank of Maryland. Currently, he serves as vice president for commercial lending at The Harbor Bank of Maryland. Mr. Barrow received his bachelor's degree in economics from Eastern College in St. David's, PA. He is a member of the Coppin Heights Community Development Board, which is affiliated with Coppin State College.

**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 the Maryland Chapter of the Conference of Minority Transportation Officials, and he is a past president of the Maryland Chapter of the American Planning Association. Mr. Osborne also serves on the Board of Directors for Anne Arundel Community Development Services, Inc., a nonprofit housing and community development organization serving Anne Arundel County.





We have been taking concrete steps to reduce congestion and improve safety Authority-wide.

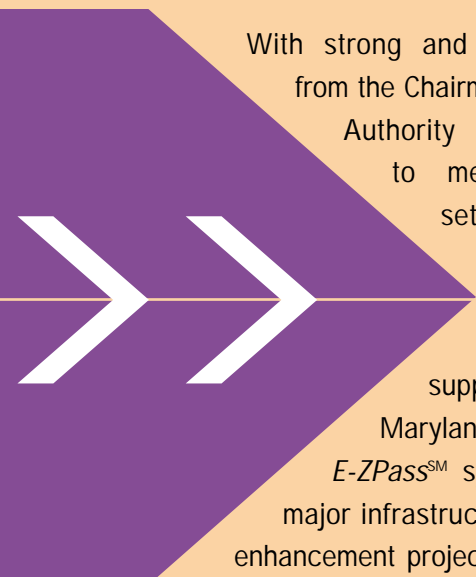


THOMAS L. OSBORNE  
EXECUTIVE SECRETARY



## >> A MESSAGE FROM THE EXECUTIVE SECRETARY

I am pleased to share with you the Maryland Transportation Authority's accomplishments for Fiscal Year 2003. This is one of the most exciting and productive times in the history of the Authority.



With strong and effective leadership from the Chairman and Members, the Authority is working diligently to meet the challenges set forth by Governor Ehrlich to provide an efficient transportation system that supports a More Mobile Maryland. From enhancing our *E-ZPass*<sup>SM</sup> system to undertaking major infrastructure preservation and enhancement projects, from implementing a toll-sponsorship program to installing intelligent-transportation technology, we have been taking concrete steps to reduce congestion and improve safety Authority-wide.

At the same time, the Maryland Transportation Authority Police continues to use innovative approaches to meet

security and law-enforcement needs at all Authority facilities, the Baltimore/Washington International Airport and the Port of Baltimore. The nationally accredited force has introduced the first drug-detection K-9 unit in its history to help remove drugs from mainline corridors like I-95 before they reach our neighborhoods. The Authority Police also works closely with federal, state and local intelligence officials to provide maximum safety and security at Authority, airport and port facilities.

Each of the Authority's 1,500 employees plays a vital role in ensuring our toll facilities meet the growing needs of the 150-million motorists who travel them each year. The Authority's successes are Maryland's successes, and I thank the Authority's employees for their hard work in making them happen.





## >> MANAGEMENT COMMITTEE

- Lori A. Vidil** >> Director of Marketing
- Beverly Hill** >> Director of Organizational Development
- Gregory A. Brown** >> Director of Intergovernmental Projects
- Deborah A. Donohue, Esq.** >> Principal Counsel
- Steven E. Welkos** >> Director of Finance
- Alice L. Brooks** >> Director of Administration



### 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.



**Daniel F. McMullen, III** >> Assistant Executive Secretary  
**Timothy J. Reilly** >> Director of Operations  
**Gary W. McLhinney** >> Chief of Police  
**Keith A. Duerling** >> Director of Engineering  
**Joseph C. Waggoner** >> Director of Strategic Development  
**Bryon N. Johnston, Jr.** >> Director of Media and Customer Relations



## 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.
- >> We expect the highest standards of integrity and honesty from all employees.
- >> We encourage and assist professional and individual development.
- >> We are committed to equal opportunity in employment and procurement.
- >> We value a proactive, 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

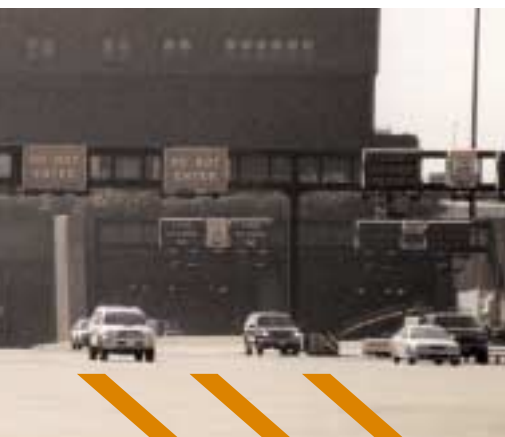
>>> Maryland's toll facilities were financed and constructed through revenue bonds. The outstanding principal and interest due each year is paid from toll revenues. Toll revenues are the primary source of funds. The Authority's toll receipts are pooled, and revenues from all seven facilities are combined to pay for operating, maintaining and making capital improvements to these facilities.

### **John F. Kennedy Memorial Highway (I-95)**

Opened in 1963, 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. 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.

### **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.





### **Fort McHenry Tunnel (I-95)**

The largest, underwater highway tunnel, as well as the widest vehicular tunnel ever built by the immersed-tube method, the Fort McHenry Tunnel opened to traffic in November 1985. 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 1.5-mile, eight-lane Fort McHenry Tunnel is part of a network of Baltimore Harbor crossings that provides convenient transportation service to local and interstate traffic.

### **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.

### **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 drawbridge over Curtis Creek, a bridge over Bear Creek and a ground-level roadway that carries motorists through the Sparrow's Point industrial area.

### **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. 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 periods of heavy eastbound traffic, one lane of the westbound span is reversed to carry eastbound travelers.

### **Governor Harry W. Nice Memorial Bridge (US 301)**

Opened in December 1940, this two-lane 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.





**IN KEEPING WITH THE VISION OF THE EHRLICH ADMINISTRATION,**

improving safety and reducing congestion continue to be top priorities of the Maryland Transportation Authority. In Fiscal Year 2003, the Authority's 1,500 employees worked harder than ever to achieve these priorities and fulfill the agency's critical role in meeting Maryland's growing transportation needs.

Our mission, vision and values statements guide our daily operations and strategic planning. Annual and long-term success continue to be measured through the "managing for results" process, which establishes key performance objectives and measured outcomes rooted in our mission, vision and values. These objectives allow the Authority to set goals and identify real improvements in meeting the needs of the more than 150-million motorists who use Authority facilities annually. Managing for results also incorporates flexibility that allows the Authority to remain responsive to the State's evolving transportation needs and to continue to enhance safety, infrastructure and efficiency in new and innovative ways.

**THE MARYLAND TRANSPORTATION AUTHORITY AND ITS EMPLOYEES ARE PLEASED TO PRESENT THEIR MISSION-BASED GOALS AND FISCAL YEAR 2003 ACCOMPLISHMENTS.**

## >> CONVENIENCE

### Moving People and Goods Conveniently

#### *E-ZPass*<sup>SM</sup>

The Maryland Transportation Authority is a member of the *E-ZPass*<sup>SM</sup> InterAgency Group (IAG), which continues to develop a seamless electronic-toll-collection system throughout the northeastern United States. *E-ZPass*<sup>SM</sup> Maryland has grown to include more than 250,000 active transponders and has reduced significantly typical, peak-hour congestion at Maryland toll plazas. *E-ZPass*<sup>SM</sup> use at Authority facilities increased from 32 percent of overall traffic in Fiscal Year 2002 to 45 percent as of January 2004.

More than nine-million *E-ZPass*<sup>SM</sup> customers from IAG agencies throughout the Northeast can pay tolls electronically in Maryland. Tolls are deducted automatically from cus-

tomers' account balances when vehicles with *E-ZPass*<sup>SM</sup> transponders (small plastic boxes containing a radio-frequency transmitter) pass

beneath antennae in the toll lanes. *E-ZPass*<sup>SM</sup> Maryland offers commuter discounts, discounts for operators of commercial vehicles and a standard plan for less-frequent travelers.

The Authority is undertaking a number of initiatives to enhance its *E-ZPass*<sup>SM</sup> system. To help facilitate flow of *E-ZPass*<sup>SM</sup> traffic, Authority staff completed a project in summer 2003 that widened the approach to the John F. Kennedy Memorial Highway (I-95) toll plaza and constructed a permanently dedicated *E-ZPass*<sup>SM</sup> lane that begins one-half mile prior to the plaza. We also raised the posted speed limit in the dedicated lane from five to 15 mph. In September 2003, a \$3-million, nine-month project was launched to widen the approach to the William Preston Lane Jr. Memorial (Bay) Bridge (US 50/301) toll plaza and construct the facility's first permanently dedicated *E-ZPass*<sup>SM</sup> lane beginning one-half mile prior to the plaza. The dedicated lane's posted speed limit also will increase from five to 15 mph.

Posted speed limits were increased from 15 to 30 mph for *E-ZPass*<sup>SM</sup>-dedicated lanes at the Francis Scott Key Bridge (I-695) in October 2003. The Authority continues to study the potential for additional higher-speed dedicated lanes at all facilities, and engineering staff is examining more significant changes in toll-plaza design to allow highway-speed tolling where feasible.

As more motorists use *E-ZPass*<sup>SM</sup>, convenience will increase; traffic congestion in and around toll-plaza areas will decrease; and engine-idling time will be reduced, resulting in reduced vehicle emissions. In November 2002, the Authority initiated a marketing and advertising campaign to encourage *E-ZPass*<sup>SM</sup> enrollment. A new campaign, which began December 2003, includes 60-second radio spots, billboards, print advertisements, brochures and other promotional efforts. To increase motorist access to enrollment and account services, the Authority is partnering with the Maryland Motor Vehicle Administration (MVA) to open satellite *E-ZPass*<sup>SM</sup> offices at select MVA locations. In September 2003, a pilot site opened at MVA's headquarters in Glen Burnie, MD.

#### **I-95 Master Plan**

This comprehensive approach to improving and preserving the Authority-owned portion of the East Coast's most important Interstate highway route is a cooperative effort among the Authority and many public and private organizations. Interstate 95 affects the quality of life of millions of regional travelers and local commuters, as well as the lives of one-quarter of the country's population in communities from Maine to Florida.

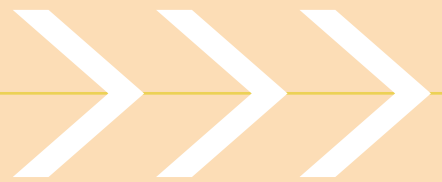
In April 2003, the Authority approved an innovative Master Plan, which provides a 20-year framework for improving the 50

>>> Improving safety and reducing congestion continue to be top priorities.



# >> CONVENIENCE

## Moving People and Goods Conveniently



miles of I-95 that compose the John F. Kennedy Memorial Highway. During spring 2003, the Authority began detailed project planning for the nine miles of I-95 from just south of Interstate 895 to White Marsh Boulevard known as Section 100, currently the Kennedy Highway's most congested area. A November 2003 workshop offered the public an opportunity to learn about and comment on improvement alternatives under consideration for Section 100. Construction on mainline improvements for I-95 Section 100 is scheduled to commence in 2006.

### Needs Study for the Bay and Nice Bridges

The Authority initiated studies for the Bay and Gov. Harry W. Nice Memorial (US 301) bridges to identify existing and anticipated transportation needs for these important bridges. Authority engineering staff completed origin-destination studies of bridge motorists and is using the information to predict traffic volumes for the next 20 years. Staff coordinated with Virginia, Delaware and local metropolitan-planning organizations to reach agreement on the traffic projections, which are anticipated to be available for review publicly in summer 2004. The projections will help the Authority deter-

the program, sponsors prepaid tolls during less-congested periods in return for promotional benefits. The resulting publicity and new incentive to travel later were used to educate motorists about the benefits of off-peak travel. The Maryland Lottery paid the cost of tolls on three Friday evenings, and The Ocean Conservancy, a nonprofit environmental organization, sponsored tolls on one Friday evening.

Plans are underway to continue the toll-sponsorship program and a public-education campaign to encourage off-peak travel in summer 2004. The Authority also is developing a Request for Proposals to select an advertising and marketing firm to help generate revenue and motorist awareness about traffic information through efforts similar to the toll-sponsorship program. In addition, the Authority's Media and Customer Relations staff remains proactive in educating motorists about the best times to travel the Bay Bridge to avoid peak-traffic and construction-related congestion.

### Intelligent Transportation Systems (ITS)

The Authority continues to use ITS technology to improve safety and reduce congestion through enhanced incident detection and response, while informing motorists of real-time roadway and travel conditions and alternative routes. The Authority is installing two closed-circuit television cameras at each of the Kennedy Highway's interchanges, with plans to make the highway images



REBECCA JOHNSON  
HIGHWAY OPERATIONS TECHNICIAN



BEVERLY THOMAS  
TOLL COLLECTION SHIFT SUPERVISOR

mine how to meet growing demand upon these bridges. The Authority intends to work with affected jurisdictions and government agencies to define the scope of work, process and schedule that will be necessary to reach consensus and final decisions on additional crossing capacity. The Authority will involve the public in the planning process for these long-term projects, which could take eight to 15 years to plan, design and build.

### William Preston Lane Jr. Memorial (Bay) Bridge Toll Sponsorships

For the first time, the Authority partnered in summer 2003 with public and private entities in a pilot toll-sponsorship program to help reduce peak-travel-time congestion and better utilize off-peak-traffic capacity at the Bay Bridge. Through

available on the State's traffic-management website, [www.chart.state.md.us](http://www.chart.state.md.us). The Authority is providing a new highway-advisory radio system and related signage at the Nice Bridge. Staff also is exploring ways to improve communication of Bay Bridge traffic information to motorists driving on US 50.

In addition, the Authority is upgrading its main Operations Center to improve efficiency and overall operations. New incident-detection systems in both the Baltimore Harbor (I-895) and Fort McHenry (I-95) tunnels will enhance emergency-response time, while a new electronic-signage system with full-programming capability will allow Operations Center staff to communicate more effectively with Fort McHenry Tunnel motorists.





# >> CONVENIENCE

## Preserve and Improve Authority Facilities

### William Preston Lane Jr. Memorial (Bay) Bridge Deck Renovation

The Authority is dedicated to maintaining and preserving its facilities to help enhance safety, convenience and appearance. As a result of thorough and meticulous upkeep, significant system-wide preservation projects and annual inspections that exceed federal mandate, all Authority facilities are in very good physical condition.

In January 2002, the Authority began a four-year, \$60-million project to renovate the deck of the Bay Bridge's westbound span. The project's three-year first phase involves removal and replacement of portions of the concrete bridge deck, as well as the metal railings, in the concrete-beam, deck-truss and steel-girder portions of the bridge. Phase two will involve work on the main-channel portions and is expected to commence in early 2005. The Authority continues to work diligently with local communities to mitigate traffic-management issues during this necessary project.

### William Preston Lane Jr. Memorial (Bay) Bridge Painting Project

The Authority completed the five-year, \$70-million first full re-painting of the Bay Bridge's eastbound span in November 2003. The project involved removal and replacement of the bridge's original lead-based paint with a new zinc-based paint system. As required by the Authority, the contractor has provided a 10-year warranty, which applies to both workmanship and material, on this paint system.

### Enhancements Along the John F. Kennedy Memorial Highway

The Authority continues to expedite highway-improvement projects that meet existing needs, can proceed in an immediate timeframe and are compatible with long-term improvements along the Kennedy Highway. Reconstruction and safety modifications to the I-95/MD 22 interchange in Harford

County commenced in January 2002 and are scheduled for completion in summer 2004. Staff is designing a \$13.2-million project, scheduled to begin fall 2005, to construct a half-mile of sound barriers between Hazelwood and Kenwood avenues. To help reduce congestion during morning rush hours, this project includes construction of a continuous fifth lane on southbound I-95 between the Beltway and I-895. A \$16-million project to resurface I-95 and upgrade guardrail between MD 24 and the Beltway is complete. By the end of 2006, we will have resurfaced and made safety improvements to all of I-95 from I-895 to Delaware.

### Enhancements at the Fort McHenry Tunnel

During the next six years, \$175 million is programmed for renovation work at the Fort McHenry Tunnel facility, which includes I-95 in Baltimore City and Interstate 395. These two interstate highways contain nearly 100 bridge structures in Baltimore City that all require varying degrees of maintenance and renovation. In summer 2004, the Authority will finish a \$15-million renovation begun June 2002 of 12 bridge structures along I-95 north of the tunnel. Upon completion of the "12 bridges" project, a \$32-million, two-year project will commence to renovate an additional 22 bridges north of the tunnel.

In January 2003, the Authority began a two-year, \$7-million project to renovate the tunnel's ceiling and handrails, marking the tunnel's first major renovation since it opened in 1985. A \$3.5-million pavement replacement on the tunnel's south side began May 2003 and will continue into summer 2004.

### Other Facility-Enhancement Highlights

The Authority is in the midst of its most ambitious period of facility preservation in agency history. A \$3.3-million project to paint and repair portions of the Nice Bridge was completed in August 2003. The Authority is in the midst of a \$12-million resurfacing and safety project for all of the Baltimore





CHONG YOO  
SKILLED TRADE SPECIALIST

Harbor Tunnel Thruway. Resurfacing north of the tunnel is complete, and resurfacing south of the tunnel is planned for completion fall 2004. In spring 2004, staff will begin a \$17-million project to clean and paint the main span of the Key Bridge, the first full re-painting since the bridge opened in March 1977. The project is scheduled to continue through 2006.

During the six-year capital program, the Authority will initiate the first major reconstruction of the Thomas J. Hatem Memorial Bridge (US 40) deck since its completion in 1940. This \$21.5-million project will involve complete replacement of the bridge deck and parapet walls. The Authority is working with local communities to minimize effects on traffic from the two-year project.

#### Environmental Efforts Continue

The Maryland Transportation Authority manages its facilities in an environmentally conscious manner. Plans and projects are developed with consideration given to their impact on surrounding communities and ecosystems.

The Authority continues to explore cost-effective methods of improving the appearance of its facilities and has developed standardized beautification plans for each facility. Maintenance staff trimmed trees in selected areas to increase visibility for drivers and to improve emergency pull-off areas along roadway shoulders. The Authority also initiated a project to landscape and reforest open spaces at its Baltimore-area facilities by establishing a prototype at the Key Bridge. A project to landscape and reforest these facilities will take place in 2004. In summer 2003, strategies were implemented to reduce mowing Authority-wide. Other efforts included reseeding of flowerbeds and re-establishing plantings lost to drought conditions.

For the seventh consecutive year, the Authority partnered with the Maryland Department of Natural Resources as a sponsor for the Maryland Bay Game, an environmental-education tool for school-age children and their families. The Bay Bridge has served as the primary distribution point for the activity booklets since their inception in 1997. Toll collectors distributed approximately 300,000 of the booklets during summer 2003.

Since winter 2002, the Authority has used an enhanced method of applying salt to its roadways. The application method involves mixing liquid magnesium chloride with salt just prior to applying the salt to the roadway. The combination is more effective than salt alone, requiring less material to clear snow from the roadway and reducing the amount of salt runoff into local streams and waterways.

#### Annual Preventive-Maintenance Plans

The Authority implemented standardized maintenance plans for each facility in FY 2002. During FY 2003, Authority staff commenced implementation of MAXIMO, a fully automated maintenance-management system. Once MAXIMO is implemented fully, it will provide a more effective method of tracking annual maintenance activities related to system preservation and equipment performance, such as joint sealing, ditch maintenance and spot painting of structures.

In FY 2003, the Operations Division began employing private contractors to supplement staff resources for meeting certain Authority-wide system-preservation needs, such as on-call replacement of metal traffic barriers and structural repairs. In addition, operations staff privatized mowing and welding functions to allow Authority maintenance technicians to focus on necessary repairs and preventive maintenance.





## >> SAFETY

### Reducing the Rate of Fatal Accidents and Injuries

#### Traffic Safety Committee

The Traffic Safety Committee, headed by the Authority's Chief of Police, Director of Engineering and Director of Operations, provides leadership of Authority efforts to provide safe roadways for Maryland's citizens and visitors. Established in Fiscal Year 1999, the Traffic Safety Committee meets monthly to develop strategies to reduce the number of traffic accidents at Authority facilities. Committee members research State and national accident statistics, investigate accidents on Authority property, develop operations and enforcement enhancements, improve management of congestion and incidents and institute initiatives to help prevent accidents.

To aid the Committee in its efforts, facility administrators conduct accident analyses, including accident-mapping reviews and database development. This information allows the team to identify high-occurrence accident areas, accident causes and facility-improvement strategies. Committee members also coordinate courtesy patrols and various law-enforcement initiatives. Traffic-safety teams have been established at each facility to assist the Committee in its efforts.

#### Maryland Transportation Authority Police Activities

The Maryland Transportation Authority Police has created a new unit — Homeland Enforcement and Traffic (HEAT) Team — to enhance traffic and criminal enforcement. The unit combines standard police patrols with high-visibility efforts designed to enhance motorist safety on Authority roadways. HEAT Team members conduct unconventional enforcement against aggressive drivers with special-patrol operations using unmarked Ford Mustangs and Expeditions and

Chevrolet Camaros. In spring 2003, Authority Police further expanded efforts to remove aggressive drivers from Authority roadways by introducing a motorcycle unit. The force also joined other law-enforcement agencies during "Smooth Operator" campaigns to enhance enforcement of and education about aggressive-driving laws.

During Calendar Year 2003, officers issued more than 63,600 motor-vehicle citations and 38,200 motor-vehicle warnings, increases of 15 and 27 percent respectively compared to Calendar Year 2002. In ongoing efforts to protect motorists from impaired drivers, Authority Police conducted sobriety checkpoints and saturation patrols. For the first time, the force teamed with the Maryland State Police to conduct a sobriety checkpoint on US 40 near the Hatem Bridge in Cecil County. Authority Police also participated in "Operation Centipede" with intense radar enforcement along I-95 from Baltimore to Delaware, the "Click It or Ticket" seat-



OFFICER TROY WEISMILLER

belt-enforcement campaign and the 2003 Chiefs' Challenge, sponsored by the Maryland Committee for Safety Belt Use and the Maryland Chiefs of Police Association. For the seventh consecutive year, Authority Police earned a first-place award during the Challenge, which is conducted annually to educate the public about the State's seatbelt and child-safety-seat laws.

Commercial Vehicle Safety Unit (CVSU) inspection staff weighed 250,308 trucks in FY 2003, inspected 16,417 of those weighed and placed 3,863 of these vehicles, as well as 1,605 drivers, out of service. In addition, inspectors issued 9,492 citations, 4,214 of which were for overweight violations, and 4,853 warnings, with fines totaling \$1,664,449. Commercial-vehicle and -driver inspections performed by CVSU staff



ADAM HAINES  
FACILITY MAINTENANCE TECHNICIAN





account for approximately 17 percent of all such inspections conducted in Maryland, and the unit's efforts account for 17.6 percent of commercial vehicles and 20 percent of drivers placed out of service in the State. Police continued participation in the "Highway Watch" program, in which CVSU staff trained operators of commercial vehicles to detect possible terrorist activities.

In cooperation with the Maryland Department of Transportation and the Federal Motor Carrier Safety Administration, the Authority is participating in a \$1.2-million program for electronic screening of commercial vehicles. The program utilizes one transponder for electronic payment of tolls and electronic access to vehicle-safety databases. The Johns Hopkins University Applied Physics Lab developed Maryland's e-screening system. The system enables commercial vehicles with good safety and compliance records to bypass weigh stations, allowing inspectors to concentrate



LARRY DOSWELL  
VEHICLE RECOVERY TECHNICIAN

tunity to share their experiences and develop ideas for safety initiatives. Presentations included an update on the Traffic Safety Committee's activities, such as facility-specific initiatives; accident statistics and trends; incident management; and intelligent transportation systems. A representative from the Virginia State Police and a Baltimore traffic reporter served as guest speakers.

#### Courtesy-Patrol and Vehicle-Recovery Service

The Authority's courtesy-patrol and vehicle-recovery program enhances service and safety while reducing the effect of disabled-vehicle-related congestion along agency roadways. Courtesy patrols operate during peak-traffic periods and provide 24-hour coverage at the Bay Bridge and at the Fort McHenry and Baltimore Harbor tunnels.

During FY 2002, a multi-year plan to expand courtesy-patrol service

along the Kennedy Highway was developed. Phase one extended coverage from the I-95/I-895 interchange to Exit 80 (MD 543). Phase two extended coverage to Exit 93 (MD 222) in FY 2003. During Fiscal Year 2005, courtesy patrols will begin weekend hours and extend coverage to Delaware. The Authority also will open a Highway Operations Center on the Kennedy Highway to coordinate emergency-response activities.

With expanded service, courtesy-patrol and vehicle-recovery staff increased the number of drivers of disabled vehicles receiving assistance from 4,700 in 1998 to nearly 18,000 in FY 2003. During the fiscal year, approximately 90 percent of vehicles receiving assistance were back on the road within 10 minutes.



CPL. VANESSA THOMAS

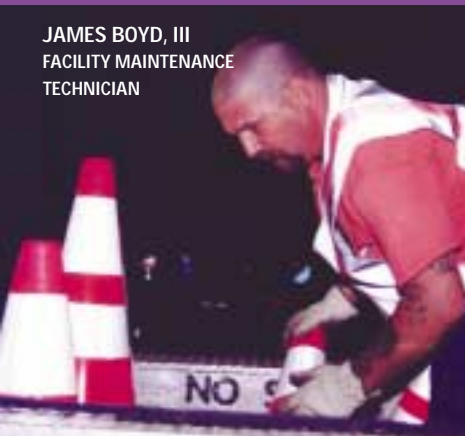
efforts on vehicles more likely to have safety, weight and credential violations. Inspectors at the Authority's Commercial Vehicle Weigh Station and Inspection Complex on I-95 in Perryville, MD, are operating the system, which serves as a national model for similar programs.

#### Training Our Employees

More than 60 Authority maintenance technicians, vehicle-recovery technicians, telecommunications operators, risk-management staff, engineering staff and police officers and Maryland State Police representatives attended the Maryland Transportation Authority's Third Annual Symposium on Traffic Safety in September 2002. Through presentations and work-group sessions, the event provides employees with the oppor-

# >> SAFETY

## Reducing Workplace Accidents



JAMES BOYD, III  
FACILITY MAINTENANCE  
TECHNICIAN



JANICE GRAY  
TOLL COLLECTOR

### Education as the First Step to Prevention

The Office of Risk Management implemented a standardized safety-training program with a multi-year cycle of classes. Safety training was conducted with all Authority maintenance, housekeeping and toll-collection employees this fiscal year. The Office determined the majority of on-the-job injuries at the Authority involve falls and developed new training to address this safety concern.

### Making Safety a Member of the Team

Risk-management staff routinely conducts safety audits of all facilities. Facility-safety committees actively examine safety and injury-management issues, conduct training sessions and emphasize the importance of employee safety. Often during each facility's monthly safety meeting, health professionals and other workplace-safety experts are invited to educate employees about specific safety topics. Risk-management staff also initiated a Safety Challenge Program to help each facility benchmark its lost-time injuries and to provide timely information to employees through a safety-oriented newsletter.

### Job Well Done

Key Bridge toll sergeants, Kennedy Highway Maintenance II staff and the Authority were honored with 2003 Governor's Risk Management Awards for accomplishments in safety. Maintenance II staff achieved 862 days without a lost-time work injury during FY 2003. The Authority received more awards at the 2003 State Employees Risk Management Administration Conference than any other State agency.







OFFICER JOSEPH SCOTT

## Protecting People and Property from Unlawful Activity

### Enhanced Education, Training and Recruitment

In 2003, Authority Police conducted the Transformational Leadership Program for 51 sergeants and corporals. The program focused on proactive leadership, crime prevention, community engagement, information management, organizational and managerial accountability, ethics and crime control.

In April 2003, 14 new officers graduated from the Maryland Transportation Authority Police Academy's 34th Officer Candidate Class. The Authority Police force has 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. The Authority Police Recruitment Unit continued aggressive efforts to attract potential officer candidates, particularly women, and tested more than 1,100 applicants for officer-candidate and cadet positions. The force participates in the Adopt-A-High School, Marine for Life and U.S. Army Partnership for Youth Success programs.

### K-9 Units

Twelve Authority Police officers and their canine partners provide K-9 coverage of the Authority's toll facilities, Baltimore/Washington International Airport (BWI) and the Port of Baltimore. Six officers and their canine partners completed Transportation Security Administration (TSA) training at Lackland Air Force Base in Texas. The Authority has a 100-percent compliance rate for TSA certification in providing explosives-detection services.

In December 2003, six officers completed six weeks of intensive training in Wilmington, NC, to prepare them for

working with drug-detecting canine partners. The force's first drug-detection K-9 unit reinforces the Authority Police's strong commitment to intercepting drug dealers on mainline corridors, such as I-95, before they infiltrate Maryland neighborhoods. In Calendar Year 2003, officers confiscated nearly \$526,000 in illegal-drug money and 48 illegal handguns, a 182-percent increase over the 17 guns confiscated in Calendar Year 2002. Officers increased the number of drug cases processed by 46 percent between calendar years 2002 and 2003.

### Domestic Terrorism Emergency Operations

Security of Authority operations remains heightened. The Authority Police continues to work with federal, state and local intelligence officials and conducts internal initiatives with an increased eye toward safety and security at Authority facilities. The Authority's Security Coordinating Group brings together police and operations to address terrorism-response planning and overall security issues. In FY 2003, the Group completed vulnerability assessments of critical structures and Authority Emergency-Operations and Emergency-Action plans; initiated security improvements; and conducted terrorism-alert activities. In-depth assessments are ongoing Authority-wide. While delivery of the Authority Police's first mobile command post is scheduled for 2004, police enhanced perimeter patrol of BWI Airport by adding two all-terrain vehicles to the airport detachment's fleet.

During periods of elevated security, officers conduct systematic security checks at all detachments in accordance with established law-enforcement procedures.



OFFICER LAWRENCE COLLINS  
AND TOSCA



OFFICER LISA REICHART





CPL. MARY BERNOSKI

A security truck-inspection area for northbound I-95 at the Fort McHenry Tunnel has been operational during such periods since March 2003. Engineering staff is investigating improvements to truck-inspection capabilities throughout the Authority to enhance traffic safety and facility security.

To discover and deter potential terrorist and criminal activity, Authority Police conducted checkpoint Operation Safe Cargo, a cooperative effort among Authority Police, U.S. Customs and the State Comptroller's Office. During the October 2003 checkpoint at the Key Bridge, participants conducted vehicle and fuel-tax inspections and controlled-dangerous-substance scans. In November 2003, Authority Police conducted the first full security checkpoint at the Key Bridge. Officers used bomb-detecting canine scans and mirrors to check more than 1,000 vehicles and conducted in-depth searches of 365 of those vehicles.

In addition, following up on training offered to Authority employees in 2002, Authority Police and the Office of Risk Management teamed to offer anti-terrorism training to new Authority employees in 2003.

### Service Partnerships

Authority Police maintained crime-prevention partnerships with tenants of BWI Airport and the Port of Baltimore and with management and employees of the Maryland Aviation Administration (MAA) and the Maryland Port Administration (MPA). Police meet quarterly with MAA and MPA management to review key indicators of law-enforcement activity, such as crime, vehicle collisions and customer complaints, and overall police performance.

In cooperation with the Authority's Division of Strategic Development, Authority Police designed customer-satisfaction surveys and began a pilot distribution in December 2002 at BWI Airport, the Port of Baltimore and the Nice and Bay bridges. More than 90 percent of customers responded positively to key indicators regarding service, response time and officer presentation.



OFFICER  
STEVEN BENNER



OFFICER SAMUAL  
HOUSEMAN



OFFICER DAVE RILEY  
AND CORA



Port Of  
Baltimore



Port Of  
Baltimore



Port Of  
Baltimore

## >> ECONOMIC DEVELOPMENT

### Financing and Building New Transportation Facilities with the Maryland Department of Transportation to Meet Maryland's Transportation Needs

#### 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 20-story cranes are among the most productive in the industry, averaging 33 to 35 containers an hour. As the Authority's agent, the Maryland Port Administration has sole responsibility for operations and management of Seagirt.

#### Canton Railroad Company

Owned by the Authority since 1987, the Canton Railroad Company is a short-line switch carrier that operates along 17 miles of track, providing rail access to Seagirt Marine Terminal for several industrial concerns and warehouse and distribution facilities. Canton Railroad has served the southeast Baltimore region and the Port of Baltimore for nearly 100 years.

#### Working With Minority Businesses

The Authority provides an inclusive and diverse environment in which to do business in accordance with State of Maryland regulations. Minority Business Enterprise (MBE) staff monitors all agency contracts and subcontracting opportunities, reviews MBE achievement areas, develops strategies to enhance MBE participation and conducts monthly team reviews of MBE activity and goals. Minority Business Enterprises participated in 24.6 percent of the Authority's procurement activity.

#### Higher Education and Applied Technology (HEAT) Center

The Higher Education and Applied Technology (HEAT) Center is a cooperative effort among the 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 Battelle Memorial Institute, a nationally renowned technology corporation, to establish its Eastern Regional Technology Center.

The Authority maintains ownership of approximately 60 acres of the HEAT Center and continues to market the Center's 12 remaining developable acres. 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.

#### Additional Economic-Development Initiatives

The Authority continues to work with the Maryland Department of Transportation to expand BWI Airport. In December 2003, the Authority issued \$70 million in revenue bonds secured by passenger-facility charges (PFCs) for capital improvements at the airport. This issuance brings the total of Authority financings at BWI to approximately \$620 million.

The Authority also has approved issuance of up to \$40 million in revenue bonds to support parking-garage construction at the Washington Metropolitan Area Transit Authority's metro stations in New Carrollton, College Park and Largo, MD.

The Authority monitors all of its financing projects to help ensure effective oversight as required in financing agreements and bond covenants. Staff designed a database to track such projects and also developed a standard procedure for Authority Members to approve contractual agreements funded by proceeds from Authority-issued revenue bonds.







(FROM LEFT) CPL. JOHN ZAGRAIEK, JR.,  
OFFICER JAMES HEDGECOTH, JR. AND  
CLAIRE MYER, MARYLAND KIDS IN SAFETY SEATS

### Prompt and Courteous Customer Service

The Authority uses a variety of methods to promote safety and inform motorists. Its Office of Media and Customer Relations provides prompt and courteous service to thousands of customers annually through written correspondence, telephone assistance and e-mail. The office disseminates information to Authority staff via its *Crossings* and *Authority News* publications; to motorists via brochures, flyers and fact sheets distributed in the toll lanes; to the public at large at community events; and to *E-ZPass*<sup>SM</sup> customers through mailings and *E-ZPass*<sup>SM</sup> Stop-in Centers.

Office staff produced an anti-aggressive-driving brochure; a drunk-driving-prevention brochure in cooperation with Mothers Against Drunk Driving (MADD); a "No-zone" brochure educating motorists about tractor-trailer blind spots in cooperation with the Maryland Motor Truck Association (MMTA); and three Homeland Security flyers to coincide with the two Orange Alerts in 2003 and the anniversary of the terrorist attacks of Sept. 11, 2001. As a pilot initiative, the Authority installed a brochure rack at the Bay Bridge Stop-in Center in June 2003 to provide a variety of information, including safety flyers, police-recruitment information, toll-rate flyers and *E-ZPass*<sup>SM</sup> applications.

Media and Customer Relations staff also issues news releases and conducts media interviews regarding construction activities, travel advisories and Maryland Transportation Authority Police safety campaigns, enforcement initiatives and criminal arrests. Staff stepped up efforts to secure area media's support in providing regular traffic reports on all seven toll facilities.

News releases, safety tips, lane closures, inclement-weather travel information and emergency-incident updates are available on the agency's website [www.mdtransportationauthority.com](http://www.mdtransportationauthority.com). Safety, construction-project and *E-ZPass*<sup>SM</sup> information also is available on the toll-free Bay Bridge Hotline, 1-877-BAYSPAN. The Authority created the website [www.baybridgeinfo.com](http://www.baybridgeinfo.com) specifically to provide information about the Bay Bridge's westbound-span deck-renovation project. Billboard and newspaper ads were purchased to announce the Bay Bridge deck-renovation project, and the Authority conducted two anti-aggressive-driving radio-ad campaigns in FY 2003.

In addition, Media and Customer Relations staff conducted high-visibility media events during the fiscal year to promote major initiatives, including events to announce expansion of motorist-safety and police-enforcement efforts for I-95 and I-895, approval of the I-95 Master Plan and the Maryland Lottery's first Bay Bridge toll sponsorship.



WILLIAM SPICER  
PRINT SHOP SUPERVISOR



KATHY ROSS  
TOLL COLLECTION  
SHIFT SUPERVISOR



THOMAS COLEMAN  
ADMINISTRATOR



## Responding Professionally to Customers' Needs for Assistance and Information

### Participated In and Promoted Public-Outreach Efforts

The Authority also informs motorists and their families, as well as supports local communities, through public outreach and special events.

Authority staff hosted safety-day events in spring 2003 for employees and customers in each region. Events included child-safety-seat checks, safety information, the Authority Police Child ID Program and displays of police, maintenance and vehicle-recovery equipment. More than 250 child-safety seats were checked during the four events. Of the seats inspected, 90 percent of those at the Fort McHenry Tunnel, 80 percent of those at the Nice Bridge and 70 percent of those at the Kennedy Highway and Bay Bridge were installed incorrectly.

Other public-outreach efforts included: the Authority Police Child ID Program; Buckle Up America Seat Belt and Child Safety Seat Campaign; Drunk and Drugged Driving (3D) Prevention Month; Maryland Chiefs' Challenge; the Maryland Department of Transportation's "Moving Maryland" cable-television and radio shows; child-safety-seat checks by certified Authority child-passenger-safety technicians; the Maryland Technology Conference and Expo; and the Maryland State Fair. During National Child Passenger Safety Week, Authority Police and Maryland Kids in Safety Seats invited members of the media to demonstrations on properly securing children in safety seats.

In support of local communities, employees participated in the Authority Police Annual Pistol Competition to benefit Concerns of Police Survivors; the 2002 U.S. Marine Corps

Reserves Toys for Tots campaign, during which Authority employees collected 5,239 toys for disadvantaged area children; Habitat for Humanity; the annual Walk for Multiple Sclerosis; agency-sponsored American Red Cross blood drives; and the annual Maryland Charity Campaign.

### Authority Ambassadors

Millions of customers interact with Authority toll collectors annually. For most of these customers, this is their only interaction with an Authority employee. To help enhance the customer-collector interaction, the Authority developed and provided courtesy training for all toll collectors. In-house instructors conduct the course, now included in collectors' entry-level training. In addition, a toll-collector-courtesy training video is in production to complement classroom instruction.

Within their booths, toll collectors maintain supplies of *E-ZPass*<sup>SM</sup> applications and State maps to provide to customers upon request. Collectors also maintain directions to frequently visited areas, and six of the most commonly requested directions are printed on customer receipts for each facility.

### Serving Our Employees, Our Internal Customers

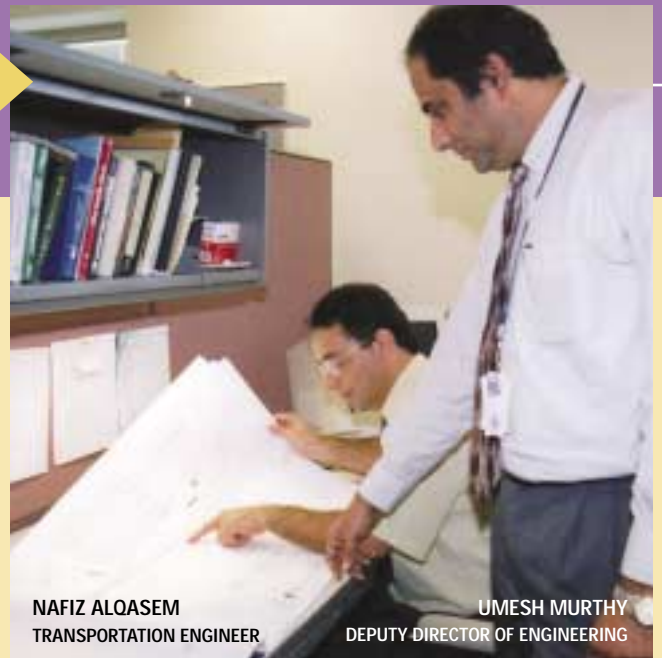
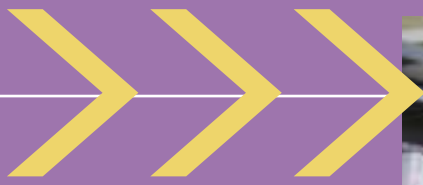
In December 2001, the Authority created the Division of Organizational Development (DOD) to consolidate training, total-quality, minority-business, fair-practices and diversity programs. The Division operates the Authority's new training facility, which opened fall 2002 at the Point Breeze office complex.



MARY H. KING  
TOLL COLLECTOR







**NAFIZ ALQASEM**  
TRANSPORTATION ENGINEER

**UMESH MURTHY**  
DEPUTY DIRECTOR OF ENGINEERING

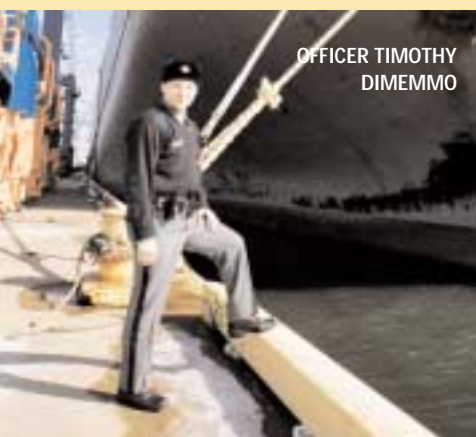
DOD staff oversees training opportunities that present employees with the skills, techniques and information necessary to succeed in supervisory and management positions and advance their careers within the agency. The Division is conducting a variety of new training on topics including business writing, Microsoft Office software and public speaking. The Authority's Supervisory Training Program, with a target audience of more than 200 operations supervisors and administrative managers, continued during the fiscal year.

Also during the fiscal year, DOD staff initiated a pilot mentoring program that matches employees with seasoned managers to help employees develop skills for advancing their careers. In addition, the Division developed a comprehensive Continuous Quality Improvement curriculum to help promote the use of outcome-based team strategies in meeting agency goals.

The Authority's Diversity Advisory Council was established to assist the Authority in its goal of promoting a workforce that recognizes, values and respects the cultural diversity of employees. The Council works closely with Division staff to develop programs that help achieve this goal both from an educational and social perspective. In December 2003, the Council held its first Open House, which provided more than 200 employees with the opportunity to meet Council members and learn about and experience holiday celebrations from a variety of cultures. Following the event, Council members visited Authority facilities during each operating shift to introduce themselves and discuss the Council's role. The Authority also hosted employee events recognizing Black History, Women's History and Asian/Pacific American Heritage months.

### **I-95 Travel Plazas**

Five-million customers visited the Authority's Maryland House and Chesapeake House travel plazas on the Kennedy Highway during the fiscal year. The travel plazas provide an array of services to motorists, including automated-teller machines, food and automotive services and comprehensive tourist-information services. The Maryland House also offers a business center, including phone jacks for portable computers and postal service. To better serve the plazas' customers, the Authority completed a \$12-million project to renovate the plazas' restroom facilities, as well as install new family-friendly restrooms.

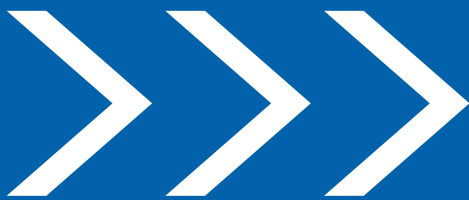


**OFFICER TIMOTHY DIMEMMO**



**AMY BROWER**  
PUBLIC INFORMATION ASSISTANT





***MARYLAND TRANSPORTATION AUTHORITY  
FINANCIAL STATEMENTS***

***FISCAL YEAR 2003***

***FINANCIAL STATEMENTS AND SUPPLEMENTAL EXHIBITS  
FOR THE FISCAL YEAR ENDING JUNE 30, 2003***



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**Maryland Transportation Authority**  
**STATEMENT OF NET ASSETS**  
**June 30, 2003**  
**(in thousands)**

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**ASSETS**

**CURRENT ASSETS**

Cash and cash equivalents	\$135,718
Restricted cash and cash equivalents	131,962
Investments, at fair value	109,105
Restricted investments, at fair value	109,164
Intergovernmental receivables	257
Inventory	1,175
Accounts receivable	5,354
Accrued interest	9,416
Direct financing leases receivable	<u>2,238</u>
 Total current assets	 <u>504,389</u>

**NONCURRENT ASSETS**

Capital assets, net	1,419,802
Intergovernmental receivables	10,420
Direct financing leases receivable	270,617
Investment in CDC	<u>1,625</u>
 Total noncurrent assets	 <u>1,702,464</u>
 Total assets	 <u>\$2,206,853</u>

*(continued)*

**Maryland Transportation Authority**  
**STATEMENT OF NET ASSETS - CONTINUED**  
**June 30, 2003**  
**(in thousands)**

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**LIABILITIES AND NET ASSETS**

**CURRENT LIABILITIES**

Accounts payable and accrued liabilities	\$53,086
Deferred revenue	3,424
Current portion of bonds payable	20,455
Accrued annual leave	3,179
Accrued workers' compensation costs	<u>771</u>

Total current liabilities 80,915

Accrued annual leave	1,857
Accrued workers' compensation costs	4,203
Bonds payable	<u>555,159</u>

Total liabilities 642,134

**NET ASSETS**

Invested in capital assets, net of related debt	1,225,608
Restricted for:	
Debt service	59,005
Capital expenditures	188,344
Investment in CDC	1,625
Unrestricted	<u>90,137</u>

Total net assets 1,564,719

Total liabilities and net assets \$2,206,853

**Maryland Transportation Authority**  
**STATEMENT OF REVENUE, EXPENSES AND CHANGES IN NET ASSETS**  
**June 30, 2003**  
**(in thousands)**

Operating revenue	
Toll revenue	\$197,625
Concession income	8,279
Intergovernmental revenue	23,734
Other	<u>3,727</u>
Total operating revenue	<u>233,365</u>
Operating expenses	
Collection, police patrol and maintenance	93,965
Major repairs, replacements and insurance	166,717
General and administrative	9,259
Depreciation	<u>52,403</u>
Total operating expenses	<u>322,344</u>
Operating loss	<u>(88,979)</u>
Nonoperating income (expense)	
Interest income on investments	4,828
Restricted interest income on investments	10,798
Interest on direct financing leases	2,104
Restricted interest on direct financing leases	25,518
Interest expense	<u>(36,464)</u>
Total nonoperating income (expense)	<u>6,784</u>
Change in net assets	(82,195)
Net assets, beginning of year	<u>1,646,914</u>
Net assets, end of year	<u>\$1,564,719</u>

**Maryland Transportation Authority**  
**STATEMENT OF CASH FLOWS**  
**Year ended June 30, 2003**  
**(in thousands)**

Cash flows from operating activities	
Payments to employees	\$ (62,985)
Payments to suppliers	(154,319)
Receipts from toll collections and ticket sales	198,072
Receipts from concessions and other revenue	20,758
Receipts from other governmental agencies for services	<u>19,115</u>
Net cash provided by operating activities	<u>20,641</u>
Cash flows from noncapital financing activities	
Debt interest payments	(6,962)
Debt principal payments	<u>(14,240)</u>
Net cash used in noncapital financing activities	<u>(21,202)</u>
Cash flows from capital financing activities	
Capital debt interest payments	(23,274)
Capital debt principal payments	(4,470)
Bond defeasance	(86,671)
Purchase of capital assets	<u>(56,339)</u>
Net cash used in capital financing activities	<u>(170,754)</u>
Cash flows from investing activities	
Purchase of investments	(2,196,806)
Proceeds from sale of investments	2,215,359
Interest income	21,445
Payments for direct financing capital lease assets	(161,035)
Proceeds from direct financing leases	<u>40,833</u>
Net cash used in investing activities	<u>(80,204)</u>
NET DECREASE IN CASH AND CASH EQUIVALENTS	<u>(251,519)</u>
Cash and cash equivalents, beginning of year	<u>519,199</u>
Cash and cash equivalents, end of year	<u>\$267,680</u>

*(continued)*



**Maryland Transportation Authority**  
**STATEMENT OF CASH FLOWS - CONTINUED**  
**Year ended June 30, 2003**  
**(in thousands)**

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Reconciliation of operating loss to net cash provided by operating activities	
Operating loss	\$ (88,979)
Depreciation	52,403
Effect of changes in operating assets and liabilities	
Intergovernmental receivables	19,911
Inventory	(228)
Accounts receivable	11,806
Accounts payable and accrued liabilities	24,282
Deferred revenue	710
Accrued annual leave	500
Accrued workers' compensation costs	<u>236</u>
Net cash provided by operating activities	<u>\$20,641</u>

**Maryland Transportation Authority**  
**NOTE TO FINANCIAL STATEMENTS**  
**June 30, 2003**

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**ORGANIZATION AND PURPOSE**

The Maryland Transportation Authority (the Authority), an enterprise fund of the State of Maryland, was established by statute to act on behalf of the Maryland Department of Transportation. The Authority is responsible for the supervision, financing, construction, operation and maintenance of the State's toll facilities in accordance with a Trust Agreement dated December 1, 1985, and as amended, relating to the Maryland Transportation Authority—Transportation Facilities Projects Revenue Bonds, Series 1991, 1992 and 1998 and Special Obligation Revenue Bonds, Series 1994, 2002a, and 2002b (collectively referred to as the Trust Agreement).

The Authority is responsible for various projects (the Transportation Facilities Projects), and the revenue from which has been pledged to the payment of the bonds issued under the Trust Agreement. The Transportation Facilities Projects consist of the following:

- Potomac River Bridge - Harry W. Nice Memorial Bridge
- Chesapeake Bay Bridge - William Preston Lane Jr. Memorial Bridge
- Patapsco Tunnel - Baltimore Harbor Tunnel
- Baltimore Outer Harbor Bridge - Francis Scott Key Bridge
- Northeastern Expressway - John F. Kennedy Memorial Highway
- Fort McHenry Tunnel

In addition to the above facilities, the Authority is permitted to construct and/or operate other projects, the revenues from and for which are also pledged to the payment of the bonds issued under the Trust Agreement unless and until, at the Authority's option, such revenue is otherwise pledged. These additional projects currently include the following:

- Susquehanna River Bridge -Thomas J. Hatem Memorial Bridge
- Seagirt Marine Terminal
- Airport Facilities Projects - Baltimore/Washington International Airport
- Airport Parking Garage Projects - Baltimore/Washington International Airport
- Masonville Phase I Auto Terminal
- Consolidated Car Rental Facility Project - Baltimore/Washington International Airport

**Financial Statements**

The Authority is an enterprise fund of the State of Maryland. The accompanying financial statements present the financial position, changes in financial position and cash flows of just the Authority.

The Authority's Report of Independent Auditors is available on-line at [www.mdtransportationauthority.com](http://www.mdtransportationauthority.com) or by contacting the Authority's Division of Finance at 410-288-8451.

MARYLAND TRANSPORTATION AUTHORITY  
BANK OF NEW YORK TRUSTEE  
TRANSPORTATION FACILITIES PROJECTS

Exhibit J

COMBINED STATEMENT OF TOLL REVENUE AND EXPENSES (OPERATING ACCOUNT TRANSACTIONS ONLY) OF THE SUSQUEHANNA RIVER TOLL BRIDGE,  
POTOMAC RIVER TOLL BRIDGE, CHESAPEAKE BAY TOLL BRIDGE, PATAPSCO TUNNEL, FRANCIS SCOTT KEY BRIDGE, JOHN F. KENNEDY MEMORIAL HIGHWAY,  
FORT MCHENRY TUNNEL, MD TRANSPORTATION AUTHORITY POLICE @ BWI AIRPORT, MD TRANSPORTATION AUTHORITY POLICE @ PORT FACILITIES  
AND GENERAL AND ADMINISTRATIVE EXPENSES FOR THE FISCAL YEAR ENDED JUNE 30, 2003

	TOTAL	SUSQUEHANNA RIVER BRIDGE	POTOMAC RIVER BRIDGE	CHESAPEAKE BAY BRIDGE	PATAPSCO TUNNEL	FRANCIS SCOTT KEY BRIDGE	JOHN F. KENNEDY MEMORIAL HIGHWAY	FT. MCHENRY TUNNEL	MdTA POLICE @ BWI AIRPORT	MdTA POLICE @ PORT FACILITIES
<b>TOLL REVENUE:</b>										
Total Income Based on Toll Transactions:										
Cash Tolls - Barriers	\$ 131,756,482.70	\$ 1,894,619.20	\$ 7,504,162.00	\$ 22,849,407.50	\$ 13,428,173.00	\$ 6,924,892.00	\$ 48,460,880.00	\$ 30,694,349.00	-	-
Ticket Tolls	3,098,931.20	243,378.40	224,238.60	1,136,140.00	588,991.00	381,415.20	95,084.80	429,683.20	-	-
Charge Tolls	1,042.00	-	-	160.00	-	49.00	720.00	113.00	-	-
E-ZPass Electronic Tolls	62,768,054.73	1,063,946.75	1,350,317.34	8,010,370.91	6,604,788.53	3,861,460.27	26,644,535.40	15,232,635.53	-	-
Total Toll Income based on Toll Transactions	197,624,510.63	3,201,944.35	9,078,717.94	31,996,078.41	20,621,952.53	11,167,816.47	75,201,220.20	46,356,780.73	-	-
Collections in Excess of Calculated Tolls	(120,651.57)	108,256.79	(2,716.13)	(24,681.79)	(56,587.49)	(34,079.99)	4,241.26	(115,084.22)	-	-
E-ZPass Fees	2,238,331.86	38,194.70	48,019.40	285,266.88	235,078.28	137,996.72	949,624.11	544,151.77	-	-
Sale of Automatic Vehicle Identification Decals	503,140.00	503,140.00	-	-	-	-	-	-	-	-
Participation in Maintenance	16,166,864.27	-	-	-	-	115,405.89	-	-	\$ 11,971,243.77	\$ 4,080,214.61
Concessions	8,286,047.21	-	-	-	-	-	8,286,047.21	-	-	-
Commissions (Phone, Lottery, ATM)	123,906.22	10.97	3.61	36.19	46.87	72.68	123,680.36	55.54	-	-
Rental of Property	529,637.55	46,800.00	-	20,700.00	133,290.48	1,320,730.32	166,056.23	161,490.84	-	-
Miscellaneous Revenue	115,049.01	347.95	397.09	2,651.38	368.93	36,587.49	74,188.04	508.13	-	-
Gross Revenue	225,466,835.18	3,898,694.76	9,124,421.91	32,280,051.07	20,934,149.60	11,425,099.26	84,805,057.41	46,947,902.79	11,971,243.77	4,080,214.61
<b>EXPENSES EXCLUDING GENERAL AND ADMINISTRATIVE EXPENSES:</b>										
Operating Salaries	12,785,397.73	728,928.01	967,557.83	1,794,503.59	2,247,559.78	1,524,929.77	2,435,898.10	3,086,020.65	-	-
Maintenance Salaries	10,077,860.89	268,151.69	270,648.97	810,594.37	2,136,128.22	1,159,588.59	3,616,464.41	1,816,284.64	-	-
Police Patrol Salaries	26,105,560.65	1,076,894.53	736,407.20	1,615,257.78	2,525,337.25	1,320,730.32	5,067,301.91	3,341,291.17	7,921,654.16	2,500,686.33
Operating, Maintenance and Patrol Expenses	32,118,992.93	1,167,480.82	1,152,162.07	2,442,150.94	4,317,079.93	3,047,445.58	8,353,282.69	6,180,766.15	3,892,061.42	1,566,563.33
Total Expenses	81,087,812.20	3,241,455.05	3,126,776.07	6,662,506.68	11,226,105.18	7,052,694.26	19,472,947.11	14,424,362.61	11,813,715.58	4,067,249.66
REMAINDER	144,379,022.98	\$ 657,239.71	\$ 5,997,645.84	\$ 25,617,544.39	\$ 9,708,044.42	\$ 4,372,405.00	\$ 65,332,110.30	\$ 32,523,540.18	\$ 157,528.19	\$ 12,964.95
<b>GENERAL AND ADMINISTRATIVE EXPENSES:</b>										
Administrative Salaries	5,931,711.56									
Police Headquarters Salaries	8,084,400.41									
Other Expenses	9,812,898.63									
Total	23,829,010.60									
EXCESS OF GROSS REVENUE OVER EXPENSES	\$ 120,550,012.38									

MARYLAND TRANSPORTATION AUTHORITY  
BANK OF NEW YORK, TRUSTEE  
TRANSPORTATION FACILITIES PROJECTS

Exhibit II

COMBINED STATEMENT OF MAINTENANCE AND OPERATIONS RESERVE ACCOUNT EXPENSES OF THE  
POTOMAC RIVER BRIDGE, CHESAPEAKE BAY BRIDGE, PATAPSCO TUNNEL, FRANCIS SCOTT KEY BRIDGE,  
JOHN F. KENNEDY MEMORIAL HIGHWAY, FORT MCHENRY TUNNEL AND GENERAL AND ADMINISTRATIVE EXPENSES  
FOR THE FISCAL YEAR ENDED JUNE 30, 2003

	TOTAL	POTOMAC RIVER BRIDGE	CHESAPEAKE BAY BRIDGE	PATAPSCO TUNNEL	FRANCIS SCOTT KEY BRIDGE	JOHN F. KENNEDY MEMORIAL HIGHWAY	FT. MCHENRY TUNNEL	GENERAL AND ADMINISTRATIVE
Resurfacing	\$ 11,770,888.28	-	\$ 73,427.13	\$ 1,451,803.22	\$ 35,214.98	\$ 10,090,529.12	\$ 119,913.83	-
Unusual maintenance or repairs	33,213,391.54	\$ 2,445,690.67	15,248,562.50	1,617,301.04	5,419,080.09	3,542,737.40	4,099,462.81	\$ 840,557.03
Renewal and replacements	7,421,973.50	180,557.98	221,910.46	356,432.38	739,629.17	1,471,707.64	661,219.28	3,790,516.59
Engineering	4,961,776.76	319,972.12	602,919.45	818,505.00	732,027.90	1,137,368.06	888,931.94	462,052.29
Insurance premiums	3,798,050.28	134,210.00	608,307.89	835,188.03	350,012.07	678,193.75	946,756.99	245,381.55
Total	\$ 61,166,080.36	\$ 3,080,430.77	\$ 16,755,127.43	\$ 5,079,229.67	\$ 7,275,964.21	\$ 16,920,535.97	\$ 6,716,284.85	\$ 5,338,507.46



MARYLAND TRANSPORTATION AUTHORITY  
 BANK OF NEW YORK, TRUSTEE  
 TRANSPORTATION FACILITIES PROJECTS

COMBINED STATEMENT OF MAINTENANCE AND OPERATIONS RESERVE EXPENSES FROM THE  
 GENERAL ACCOUNT OF THE SUSQUEHANNA RIVER BRIDGE AND THE SEAGIRT MARINE TERMINAL  
 FOR THE FISCAL YEAR ENDED JUNE 30, 2003

	TOTAL	SUSQUEHANNA RIVER		SEAGIRT MARINE TERMINAL		GENERAL AND ADMINISTRATIVE
		BRIDGE		TERMINAL		
Unusual maintenance or repairs	\$ 566,736.63	\$ 530,326.77	\$	\$ 36,409.86	-	
Renewal and replacements	29,190.61	29,190.61		-	-	
Engineering	96,432.84	96,432.84		-	-	
Insurance	280,114.00	280,114.00		-	-	
Administrative	240,749.00	-		-	-	\$ 240,749.00
Total	\$ 1,213,223.08	\$ 936,064.22	\$	\$ 36,409.86	\$ 240,749.00	\$ 240,749.00

STATEMENT OF TRAFFIC VOLUME AND TOLL INCOME, THOMAS J. HATEM MEMORIAL BRIDGE  
FOR THE QUARTERS ENDED JUNE 30, 2003 AND 2002 AND FOR THE FISCAL YEARS ENDED JUNE 30, 2003 AND 2002

Rates	TRAFFIC VOLUME						TOLL INCOME					
	QUARTER ENDED JUNE 30			FISCAL YEAR ENDED JUNE 30			QUARTER ENDED JUNE 30			FISCAL YEAR ENDED JUNE 30		
	2003	2002	INCREASE OR DECREASE	2003	2002	INCREASE OR DECREASE	2003	2002	INCREASE OR DECREASE	2003	2002	INCREASE OR DECREASE
Number	Number	Percent	Number	Number	Percent	Number	Number	Percent	Number	Number	Number	Number
Percent	Percent	Percent	Percent	Percent	Percent	Percent	Percent	Percent	Percent	Percent	Percent	Percent
Passenger, etc.	-	113,132	9.30%	(71,515)	-	-63.21%	-	169,897	3.50%	(108,119)	-	-29.12%
4.00	41,617	-	0.00%	-	-	0.00%	263,137	5.18%	169,897	3.50%	(108,119)	-
3.86%	-	-	0.00%	(8,175)	-	-80.34%	-	13,427	0.26%	(16,824)	-	-55.61%
Passenger, etc. Commutation	731	1,840	0.07%	(1,109)	-	-60.27%	3,751	0.07%	3,751	0.07%	(2,541)	-
0.80	939,700	1,035,313	85.07%	(95,613)	-	-9.24%	4,372,320	86.11%	4,173,674	85.90%	198,646	4.76%
Passenger, etc. Commutation	6,060	7,635	0.63%	(1,575)	-	-20.63%	64,058	1.26%	82,283	1.69%	(18,225)	-
None	988,108	1,157,920	95.14%	(169,812)	-	-14.67%	4,703,266	92.63%	4,633,505	95.36%	69,761	1.51%
Official Duty	-	-	-	-	-	-	-	-	-	-	-	-
Total	-	-	-	-	-	-	-	-	-	-	-	-
Three-axle	4.00	10,176	0.84%	(8,175)	-	-80.34%	-	14,337	0.30%	(16,824)	-	-55.61%
8.00	2,001	-	0.00%	(4,442)	-	-77.97%	7,900	0.16%	8,728	0.18%	(11,512)	-
Four-axle	6.00	5,697	0.47%	(20,170)	-	-72.00%	39,195	0.77%	36,772	0.76%	(44,817)	-
12.00	1,255	28,015	2.30%	(352)	-	-70.12%	642	0.01%	470	0.01%	(436)	-
Five-axle	8.00	7,845	0.73%	(51)	-	-78.46%	119	0.00%	88	0.00%	(82)	-
16.00	150	502	0.04%	(1,938)	-	-19.13%	46,868	0.92%	14,485	0.30%	9,447	25.25%
20.00	-	65	0.01%	(873)	-	-58.63%	4,298	0.08%	2,560	0.05%	(1,372)	-
20.00	-	3,083	0.25%	3,280	106.39%	106.39%	4,298	0.08%	3,110	0.06%	12,197	67.68%
Unusual size	40.00	-	0.00%	-	-	-	30,219	0.60%	13,829	0.28%	(16,390)	-
Three-axle Commutation	0.80	-	0.00%	(1,938)	-	-19.13%	119	0.00%	113	0.00%	(82)	-
1.60	8,191	10,129	0.83%	(1,938)	-	-19.13%	46,868	0.92%	14,485	0.30%	9,447	25.25%
Four-axle Commutation	1.20	-	0.00%	(873)	-	-58.63%	4,298	0.08%	2,560	0.05%	(1,372)	-
3.60	616	1,489	0.12%	3,280	106.39%	106.39%	4,298	0.08%	3,110	0.06%	12,197	67.68%
Five-axle Commutation	1.60	6,363	0.59%	-	-	-	30,219	0.60%	13,829	0.28%	(16,390)	-
4.80	26,435	59,156	4.86%	(32,721)	-	-55.31%	142,668	2.81%	196,067	4.04%	(53,399)	-
Total	63,078	121,176	100.00%	(63,078)	-	-100.00%	231,811	100.00%	294,077	100.00%	(63,078)	-
Electronic Tolls-All Classes	1,077,621	1,217,076	100.00%	(139,455)	-	-11.46%	5,077,745	100.00%	4,858,979	100.00%	218,766	4.50%
Passenger, etc.	\$ 2.00	\$ 226,264.00	43.86%	\$(59,796.00)	-	-26.43%	\$ 1,052,548.00	32.87%	\$ 339,794.00	12.56%	\$(92,682.00)	-
4.00	166,468.00	-	0.00%	(887.20)	-	-0.27%	3,000.80	0.09%	805,436.00	29.77%	(2,032.80)	-
0.80	584.80	1,472.00	0.29%	(60,683.20)	-	-26.65%	1,055,548.80	32.97%	5,033.60	0.19%	(2,032.80)	-
Passenger, etc. Commutation	167,052.80	227,736.00	28.05%	(60,683.20)	-	-26.65%	1,055,548.80	32.97%	1,150,263.60	42.51%	(94,714.80)	-
Total	-	-	-	-	-	-	-	-	-	-	-	-
Three-axle	4.00	40,704.00	7.89%	(24,696.00)	-	-60.67%	107,416.00	3.35%	57,348.00	2.12%	(77,244.00)	-
8.00	16,008.00	-	0.00%	(19,122.00)	-	-55.94%	94,800.00	2.96%	127,312.00	4.71%	(85,776.00)	-
Four-axle	6.00	34,182.00	6.63%	(98,600.00)	-	-43.99%	627,120.00	19.59%	294,176.00	10.87%	(422,896.00)	-
12.00	15,060.00	224,120.00	43.45%	(2,020.00)	-	-40.24%	12,840.00	0.40%	755,840.00	27.94%	(4,020.00)	-
Eight-axle	125,520.00	5,020.00	0.97%	(740.00)	-	-56.92%	4,760.00	0.15%	12,160.00	0.45%	(1,520.00)	-
Six-axle	10.00	5,020.00	0.97%	(430.80)	-	-24.11%	15,472.80	0.48%	11,960.00	0.41%	1,204.80	8.44%
20.00	3,000.00	1,300.00	0.25%	25,609.60	519.17%	519.17%	145,051.20	4.53%	6,708.80	0.25%	71,963.20	98.46%
Unusual size	20.00	-	0.00%	(32,059.38)	-	-100.00%	-	-	(121,522.31)	-	121,522.31	-
Three-axle Commutation	40.00	560.00	0.09%	(82,075.82)	-	-28.49%	1,063,946.75	33.23%	1,452,511.29	53.69%	(370,062.49)	-
0.80	13,105.60	8,103.20	1.57%	222,588.00	-	-	102,830.29	3.80%	102,830.29	3.80%	961,116.46	-
Four-axle Commutation	1.20	1,786.80	0.35%	430.80	24.11%	24.11%	15,472.80	0.48%	11,960.00	0.41%	1,204.80	8.44%
3.60	2,217.60	4,932.80	0.96%	25,609.60	519.17%	519.17%	145,051.20	4.53%	66,379.20	2.45%	71,963.20	98.46%
1.60	-	-	0.00%	-	-	-	-	-	-	-	-	-
Five-axle Commutation	4.80	30,542.40	5.13%	32,059.38	-	-100.00%	-	-	(121,522.31)	-	121,522.31	-
Volume Discount	206,013.60	288,089.42	34.59%	(82,075.82)	-	-28.49%	1,063,946.75	33.23%	1,452,511.29	53.69%	(370,062.49)	-
Total	222,588.00	-	55.85%	222,588.00	-	-	3,201,944.35	100.00%	2,705,605.18	100.00%	496,339.17	18.34%
Electronic Tolls-All Classes	\$ 595,654.40	\$ 515,825.42	100.00%	\$ 79,828.98	15.48%	15.48%	\$ 3,201,944.35	100.00%	\$ 2,705,605.18	100.00%	\$ 496,339.17	18.34%

MARYLAND TRANSPORTATION AUTHORITY  
BANK OF NEW YORK, TRUSTEE

STATEMENT OF TRAFFIC VOLUME AND TOLL INCOME, JOHN F. KENNEDY MEMORIAL HIGHWAY  
FOR THE QUARTERS ENDED JUNE 30, 2003 AND 2002 AND FOR THE FISCAL YEARS ENDED JUNE 30, 2003 AND 2002

Rates	TRAFFIC VOLUME						TOLL INCOME					
	QUARTER ENDED JUNE 30			FISCAL YEAR ENDED JUNE 30			QUARTER ENDED JUNE 30			FISCAL YEAR ENDED JUNE 30		
	2003	2002	INCREASE OR DECREASE	2003	2002	INCREASE OR DECREASE	2003	2002	INCREASE OR DECREASE	2003	2002	INCREASE OR DECREASE
Number	Number	Percent	Number	Number	Percent	Number	Number	Percent	Number	Number	Percent	
Passenger, etc.	2,323,433	2,490,026	0.00%	8,720,104	4,384,816	28.92%	8,720,104	4,384,816	28.92%	1,820,327	4,384,816	-17.27%
Passenger, etc. Commutation	24,961	32,558	61.45%	101,596	196,002	0.68%	101,596	196,002	0.68%	(94,406)	196,002	-48.17%
Official Duty	15,243	63,892	0.37%	131,860	171,903	0.89%	131,860	171,903	0.89%	(40,043)	171,903	-23.29%
Total	2,363,637	2,586,476	63.83%	8,953,560	4,752,721	60.23%	8,953,560	4,752,721	60.23%	(1,954,776)	4,752,721	-17.92%
Three-axle	-	-	0.00%	(4,692)	-	-14.35%	94,064	79,024	0.52%	(57,856)	79,024	-38.08%
Four-axle	27,997	32,689	0.81%	(3,838)	72,896	0.48%	93,798	72,896	0.48%	(41,069)	72,896	-30.45%
Five-axle	29,039	32,877	0.81%	(25,951)	71,815	0.47%	707,084	490,094	3.23%	(321,961)	490,094	-31.29%
Six-axle	179,062	205,013	5.06%	(400)	538,951	3.55%	6,076	5,434	0.04%	(4,024)	5,434	-39.84%
Unusual size	1,549	1,949	0.05%	257	4,666	0.03%	7,051	2,573	0.02%	5	2,573	0.07%
40.00	2,022	1,765	0.04%	(34,624)	4,473	0.03%	908,073	1,332,978	8.79%	(424,905)	1,332,978	-31.88%
Total	239,669	274,293	6.77%	289,224	2,921,157	19.27%	5,002,826	2,921,157	19.27%	2,081,669	2,921,157	-11.51%
Electronic Tolls-All Classes	1,480,518	1,191,294	39.40%	31,761	14,864,459	100.00%	14,864,459	15,162,471	100.00%	(298,012)	15,162,471	-1.97%
	4,083,824	4,052,063	100.00%									

Rates	TRAFFIC VOLUME						TOLL INCOME					
	QUARTER ENDED JUNE 30			FISCAL YEAR ENDED JUNE 30			QUARTER ENDED JUNE 30			FISCAL YEAR ENDED JUNE 30		
	2003	2002	INCREASE OR DECREASE	2003	2002	INCREASE OR DECREASE	2003	2002	INCREASE OR DECREASE	2003	2002	INCREASE OR DECREASE
Number	Number	Percent	Number	Number	Percent	Number	Number	Percent	Number	Number	Percent	
Passenger, etc.	2,293,732	9,960,104	45.78%	(666,372.00)	\$ 8,769,632.00	13.78%	34,880,416.00	8,769,632.00	13.78%	\$ 1,488,324.00	8,769,632.00	4.46%
Passenger, etc. Commutation	19,968.80	26,046.40	0.13%	(6,077.60)	81,276.80	0.11%	156,801.60	24,622,460.00	38.69%	(75,524.80)	24,622,460.00	-48.17%
Official Duty	-	-	0.00%	(672,449.60)	-	-6.73%	34,961,692.80	33,548,893.60	46.49%	1,412,799.20	33,548,893.60	4.21%
Total	9,313,700.80	9,986,150.40	48.96%	223,976.00	8,769,632.00	85.65%	75,251,200.00	316,096.00	0.50%	(146,752.00)	316,096.00	-16.32%
Three-axle	223,976.00	261,512.00	1.28%	348,468.00	752,512.00	1.00%	1,125,576.00	583,168.00	0.92%	(114,516.00)	583,168.00	-9.23%
Four-axle	348,468.00	394,524.00	1.28%	2,864,992.00	861,780.00	1.35%	3,920,752.00	861,780.00	1.35%	(1,230,624.00)	861,780.00	-9.81%
Five-axle	2,864,992.00	3,280,208.00	16.08%	30,980.00	11,313,344.00	15.04%	54,340.00	8,623,216.00	6.16%	(26,140.00)	8,623,216.00	-17.70%
Six-axle	30,980.00	38,980.00	0.19%	80,880.00	121,520.00	0.16%	282,040.00	93,320.00	0.15%	51,660.00	93,320.00	22.42%
Unusual size	80,880.00	70,600.00	0.40%	58,836.11	282,040.00	0.38%	13,594,992.00	178,920.00	0.28%	544,790.80	178,920.00	-100.00%
Volume Discount	3,549,296.00	(58,836.11)	-0.29%	(437,691.89)	-	-10.98%	14,516,573.20	(544,790.80)	-0.86%	(921,581.20)	(544,790.80)	-6.35%
Total	7,438,636.00	6,423,509.04	31.49%	1,015,126.96	26,644,535.40	35.43%	75,201,220.20	14,516,573.20	22.81%	11,068,650.36	14,516,573.20	71.06%
Electronic Tolls-All Classes	20,301,632.80	20,396,647.33	100.00%	(95,014.53)	\$ 20,396,647.33	-0.47%	\$ 63,641,351.84	15,575,885.04	24.47%	\$ 11,559,868.36	15,575,885.04	18.16%

MARYLAND TRANSPORTATION AUTHORITY  
BANK OF NEW YORK, TRUSTEE

STATEMENT OF TRAFFIC VOLUME AND TOLL INCOME, HARRY W. NICE MEMORIAL BRIDGE  
FOR THE QUARTERS ENDED JUNE 30, 2003 AND 2002 AND FOR THE FISCAL YEARS ENDED JUNE 30, 2003, AND 2002

Rates	TRAFFIC VOLUME						TOLL INCOME							
	QUARTER ENDED JUNE 30			FISCAL YEAR ENDED JUNE 30			QUARTER ENDED JUNE 30			FISCAL YEAR ENDED JUNE 30				
	2003	2002	INCREASE OR DECREASE	2003	2002	INCREASE OR DECREASE	2003	2002	INCREASE OR DECREASE	2003	2002	INCREASE OR DECREASE		
Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	
Passenger, etc.	-	-	0.00%	-	-	-0.73%	-	-	-	-	-	-	-	-
3.00	518,750	64.07%	522,575	67.36%	(3,825)	-0.73%	1,930,496	65.21%	820,979	27.89%	1,109,517	135.15%	1,233,943	41.92%
Passenger, etc.-Commutation	0.60	95,417	11.78%	94,485	12.18%	0.99%	366,931	12.39%	484,203	16.45%	(117,272)	-24.22%	484,203	16.45%
Official Duty	None	2,788	0.34%	3,093	0.40%	-0.86%	9,892	0.33%	16,852	0.57%	(6,960)	-41.30%	16,852	0.57%
Total		616,955	76.20%	620,153	79.94%	-0.52%	2,307,319	77.94%	2,555,977	86.83%	(248,658)	-9.73%	2,555,977	86.83%
Three-axle	3.00	-	-	-	0.00%	-6.31%	-	-	15,062	0.51%	(4,333)	-28.77%	15,062	0.51%
6.00	9,809	1.21%	10,470	1.35%	(661)	-6.31%	31,295	1.06%	20,566	0.70%	(2,773)	-17.12%	20,566	0.70%
4.50	10,413	1.29%	10,598	1.37%	(185)	-1.75%	35,340	1.19%	21,912	0.74%	(41,825)	-66.18%	21,912	0.74%
9.00	-	-	-	-	-	-	98,367	0.00%	63,201	2.15%	(2,292)	-136.75%	63,201	2.15%
Five-axle	12.00	29,424	3.63%	31,573	4.07%	-0.77%	1,760	0.06%	1,676	0.06%	(84)	-50.63%	1,676	0.06%
Six-axle	7.50	382	0.05%	776	0.10%	20.00%	103	0.00%	64	0.00%	(51,263)	-23.50%	64	0.00%
Unusual size	20.00	24	0.00%	20	0.00%	6.33%	166,865	5.63%	218,128	7.41%	(51,263)	-23.50%	218,128	7.41%
40.00	50,052	6.18%	53,437	6.89%	(3,385)	-6.33%	486,317	16.43%	169,427	5.76%	316,890	187.04%	169,427	5.76%
Total		142,652	17.62%	102,171	13.17%	40%	2,960,501	100.00%	2,943,532	100.00%	16,969	0.58%	2,943,532	100.00%
Electronic Tolls--All Classes		809,659	100.00%	775,761	33,898	4.37%								

TOLL INCOME

Rates	TRAFFIC VOLUME						TOLL INCOME						
	QUARTER ENDED JUNE 30			FISCAL YEAR ENDED JUNE 30			QUARTER ENDED JUNE 30			FISCAL YEAR ENDED JUNE 30			
	2003	2002	INCREASE OR DECREASE	2003	2002	INCREASE OR DECREASE	2003	2002	INCREASE OR DECREASE	2003	2002	INCREASE OR DECREASE	
Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Passenger, etc.	\$ 1.50	-	-	0.00%	0.00%	-0.73%	\$	-	\$	1,231,468.50	16.54%	858,190.50	17.40%
3.00	1,556,250.00	61.81%	1,567,725.00	62.33%	(11,475.00)	-0.73%	5,791,488.00	63.79%	3,701,829.00	49.71%	2,089,659.00	-24.22%	
Passenger, etc.-Commutation	0.60	57,250.20	2.27%	56,691.00	2.33%	0.99%	220,158.60	2.42%	290,521.80	3.90%	(70,363.20)	-24.22%	
Total		1,613,500.20	64.08%	1,624,416.00	64.66%	-0.67%	6,011,646.60	66.22%	5,223,819.30	70.15%	787,827.30	15.08%	
Three-axle	3.00	-	-	0.00%	-	-6.31%	-	-	45,186.00	0.61%	(4,333)	-11.38%	
6.00	58,854.00	2.34%	62,820.00	2.34%	(3,966.00)	-6.31%	187,770.00	2.07%	123,396.00	1.66%	(4,333)	-28.77%	
4.50	-	-	-	-	-	-	-	-	72,904.50	0.98%	(2,773)	-17.12%	
9.00	93,717.00	3.72%	95,382.00	3.72%	(1,665.00)	-1.75%	318,060.00	3.50%	197,208.00	2.65%	(41,825)	-66.18%	
Five-axle	12.00	353,088.00	14.02%	378,876.00	14.02%	-0.81%	1,180,404.00	13.00%	379,206.00	5.09%	(122,694.00)	-9.42%	
Six-axle	7.50	5,730.00	0.23%	11,640.00	0.23%	-0.77%	26,400.00	0.29%	35,640.00	0.48%	(21,810.00)	-45.24%	
Unusual size	20.00	960.00	0.04%	800.00	0.04%	20.00%	4,120.00	0.05%	1,580.00	0.02%	(2,540.00)	-0.48%	
40.00	-	-	-	-	-	-	-	-	2,560.00	0.03%	(2,540.00)	-0.48%	
Volume Discount		-	-	-0.32%	(7,733.94)	7,733.94			(84,745.50)	-1.14%	84,745.50	-100.00%	
Total		512,349.00	20.35%	541,784.06	20.35%	(29,435.06)	1,716,754.00	18.91%	1,709,397.00	22.95%	7,357.00	0.43%	
Electronic Tolls--All Classes		392,065.20	15.57%	264,691.29	10.89%	127,373.91	1,350,317.34	14.87%	513,796.93	6.90%	836,520.41	16.3%	
Total		2,517,914.40	100.00%	2,430,891.35	12.90%	87,023.05	9,078,717.94	100.00%	7,447,013.23	100.00%	1,631,704.71	21.91%	



MARYLAND TRANSPORTATION AUTHORITY  
BANK OF NEW YORK, TRUSTEE

Exhibit VII

STATEMENT OF TRAFFIC VOLUME AND TOLL INCOME, WILLIAM PRESTON LANE JR. MEMORIAL BRIDGE  
FOR THE QUARTERS ENDED JUNE 30, 2003 AND 2002 AND FOR THE FISCAL YEARS ENDED JUNE 30, 2003 AND 2002

		TRAFFIC VOLUME						TOLL INCOME					
		QUARTER ENDED JUNE 30			FISCAL YEAR ENDED JUNE 30			QUARTER ENDED JUNE 30			FISCAL YEAR ENDED JUNE 30		
Rates		2003		2002		INCREASE OR DECREASE		2003		2002		INCREASE OR DECREASE	
		Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
\$ 2.50	Passenger, etc.	1,746,698	46.70%	1,915,392	56.31%	(168,694)	-8.81%	6,565,106	51.34%	7,200,038	57.59%	(634,932)	-8.82%
1.00	Passenger, etc.-Commutation	235,022	6.28%	296,896	8.73%	(61,874)	-20.84%	936,035	7.32%	2,522,042	20.17%	(1,586,007)	-62.89%
None	Official Duty	32,016	0.86%	76,093	2.24%	(44,077)	-57.93%	164,746	1.29%	223,696	1.79%	(58,950)	-26.35%
	Total	2,013,736	53.84%	2,288,381	67.27%	(274,645)	-12.00%	7,665,887	59.95%	9,945,776	79.55%	(2,279,889)	-22.92%
5.00	Three-axle	29,227	0.78%	38,735	1.14%	(9,508)	-24.55%	106,978	0.84%	141,994	1.14%	(35,016)	-24.66%
7.50	Four-axle	26,412	0.71%	30,939	0.91%	(4,527)	-14.63%	83,383	0.65%	110,513	0.88%	(27,130)	-24.55%
10.00	Five-axle	145,449	3.89%	162,450	4.78%	(17,001)	-10.47%	535,294	4.19%	667,652	5.34%	(132,358)	-19.82%
12.50	Six-axle	860	0.02%	1,470	0.04%	(610)	-41.50%	3,354	0.03%	6,272	0.05%	(2,918)	-46.52%
20.00	Unusual size	1,335	0.04%	1,257	0.04%	78	6.21%	4,089	0.03%	4,071	0.03%	18	0.44%
	Total	203,283	5.43%	234,851	6.90%	(31,568)	-13.44%	733,098	5.73%	930,502	7.44%	(197,404)	-21.21%
	Electronic Tolls-All Classes	1,523,404	40.73%	878,564	25.83%	644,840	73.40%	4,388,658	34.32%	1,626,935	13.01%	2,761,723	169.75%
		3,740,423	100.00%	3,401,796	100.00%	338,627	9.95%	12,787,643	100.00%	12,503,213	100.00%	284,430	2.27%
TOLL INCOME													
		QUARTER ENDED JUNE 30			FISCAL YEAR ENDED JUNE 30			QUARTER ENDED JUNE 30			FISCAL YEAR ENDED JUNE 30		
Rates		2003		2002		INCREASE OR DECREASE		2003		2002		INCREASE OR DECREASE	
		Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
\$ 2.50	Passenger, etc.	\$ 4,366,745.00	50.28%	\$ 4,788,480.00	54.40%	\$ (421,735.00)	-8.81%	\$ 16,412,765.00	51.30%	\$ 18,000,095.00	56.57%	\$ (1,587,330.00)	-8.82%
1.00	Passenger, etc.-Commutation	235,022.00	2.71%	296,896.00	3.37%	(61,874.00)	-20.84%	936,035.00	2.93%	2,522,042.00	7.93%	(1,586,007.00)	-62.89%
	Total	4,601,767.00	52.99%	5,085,376.00	57.77%	(483,609.00)	-9.51%	17,348,800.00	54.22%	20,522,137.00	64.49%	(3,173,337.00)	-15.46%
5.00	Three-axle	146,135.00	1.68%	193,675.00	2.20%	(47,540.00)	-24.55%	534,890.00	1.67%	709,970.00	2.23%	(175,080.00)	-24.66%
7.50	Four-axle	198,090.00	2.28%	232,042.50	2.64%	(33,952.50)	-14.63%	625,372.50	1.95%	828,847.50	2.60%	(203,475.00)	-24.55%
10.00	Five-axle	1,454,490.00	16.75%	1,624,500.00	18.46%	(170,010.00)	-10.47%	5,352,940.00	16.73%	6,676,520.00	20.98%	(1,323,580.00)	-19.82%
12.50	Six-axle	10,750.00	0.12%	18,375.00	0.21%	(7,625.00)	-41.50%	41,925.00	0.13%	78,400.00	0.25%	(36,475.00)	-46.52%
20.00	Unusual size	26,700.00	0.31%	25,140.00	0.29%	1,560.00	6.21%	81,780.00	0.26%	81,420.00	0.26%	360.00	0.44%
	Volume Discount	-	0.00%	(35,283.30)	-0.40%	35,283.30		-	0.00%	(375,230.00)	-1.18%	375,230.00	-100.00%
	Total	1,836,165.00	21.14%	2,058,449.20	23.39%	(222,284.20)	-10.80%	6,636,907.50	20.74%	7,999,927.50	25.14%	(1,363,020.00)	-17.04%
		2,246,864.50	25.87%	1,658,346.04	18.84%	588,518.46	35.49%	8,010,370.91	25.04%	3,299,058.60	10.37%	4,711,312.31	142.81%
		\$ 8,684,796.50	100.00%	\$ 8,802,171.24	100.00%	\$ (117,374.74)	-1.33%	\$ 31,996,078.41	100.00%	\$ 31,821,123.10	100.00%	\$ 174,955.31	0.55%

MARYLAND TRANSPORTATION AUTHORITY  
BANK OF NEW YORK, TRUSTEE

Exhibit VIII

STATEMENT OF TRAFFIC VOLUME AND TOLL INCOME, BALTIMORE HARBOR TUNNEL  
FOR THE QUARTERS ENDED JUNE 30, 2003 AND 2002 AND FOR THE FISCAL YEARS ENDED JUNE 30, 2003 AND 2002

	TRAFFIC VOLUME						TOLL INCOME					
	QUARTER ENDED JUNE 30			FISCAL YEAR ENDED JUNE 30			QUARTER ENDED JUNE 30			FISCAL YEAR ENDED JUNE 30		
	Rates	2003 Number	Percent	2002 Number	Percent	INCREASE OR DECREASE Number	2003 Number	Percent	2002 Number	Percent	INCREASE OR DECREASE Number	Percent
Passenger, etc.	\$ 1.00	3,258,978	49.65%	3,308,876	52.28%	(49,898)	12,548,016	50.34%	13,409,689	54.19%	(861,673)	-6.43%
Passenger, etc.-Commutation	0.40	363,785	5.54%	359,809	5.68%	3,976	1,389,825	5.58%	1,482,938	5.99%	(93,113)	-6.28%
Official Duty	None	58,530	0.89%	162,616	2.57%	(104,086)	334,722	1.34%	1,004,683	4.06%	(669,961)	-66.68%
Total		3,681,293	56.09%	3,831,301	60.53%	(150,008)	14,272,563	57.26%	15,897,310	64.24%	(1,624,747)	-10.22%
Three-axle	2.00	34,299	0.52%	58,826	0.93%	(24,527)	131,078	0.53%	256,077	1.03%	(124,999)	-48.81%
Four-axle	3.00	14,477	0.22%	25,644	0.41%	(11,167)	51,307	0.21%	108,918	0.44%	(57,611)	-52.89%
Five-axle	4.00	33,225	0.51%	65,896	1.04%	(32,671)	122,634	0.49%	319,924	1.29%	(197,290)	-61.67%
Six-axle	5.00	303	0.00%	472	0.01%	(169)	1,277	0.01%	2,175	0.01%	(898)	-41.29%
Unusual size	10.00	6	0.00%	10	0.00%	(4)	22	0.00%	32	0.00%	(10)	-31.25%
Total		82,310	1.25%	150,848	2.38%	(68,538)	306,318	1.23%	687,126	2.78%	(380,808)	-55.42%
Electronic Tolls-All Classes		2,799,724	42.66%	2,347,476	37.09%	452,248	10,346,553	41.51%	8,163,210	32.99%	2,183,343	26.75%
		6,563,327	100.00%	6,329,625	100.00%	233,702	24,925,434	100.00%	24,747,646	100.00%	177,788	0.72%
Passenger, etc.	\$ 1.00	\$ 3,258,978.00	59.38%	\$ 3,308,876.00	63.65%	\$ (49,898.00)	\$ 12,548,016.00	60.85%	\$ 13,409,689.00	67.41%	\$ (861,673.00)	-6.43%
Passenger, etc.-Commutation	0.40	145,514.00	2.65%	143,923.60	2.77%	1,590.40	555,930.00	2.70%	593,175.20	2.98%	(37,245.20)	-6.28%
Total		3,404,492.00	62.03%	3,452,799.60	66.42%	(48,307.60)	13,103,946.00	63.54%	14,002,864.20	70.39%	(898,918.20)	-6.42%
Three-axle	2.00	68,598.00	1.25%	117,652.00	2.26%	(49,054.00)	262,156.00	1.27%	512,154.00	2.57%	(249,998.00)	-48.81%
Four-axle	3.00	43,431.00	0.79%	76,932.00	1.48%	(33,501.00)	153,921.00	0.75%	326,754.00	1.64%	(172,833.00)	-52.89%
Five-axle	4.00	132,900.00	2.42%	263,584.00	5.07%	(130,684.00)	490,536.00	2.38%	1,279,696.00	6.43%	(789,160.00)	-61.67%
Six-axle	5.00	1,515.00	0.03%	2,360.00	0.05%	(845.00)	6,385.00	0.03%	10,875.00	0.05%	(4,490.00)	-41.29%
Unusual size	10.00	60.00	0.00%	100.00	0.00%	(40.00)	220.00	0.00%	320.00	0.00%	(100.00)	-31.25%
Volume Discount		-	0.00%	(47,601.36)	-0.92%	47,601.36	-	0.00%	(382,712.98)	-1.92%	382,712.98	-100.00%
Total		246,504.00	4.49%	413,026.64	7.94%	(166,522.64)	913,218.00	4.43%	1,747,086.02	8.78%	(833,868.02)	-47.73%
Electronic Tolls-All Classes		1,837,542.80	33.48%	1,332,849.47	25.64%	504,693.33	6,604,788.53	32.03%	4,143,395.87	20.83%	2,461,392.66	59.41%
		\$ 5,488,538.80	100.00%	\$ 5,198,675.71	100.00%	\$ 289,863.09	\$ 20,621,952.53	100.00%	\$ 19,893,346.09	100.00%	\$ 728,606.44	3.66%

MARYLAND TRANSPORTATION AUTHORITY  
BANK OF NEW YORK, TRUSTEE

STATEMENT OF TRAFFIC VOLUME AND TOLL INCOME, FRANCIS SCOTT KEY BRIDGE  
FOR THE QUARTERS ENDED JUNE 30, 2003 AND 2002 AND FOR THE FISCAL YEARS ENDED JUNE 30, 2003 AND 2002

Rates	QUARTER ENDED JUNE 30						FISCAL YEAR ENDED JUNE 30							
	2003			2002			2003			2002			INCREASE OR DECREASE	
	Number	Percent	Percent	Number	Percent	Percent	Number	Percent	Percent	Number	Percent	Number	Percent	
Passenger, etc.	1,261,361	42.00%	46.20%	1,324,744	46.20%	(63,383)	4,888,227	42.32%	5,079,078	44.06%	(190,851)	-3.76%		
Passenger, etc.-Commutation	231,236	7.70%	8.87%	254,296	8.87%	(23,060)	903,168	7.82%	939,695	8.15%	(36,527)	-3.89%		
Official Duty	30,971	1.03%	20.15%	577,760	20.15%	(546,789)	173,564	1.50%	504,795	4.38%	(331,231)	-65.62%		
Total	1,523,568	50.73%	75.22%	2,156,800	75.22%	(633,232)	5,964,959	51.65%	6,523,568	56.59%	(558,609)	-8.56%		
Three-axle	31,472	1.05%	2.22%	63,573	2.22%	(32,101)	117,709	1.02%	213,865	1.86%	(96,156)	-44.96%		
Four-axle	19,843	0.66%	1.42%	40,770	1.42%	(20,927)	69,576	0.60%	122,969	1.07%	(53,393)	-43.42%		
Five-axle	100,665	3.35%	6.65%	190,582	6.65%	(89,917)	388,724	3.37%	600,618	5.21%	(211,894)	-35.28%		
Six-axle	1,619	0.05%	0.10%	2,799	0.10%	(1,180)	5,672	0.05%	8,167	0.07%	(2,495)	-30.55%		
Unusual size	765	0.03%	0.03%	920	0.03%	(155)	2,946	0.03%	3,193	0.03%	(247)	-7.74%		
Total	154,364	5.14%	10.42%	298,644	10.42%	(144,280)	584,627	5.06%	948,812	8.23%	(364,185)	-38.38%		
Electronic Tolls--All Classes	1,325,186	44.13%	14.36%	4,117,355	14.36%	913,451	5,000,082	43.29%	4,054,838	35.18%	945,244	23.31%		
Total	3,003,118	100.00%	100.00%	2,867,179	100.00%	135,939	11,549,668	100.00%	11,527,218	100.00%	22,450	0.19%		

Rates	QUARTER ENDED JUNE 30						FISCAL YEAR ENDED JUNE 30							
	2003			2002			2003			2002			INCREASE OR DECREASE	
	Number	Percent	Percent	Number	Percent	Percent	Number	Percent	Percent	Number	Percent	Number	Percent	
Passenger, etc.	1,261,361.00	43.03%	52.71%	1,324,744.00	52.71%	\$ (63,383.00)	4,888,227.00	43.77%	\$ 5,079,078.00	48.26%	\$ (190,851.00)	-3.76%		
Passenger, etc.-Commutation	92,494.40	3.16%	4.05%	101,718.40	4.05%	(9,224.00)	361,267.20	3.23%	375,878.00	3.57%	(14,610.80)	-3.89%		
Total	1,353,855.40	46.19%	56.76%	1,426,462.40	56.76%	(72,607.00)	5,249,494.20	47.01%	5,454,956.00	51.83%	(205,461.80)	-3.77%		
Three-axle	62,944.00	2.15%	5.06%	127,146.00	5.06%	(64,202.00)	235,418.00	2.11%	427,730.00	4.06%	(192,312.00)	-44.96%		
Four-axle	59,529.00	2.03%	4.87%	122,310.00	4.87%	(62,781.00)	208,728.00	1.87%	368,907.00	3.51%	(160,179.00)	-43.42%		
Five-axle	402,660.00	13.74%	30.33%	762,328.00	30.33%	(359,668.00)	1,554,896.00	13.92%	2,402,472.00	22.83%	(847,576.00)	-35.28%		
Six-axle	8,095.00	0.28%	0.56%	13,995.00	0.56%	(5,900.00)	28,360.00	0.25%	40,835.00	0.39%	(12,475.00)	-30.55%		
Unusual size	7,650.00	0.26%	0.37%	9,200.00	0.37%	(1,550.00)	29,460.00	0.26%	31,930.00	0.30%	(2,470.00)	-7.74%		
Volume Discount	-	0.00%	-10.90%	(273,880.10)	-10.90%	273,880.10	-	0.00%	(407,710.16)	-3.87%	407,710.16	-100.00%		
Total	540,878.00	18.45%	30.28%	761,098.90	30.28%	(220,220.90)	2,056,862.00	18.42%	2,864,163.84	27.21%	(807,301.84)	-28.19%		
Electronic Tolls--All Classes	1,036,428.40	35.36%	12.96%	3,256,639.00	12.96%	710,789.40	3,861,460.27	34.58%	2,205,304.30	20.95%	1,656,155.97	75.10%		
Total	2,931,161.80	100.00%	100.00%	2,513,200.30	100.00%	\$ 417,961.50	11,167,816.47	100.00%	\$ 10,524,424.14	100.00%	\$ 643,392.33	6.11%		

MARYLAND TRANSPORTATION AUTHORITY  
BANK OF NEW YORK, TRUSTEE

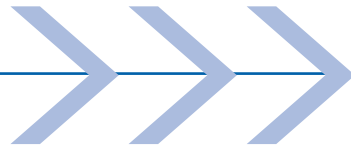
Exhibit X

STATEMENT OF TRAFFIC VOLUME AND TOLL INCOME, FORT MCHENRY TUNNEL  
FOR THE QUARTERS ENDED JUNE 30, 2003 AND 2002 AND FOR THE FISCAL YEARS ENDED JUNE 30, 2003 AND 2002

		TRAFFIC VOLUME						TOLL INCOME					
		QUARTER ENDED JUNE 30			FISCAL YEAR ENDED JUNE 30			QUARTER ENDED JUNE 30			FISCAL YEAR ENDED JUNE 30		
Rates		2003			2002			2003			2002		
		Number	Percent	2002	Number	Percent	2002	Number	Percent	2002	Number	Percent	2002
		INCREASE OR DECREASE			INCREASE OR DECREASE			INCREASE OR DECREASE			INCREASE OR DECREASE		
		Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Passenger, etc.	\$ 1.00	6,139,190	53.16%	5,542,491	53.51%	596,699	10.77%	23,665,961	53.62%	25,678,535	57.92%	(2,012,574)	-7.84%
Passenger, etc.-Commutation	0.40	245,866	2.13%	248,561	2.40%	(2,695)	-1.08%	952,403	2.16%	1,009,677	2.28%	(57,274)	-5.67%
Official Duty	None	52,578	0.46%	186,905	1.80%	(134,327)	-71.87%	471,420	1.07%	1,054,571	2.38%	(583,151)	-55.30%
Total		6,437,634	55.74%	5,977,957	57.72%	459,677	7.69%	25,089,784	56.85%	27,742,783	62.58%	(2,652,999)	-9.56%
Three-axle	2.00	67,109	0.58%	97,328	0.94%	(30,219)	-31.05%	260,645	0.59%	474,496	1.07%	(213,851)	-45.07%
Four-axle	3.00	45,311	0.39%	59,982	0.58%	(14,671)	-24.46%	174,601	0.40%	299,355	0.68%	(124,754)	-41.67%
Five-axle	4.00	367,859	3.19%	449,189	4.34%	(81,330)	-18.11%	1,491,145	3.38%	2,172,659	4.90%	(681,514)	-31.37%
Six-axle	5.00	3,271	0.03%	4,447	0.04%	(1,176)	-26.44%	13,092	0.03%	22,524	0.05%	(9,432)	-41.88%
Unusual size	10.00	54	0.00%	70	0.00%	(16)	-22.86%	209	0.00%	442	0.00%	(233)	-52.71%
Total		483,604	4.19%	611,016	5.90%	(127,412)	-20.85%	1,939,692	4.40%	2,969,476	6.70%	(1,029,784)	-34.68%
Electronic Tolls--All Classes		4,627,701	40.07%	3,768,218	36.38%	859,483	22.81%	17,103,931	38.76%	13,622,179	30.73%	3,481,752	25.56%
		11,548,939	100.00%	10,357,191	100.00%	1,191,748	11.51%	44,133,407	100.00%	44,334,438	100.00%	(201,031)	-0.45%
		QUARTER ENDED JUNE 30			FISCAL YEAR ENDED JUNE 30			QUARTER ENDED JUNE 30			FISCAL YEAR ENDED JUNE 30		
Rates		2003			2002			2003			2002		
		Number	Percent	2002	Number	Percent	2002	Number	Percent	2002	Number	Percent	2002
		INCREASE OR DECREASE			INCREASE OR DECREASE			INCREASE OR DECREASE			INCREASE OR DECREASE		
		Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Passenger, etc.	\$ 1.00	6,139,190	50.93%	5,542,491	51.88%	\$ 596,699	10.77%	23,665,961	51.05%	\$ 25,678,535	55.93%	\$ (2,012,574.00)	-7.84%
Passenger, etc.-Commutation	0.40	98,346.40	0.82%	99,424.40	0.93%	(1,078.00)	-1.08%	380,961.20	0.82%	403,870.80	0.88%	(22,909.60)	-5.67%
Total		6,237,536.40	51.74%	5,641,915.40	52.81%	595,621.00	10.56%	24,046,922.20	51.87%	26,082,405.80	56.81%	(2,035,483.60)	-7.80%
Three-axle	2.00	134,218.00	1.11%	194,656.00	1.82%	(60,438.00)	-31.05%	521,290.00	1.12%	948,992.00	2.07%	(427,702.00)	-45.07%
Four-axle	3.00	135,933.00	1.13%	179,946.00	1.68%	(44,013.00)	-24.46%	523,803.00	1.13%	898,065.00	1.96%	(374,262.00)	-41.67%
Five-axle	4.00	1,471,436.00	12.21%	1,796,756.00	16.82%	(325,320.00)	-18.11%	5,964,580.00	12.87%	8,690,636.00	18.93%	(2,726,056.00)	-31.37%
Six-axle	5.00	16,355.00	0.14%	22,255.00	0.21%	(5,880.00)	-26.44%	65,460.00	0.14%	112,620.00	0.25%	(47,160.00)	-41.88%
Unusual size	10.00	540.00	0.00%	700.00	0.01%	(160.00)	-22.86%	2,090.00	0.00%	4,420.00	0.01%	(2,330.00)	-52.71%
Volume Discount		-	0.00%	(158,984.34)	-1.49%	158,984.34	-100.00%	-	0.00%	(778,235.07)	-1.69%	778,235.07	-100.00%
Total		1,758,482.00	14.59%	2,035,308.66	19.05%	(276,826.66)	-13.60%	7,077,223.00	15.27%	9,876,497.93	21.51%	(2,799,274.93)	-28.34%
Electronic Tolls--All Classes		4,059,317.20	33.67%	3,006,546.60	28.14%	1,052,770.60	35.02%	15,232,635.53	32.86%	9,956,711.50	21.68%	5,275,924.03	52.99%
		\$ 12,055,335.60	100.00%	\$ 10,683,770.66	100.00%	\$ 1,371,564.94	12.84%	\$ 46,356,780.73	100.00%	\$ 45,915,615.23	100.00%	\$ 441,165.50	0.96%







***IN SERVICE TO THE MARYLAND  
TRANSPORTATION AUTHORITY***

***TRUSTEE - BANK OF NEW YORK***

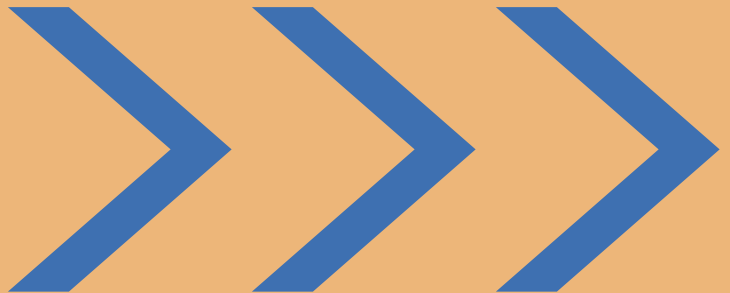
***INDEPENDENT AUDITORS - REZNICK, FEDDER & SILVERMAN***



## MARYLAND TRANSPORTATION AUTHORITY

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*MICHAEL S. STEELE >> LT. GOVERNOR*

*ROBERT L. FLANAGAN >> CHAIRMAN*

