



Maryland Transportation Authority

FINANCE AND ADMINISTRATION
COMMITTEE

THURSDAY, OCTOBER 8, 2026

MARYLAND TRANSPORTATION
AUTHORITY
2310 BROENING HWY BALTIMORE,
MD 21224



Maryland
Transportation
Authority

Wes Moore, Governor
Aruna Miller, Lt. Governor
Kathryn Thomson, Chair

Board Members:

Dontae Carroll	Jeffrey S. Rosen
Maricela Cordova	Samuel D. Snead, MCP, MA
William H. Cox, Jr.	John F. von Paris
Cynthia D. Penny-Ardinger	Frank S. Waesche III

Bruce Gartner, Executive Director

MEMORANDUM

TO: Finance and Administration Committee
FROM: Director of Finance Chantelle Green
SUBJECT: Finance and Administration Committee Meeting
DATE: October 2, 2026

Enclosed are your materials for the Finance and Administration Committee Meeting on Thursday, October 8, 2026. The meeting will begin at 9:00 a.m. and will be conducted via Microsoft Teams. In accordance with the Open Meetings Act, the meeting information will be published on the MDTA's website to allow members of the public to observe the meeting. As a reminder, the meeting will be livestreamed.

Below please find the directions to log into the meeting:

- Open the Microsoft Teams app on your MDTA issued iPad
- Once in the app, go to the Microsoft Teams calendar
- The Finance Committee meeting will appear on the calendar for the appropriate date
- Click the button that says "Join"
- Make sure you have your Video On and your Sound on Mute unless speaking
- Your video will remain on the duration of the meeting.

If I can provide additional assistance, please email or call me at the following:

Chantelle Green
Director of Finance
Office: 410-537-5751
Cell: 443-915-7739
Email: cgreen2@mdta.maryland.gov

cc: Bruce Gartner, Executive Director
Jaclyn Hartman, Chief Finance and Partnerships Officer
Tonya Dorsey, Chief Administrative Officer

ATTACHMENTS

Informational Items:

- Investment Report
- Financial Report
- Rate Covenant

FINANCE AND ADMINISTRATION COMMITTEE MEETING AGENDA

October 8, 2026 – 9:00 a.m.

This meeting will be livestreamed on the [Finance and Administration Committee Meeting Archive | MDTA \(maryland.gov\)](#)

NOTE: This is an Open Meeting being conducted via livestreaming. The public is welcomed to watch the meeting at the link listed above. **If you wish to comment on an agenda item please email your name, affiliation, and agenda item to cgreen2@mdta.state.md.us no later than noon on Wednesday, October 7, 2026. You MUST pre-register in order to comment.** Once you have pre-registered you will receive an email with all pertinent information.

AGENDA

OPEN SESSION

Call to Order

- | | | | | |
|----|------------------------|---|--|---------|
| 1. | <u>Approval</u> | September 10, 2026 - Open Session Meeting Minutes | Chairman von Paris | 5 min. |
| 2. | <u>Approval</u> | Contract No. J01B6600001 - DYNAC Traffic Control System Software | David Dikes | 5 min. |
| 3. | <u>Update</u> | Independent Auditor's Report for the FY 2026 Financial Statements
Audit and SOC 1 & SOC 2 Reports | Chantelle Green
William Seymour, SB
Tiana Wynn, SB | 15 min. |
| 4. | <u>Update</u> | Governance, Risk, and Impact Report - Review of the MDTA's
environmental, social, and governance impacts | Chantelle Green
Daniel Socha, WSP
Julia Armstrong, WSP | 15 min. |
| 5. | <u>Update</u> | Key Bridge - Review of funding and federal reimbursements. | William Bertrand | 10 min. |

CLOSED SESSION - Expected Time 9:50 a.m.

- | | | | | |
|----|--|----------------------------------|---------------|---------|
| 6. | | To Discuss Contract Negotiations | Bruce Gartner | 15 min. |
|----|--|----------------------------------|---------------|---------|

Vote to Return to Open Session

Vote to Adjourn

ITEM

1

FINANCE AND ADMINISTRATION COMMITTEE MONTHLY MEETING
THURSDAY, SEPTEMBER 10, 2026
OPEN MEETING VIA LIVESTREAM

OPEN SESSION

MEMBERS ATTENDING: Cynthia Penny-Ardinger
Dontae Carroll
Jeffrey Rosen
John von Paris

STAFF ATTENDING: Jeffrey Brown
Jeffrey P. Davis
Bruce Gartner
Chantelle Green
James Harkness
Pilar Helm
Natalie Henson
Richard Jaramillo
Kendra Joseph
Megan Mohan, Esq.
Kenneth Montgomery
Timothy Sheets
Jennifer Stump
Franshun Vann, Esq.

At 9:01 a.m., Member John von Paris, Chair of the Finance and Administration Committee, called the Finance and Administration Committee Meeting to order.

APPROVAL - OPEN MEETING MINUTES FROM AUGUST 13, 2026 MEETING

Member John von Paris called for the approval of the minutes from the open meeting held on August 13, 2026. Member Dontae Carroll made the motion, and Member Cynthia Penny-Ardinger seconded the motion, which was unanimously approved.

APPROVAL – CLOSED MEETING SESSION #1 MINUTES FROM AUGUST 13, 2026 MEETING

Member von Paris called for the approval of the minutes from the closed session #1 meeting held on August 13, 2026. Member Jeffrey Rosen made the motion, and Member Carroll seconded the motion, which was unanimously approved.

APPROVAL – CLOSED MEETING SESSION #2 MINUTES FROM AUGUST 13, 2026 MEETING

Member von Paris called for the approval of the minutes from the closed session #2 meeting held on August 13, 2026. Member Penny-Ardinger made the motion, and Member Rosen seconded the motion, which was unanimously approved.

UPDATE – FOURTH QUARTER OPERATING BUDGET VERSUS ACTUAL SPENDING

Jeffrey Brown updated the Finance and Administration Committee on the budget versus preliminary actual year-to-date spending for the fourth quarter of FY 2026. Mr. Brown advised that as of June 30, 2026, 94% of the operating budget was spent compared to a target of 100%. Higher than anticipated costs associated with employee overtime (due to weather-related events and MDTA Police vacancies), I.T. cost pressures, and property insurance were more than offset by lower-than-expected expenses across the remainder of the budget.

UPDATE – FOURTH QUARTER CAPITAL BUDGET VERSUS ACTUAL SPENDING

Jennifer Stump updated the Finance and Administration Committee on actual year-to-date spending for the fourth quarter FY 2026 compared to projected spending as shown in the FY 2026-2031 Draft Consolidated Transportation Program (CTP). As of June 30, 2026, 73.2% of the FY 2026 budget was spent as compared to the targeted spending level of 100%. Actual spending through the fourth quarter was \$845 million. Ms. Stump noted that the Key Bridge Rebuild was at a 65% spend rate while the remaining projects in the CTP were at a cumulative spend rate of 85.2%.

UPDATE – FOURTH QUARTER TRAFFIC AND REVENUE

Chantelle Green provided the Finance and Administration Committee with a quarterly and year-to-date update regarding traffic and toll revenue trends compared to the previous year and the forecast. As of June 30, 2026, total revenue was \$9.8 million above forecast. Collected revenue exceeded the forecast in the E-ZPass, Pay-by-Plate, and Administrative Toll Revenue categories. The largest driver of the increase, Administrative Toll Revenue, exceeded the forecast by about \$12 million due to higher than forecasted civil penalty fee collections by the Department of Budget and Management's Central Collections Unit.

VOTE TO ADJOURN

There being no further business, Member von Paris called for a motion to adjourn the meeting at 9:24 a.m. Member Penny-Ardinger made the motion, and Member Rosen seconded the motion, which was unanimously approved.

John von Paris, Chairman

ITEM

2



**Maryland
Transportation
Authority**

Wes Moore, Governor
Aruna Miller, Lt. Governor
Kathryn Thomson, Chair

Board Members:

Dontae Carroll	Jeffrey S. Rosen
Maricela Cordova	Samuel D. Snead, MCP, MA
William H. Cox, Jr.	John F. von Paris
Cynthia D. Penny-Ardinger	Frank S. Waesche III

Bruce Gartner, Executive Director

MEMORANDUM

TO: Finance & Administration Committee
FROM: Intelligent Transportation Systems Operations Manager David Dikes
SUBJECT: J01B6600001 – DYNAC Traffic Control System Software
DATE: October 8, 2026

PURPOSE OF MEMORANDUM

To seek approval from the Finance & Administration Committee to present Contract No. J01B6600001, DYNAC Traffic Control System Software to the full Maryland Transportation Authority (MDTA) Board at its next scheduled meeting.

SUMMARY

This Sole Source Contract is for the provision of continued software maintenance and full-service plan (including repairs) of Kapsch TrafficCom USA, Inc.'s (Kapsch) DYNAC Traffic Control System (TCS). The DYNAC TCS is used as a supervisory control and data acquisition system to manage lighting, ventilation and traffic control equipment at the following MDTA facilities: Baltimore Harbor Tunnel, Fort McHenry Tunnel, Harry W. Nice / Thomas "Mac" Middleton Bridge and Inter-County Connector Deckover. The service plan includes corrective and preventative maintenance and, a 24-hour, 7-day a week technical support.

Kapsch TrafficCom USA, Inc., is the developer and intellectual property owner of the DYNAC software and only technicians from Kapsch can provide upgrades or repairs to DYNAC TCS. The total value of this contract is \$3,844,018.00 for a term of five (5) years.

RECOMMENDATION(S)

The approval of the Finance & Administration Committee to present Contract No. J01B6600001, DYNAC Traffic Control System Software to the full MDTA Board at its next scheduled meeting.

ATTACHMENT(S)

- Finance & Administration Committee Project Summary



FINANCE & ADMINISTRATION COMMITTEE PROJECT SUMMARY

PIN NUMBER
CONTRACT NUMBER
CONTRACT TITLE

TBD
 J01B6600001
 Dynac Traffic Control System Software

PROJECT SUMMARY

This Sole Source Contract is for the provision of continued software maintenance and full-service plan (including repairs) of Kapsch TrafficCom USA, Inc.'s (Kapsch) DYNAC Traffic Control System (TCS). The DYNAC TCS is used as a supervisory control and data acquisition system to manage lighting, ventilation and traffic control equipment at the following MDTA facilities: Baltimore Harbor Tunnel, Fort McHenry Tunnel, Harry W. Nice / Thomas "Mac" Middleton Bridge and Inter-County Connector Deckover. The service plan includes corrective and preventative maintenance and, a 24-hour, 7-day a week technical support.

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SCHEDULE

ADVERTISEMENT DATE	5/11/2026
ANTICIPATED NTP DATE	2/1/2027
DURATION (CALENDER DAYS)	1826

MBE PARTICIPATION

OVERALL MBE
AFRICAN AMERICAN
ASIAN AMERICAN
VSBE

ADVERTISED GOAL (%)	PROPOSED GOAL (%)
0.00%	0.00%
0.00%	0.00%
0.00%	0.00%
0.00%	0.00%

	(\$)
ENGINEER'S ESTIMATE (EE)	\$3,818,610.00

BID RESULTS

Kapsch TrafficCom USA, Inc.
No other bidders - Sole Source

BID AMOUNT (\$)	% VARIANCE TO EE
\$3,844,018.00	0.67%

ITEM

3



**Maryland
Transportation
Authority**

Wes Moore, Governor
Aruna Miller, Lt. Governor
Kathryn Thomson, Chair

Board Members:
Dontae Carroll
Maricela Cordova
William H. Cox, Jr.
Cynthia D. Penny-Ardinger
Jeffrey S. Rosen
Samuel D. Snead, MCP, MA
John F. von Paris
Frank S. Waesche III

Bruce Gartner, Executive Director

MEMORANDUM

TO: MDTA Finance & Administration Committee
FROM: Director of Finance Chantelle Green
SUBJECT: Independent Auditor's Report for the FY 2026 Financial Statements
Audit & SOC 1 Type 2 & SOC 2 Type 2 Reports
DATE: October 8, 2026

PURPOSE OF MEMORANDUM

To present the results of the FY 2026 financial statements and Service Organization Control (SOC) audits conducted for the Maryland E-ZPass® System. The audits were conducted by the Maryland Transportation Authority's independent auditors, SB & Company, LLC (SB& Co.).

SUMMARY

Regarding the MDTA's financial statements, the attached presentation includes an overview of the key areas of emphasis, internal controls, required auditor communications, and future considerations. An unmodified opinion was issued by the independent auditor.

Regarding the SOC audits, one exception (*i.e.*, finding) was issued for Kapsch related to employee VPN access. Irrespective of the finding, unmodified opinions were issued for the SOC 1 Type 2 and SOC 2 Type 2 audits.

ATTACHMENT

- PowerPoint Presentation – MDTA FY 2026 Financial Statements & SOC Audit Results



Maryland Transportation Authority

Presentation to Finance and
Administrative Committee

June 30, 2026 Audit Results

October 8, 2026



SB & Company



October 8, 2026

Dear Finance and Administrative Committee Members,

We are pleased to present the results of our audit of the financial statements and SSAE 18, *Service Organization* audits. The purpose of our audits are to express an opinion on whether the financial statements are not materially misstated in accordance with generally accepted accounting standards. As part of our audit, we considered the internal controls over financial reporting in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of internal controls.

Additionally, for the SSAE 18, *Service Organization* audits, we have considered whether the controls related to the control objectives were suitably designed to provide reasonable assurance that the control objectives would be achieved and whether the controls operated effectively throughout the period.

This report summarizes our audit process, results of the audit, our observations, and required communications by either the profession or our firm.

This audits were designed to express an opinion on the financial statements and on the internal control environment for the service organizations. We considered, and will continue to consider, the current and emerging business needs, along with an assessment of risks that could materially affect the financial statements, and have aligned our audit procedures accordingly. We conducted the audits with the objectivity and independence that you and the users of your financial statements expect.

We received the full support and assistance of the personnel. This report is intended solely for the information and use of the governing body and management, and is not intended to be and should not be used by anyone other than these specified parties.

At SB & Company, LLC, we are continually evaluating the quality of our professionals' work in order to deliver audit services of the highest quality that will meet or exceed your expectations. We encourage you to evaluate our services and share with us how we can better exceed your expectations.

We appreciate this opportunity to meet with you.

Very truly yours,

SB & Company, LLC



Scope of Services

- ▶ Audit of the June 30, 2026 financial statements
- ▶ Review of the Annual Comprehensive Financial Report
- ▶ Uniform Grant Guidance Audit for the year ended June 30, 2026
- ▶ SSAE 18, Service Organization
 - ▶ SOC Reporting (SOC) 1, Type 2 report for Kapsch & TransCore
 - ▶ SOC 2, Type 2 report – TransCore
- ▶ Year-round advice and consultation



Summary of the Results

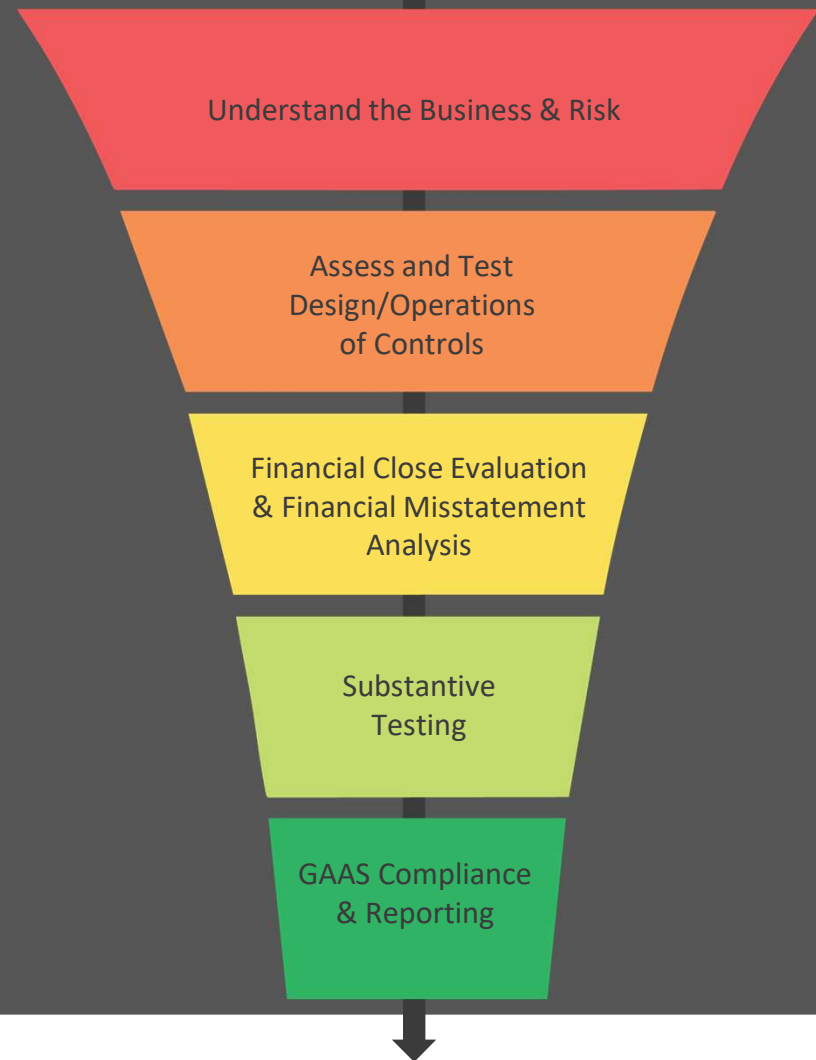
- ▶ Issued an unmodified opinion on the financial statements and internal controls over financial reporting
- ▶ One exception identified with the SOC reporting procedures; unmodified opinions issued
- ▶ Discovered no instances of fraud and were not made aware of fraud occurrences
- ▶ Discovered no material weakness in internal controls
- ▶ Discovered no audit adjustments
- ▶ Received full cooperation from management

FORCAM Audit Approach

Focus On Risk, Controls, and Account Misstatement

Audit Goals

- ▶ Detect Financial Statement Misstatement Risk
- ▶ Detect Error:
 - ▶ Accounting Principles
 - ▶ Estimate
 - ▶ Information Processing
 - ▶ Account Balances
 - ▶ Footnote Disclosures
- ▶ Fraud
- ▶ Business Failure
- ▶ Risk Mitigation:
 1. Understand
 2. Evaluate
 3. Verify Facts
- ▶ Business Improvement Opportunities
- ▶ Client Expectations



Evaluation of Control Environment

Area	Points to Consider		Effectiveness
Control Environment	▶ Key executive integrity, ethics and behavior ▶ Control consciousness and operating style ▶ Commitment to competence ▶ Exercise oversight responsibility	▶ Organizational structure, responsibility, and authority ▶ Enforce accountability ▶ HR policies and procedures	✓
Risk Assessment	▶ Define objectives and risk tolerances ▶ Identify, analyze, and respond to risk ▶ Assess fraud risk ▶ Identify, analyze, and respond to change	▶ Mechanisms to anticipate, identify, and react to significant events ▶ Processes and procedures to identify changes in GAAP, business practices, and internal controls	✓
Control Activities	▶ Design control activities ▶ Design activities for the information system ▶ Implement control activities ▶ Existence of necessary policies and procedures ▶ Clear financial objectives with active monitoring ▶ Logical segregation of duties	▶ Periodic comparisons of book-to-actual and physical count-to-books ▶ Adequate safeguards of documents, records, and assets ▶ Assess controls in place	✓
Information and Communication	▶ Use quality information ▶ Communicate internally ▶ Communicate externally ▶ Adequate performance reports produced from information systems ▶ Information systems are connected with business strategy	▶ Commitment of HR and finance to develop, test, and monitor IT systems and programs ▶ Business continuity and disaster plan for IT ▶ Established communication channels for employees to fulfill responsibilities ▶ Adequate communication across organization	✓
Monitoring Activities	▶ Perform monitoring activities ▶ Remediate deficiencies ▶ Periodic evaluations of internal controls ▶ Internal audit	▶ Implementation of improvement recommendations ▶ Compliance review ▶ Enterprise risk process	✓

Evaluation of Key Processes

Process	Function	Understood Design	Tested Operations	Effectiveness
Financial Reporting	Accounting Principles and Disclosure	✓	✓	✓
	Closing the Books	✓	✓	✓
	Consolidation	✓	✓	✓
	Financial Statement Preparation	✓	✓	✓
	General Ledger and Journal Entry Processing	✓	✓	✓
	Verification and Review of Results	✓	✓	✓
Treasury	Cash Management	✓	✓	✓
	Investment Accounting	✓	✓	✓
	Investment Monitoring	✓	✓	✓
	Investment Valuation	✓	✓	✓
	Investment Policy	✓		
	Reconciliation	✓	✓	✓
	Debt Accounting	✓	✓	✓
	Debt Compliance	✓	✓	✓
	Net Position	✓	✓	✓

Evaluation of Key Processes

Process	Function	Understood Design	Tested Operations	Effectiveness
Estimation	Methodology	✓	✓	✓
	Information	✓	✓	✓
	Calculation	✓	✓	✓
Expenses	Vendor File Maintenance	✓		
	Purchasing	✓	✓	✓
	Receiving	✓	✓	✓
	Accounts Payable and Cash Disbursement	✓	✓	✓
Procurement	Contract Bidding and Procurement	✓	✓	✓
	Contract Issuance	✓	✓	✓
	Contract Monitoring	✓	✓	✓
Purchase Cards	Card Issuance and Collection	✓		
	Training	✓		
	Purchase Approval and Accounting	✓	✓	✓
	Monitoring	✓		
	Card Termination	✓		

Evaluation of Key Processes

Process	Function	Understood Design	Tested Operations	Effectiveness
Payroll	Hiring	✓		
	Time and Attendance Reporting	✓	✓	✓
	Payroll Accounting and Processing	✓	✓	✓
	Payroll Disbursements	✓	✓	✓
	Separation	✓	✓	✓
Revenue	Billing	✓	✓	✓
	Revenue Recognition	✓	✓	✓
	Cash Receipts	✓	✓	✓
	Cutoff	✓	✓	✓
Fixed Assets	Physical Custody	✓	✓	✓
	Capital Project Management	✓	✓	✓
	Asset Accounting	✓	✓	✓
	Depreciation	✓	✓	✓
	Asset Retirement, Disposal and Impairment	✓	✓	✓
Compliance	Assess Internal and External Risk	✓	✓	✓
	Regulatory Compliance	✓	✓	✓
	Monitor Compliance	✓	✓	✓
	Compliance	✓	✓	✓

Evaluation of Key Processes

Process	Function	Understood Design	Tested Operations	Effectiveness
Information Technology	Logical Access Controls	✓	✓	✓
	Program Changes	✓	✓	✓
	System Operations	✓		
	Physical and Environmental Controls	✓		
	Back-up and Recovery	✓	✓	✓
	Networks and Communication	✓	✓	✓
	Cloud Service Providers Oversight	✓	✓	✓
	Encryption	✓		
	System Maintenance/Software Versions	✓	✓	✓
	Information Technology Policy Framework	✓	✓	✓
	Cybersecurity Preparedness	✓		
	Third Party User Controls	✓	✓	✓

Financial Statement Highlights

Statements of Assets, Liabilities, and Net Position (In Thousands)

	As of June 30:		
	2026	2025	2024*
Current Assets	\$ 1,434,011	\$ 941,292	\$ 951,253
Noncurrent Assets	1,794,612	672,150	854,448
Capital Assets, net	8,437,135	7,881,566	7,547,605
Total Assets	11,665,758	9,495,008	9,353,306
Deferred Outflow of Resources	128,198	153,447	152,788
Current Liabilities	513,726	491,663	444,008
Long-Term Bonds Payable	2,364,590	2,471,092	2,574,532
Other Long-Term Liabilities	384,947	389,960	334,393
Total Liabilities	3,263,263	3,352,715	3,352,933
Deferred Inflow of Resources	72,584	83,586	115,122
Net Position			
Net Investment in Capital Assets	6,158,444	5,522,753	5,155,046
Restricted	2,223,743	440,107	401,539
Unrestricted	75,922	249,294	481,454
Total Net Position	\$ 8,458,109	\$ 6,212,154	\$ 6,038,039

* FY24 Total Liabilities and Net Position have been adjusted due to a change in accounting policy (GASB 101).

Financial Statement Highlights

Statements of Revenues, Expenses, and Change in Net Position (In Thousands)

	For the Years Ended June 30:		
	2026	2025	2024
Operating revenues			
Toll revenue	\$ 759,016	\$ 732,012	\$ 761,200
Intergovernmental revenue	49,608	50,369	55,068
Toll administrative revenue	110,699	98,987	79,529
Concession revenue	6,127	6,158	6,476
Total operating revenue	925,450	887,526	902,273
Operating expenses	(794,856)	(707,692)	(629,951)
Total operating revenues and expenses	130,594	179,834	272,322
Non-operating revenues			
Investment revenue	41,799	53,784	45,543
Total non-operating revenue	41,799	53,784	45,543
Non-operating expenses			
Loss on disposal (non-Key Bridge)	(28,217)	(4,322)	(11,895)
Interest expense	(65,399)	(75,210)	(85,917)
Total non-operating expenses	(93,616)	(79,532)	(97,812)
Unusual or infrequent items			
Insurance Proceeds, net	-	-	325,000
Grant and other revenue	2,167,178	20,166	37,964
Expenses related to collapse	-	(137)	(95,176)
Net unusual or infrequent items	2,167,178	20,029	267,788
Change in net position	\$ 2,245,955	\$ 174,115	\$ 487,841

SOC Reporting



SOC Reporting

- Audit period from July 1, 2025 through June 30, 2026
- Kapsch TrafficCom USA – SOC 1 Type 2 Report
 - Review of 5 Control Objectives described/asserted by Kapsch
 - No qualifications within the report; however, we did identify one exception (Logical Access)
- TransCore, LP – SOC 1 Type 2 Report
 - Review of 11 Control Objectives described/asserted by TransCore
 - No qualifications within the report
 - Procedures related to certain complementary user entity controls
- TransCore, LP – SOC 2 Type 2 Report
 - Review of controls related to security, availability, processing integrity, and confidentiality, asserted by TransCore
 - No qualifications within the report
 - Procedures related to certain complementary user entity controls

SOC 1 vs. SOC 2 – Overview

- SOC 1 audit is focused on specific internal controls related to financial reporting. Each audit is unique to the controls tested for that entity.
- SOC 1 audits ensure that a service organization has done its due diligence when it comes to the effects their service has on their customer's financial reporting.
- SOC 2 audit is focused on information and IT security identified by any of 5 trust services categories: security, confidentiality, information privacy, processing integrity and availability.
- SOC 2 audits ensure that a service organization's people, infrastructure, software, data-handling, and procedures are prepared to handle their customer's information and data and protect it accordingly.
- Type 1 reports are as of a specific date; Type 2 reports are for a period of time.

Summary of Results – Kapsch SOC 1 Type 2

Control Objective & Type	Result of Test(s)
IT Controls	
Logical Access	Exception identified.
Change Management	No exceptions identified.
Operations	
Organization & Human Resources	No exceptions identified.
Security & System Operations	No exceptions identified.
Confidentiality	No exceptions identified.

Control Type	Summary of Results
Logical Access	For 1 of the 8 employees inspected, their VPN access was not appropriate for their job responsibilities.

Summary of Results – TransCore SOC 1 Type 2

Control Objective & Type	Result of Test(s)
Physical Access	
Physical Access to Integrity Systems & Data	No exceptions identified.
IT Controls	
Integrity System Program Changes	No exceptions identified.
Logical Access to Integrity Systems & Data	No exceptions identified.
Integrity Backup Jobs	No exceptions identified.
Integrity Computer Operations	No exceptions identified.
Accounting & Processing	
Unregistered Account Invoicing & Reconciliation	No exceptions identified.
E-ZPass Financial Operations	No exceptions identified.
E-ZPass Reciprocity	No exceptions identified.
DriveEzMD Account Establishment	No exceptions identified.
Operations	
E-ZPass Customer Service & Account Maintenance	No exceptions identified.
Transponder Inventory Reconciliation	No exceptions identified.

Summary of Results – TransCore SOC 2 Type 2

Criteria	Result of Test(s)
Security	
Control Environment	No exceptions identified.
Communication & Information	No exceptions identified.
Risk Assessment	No exceptions identified.
Monitoring Activities	No exceptions identified.
Control Activities	No exceptions identified.
Logical & Physical Controls	No exceptions identified.
System Operations	No exceptions identified.
Change Management	No exceptions identified.
Risk Mitigation	No exceptions identified.
Availability	No exceptions identified.
Confidentiality	No exceptions identified.
Processing Integrity	No exceptions identified.

Required Communications

1. Auditor's Responsibilities Under Generally Accepted Auditing Standards (GAAS)

The financial statements are the responsibility of management. Our audit was designed in accordance with auditing standards generally accepted in the United States of America and Government Auditing Standards, and provide for reasonable, rather than absolute, assurance that the financial statements are free of material misstatement.

2. Significant Accounting Policies

Management has the responsibility for selection and use of appropriate accounting policies. In accordance with the terms of our engagement letter, we will advise management about the appropriateness of accounting policies and their application.

- ▶ *The significant accounting policies used by management are described in the notes to the financial statements and all were appropriate.*

3. Auditor's Judgments About the Quality of Accounting Principles

We discuss our judgments about the quality, not just the acceptability, of accounting principles selected by management, the consistency of their application, and the clarity and completeness of the financial statements, which include related disclosures.

- ▶ *We have reviewed the significant accounting policies adopted by the Maryland Transportation Authority (MDTA) and have determined that those policies are acceptable accounting policies.*

4. Audit Adjustments

We are required to inform the MDTA oversight body about adjustments arising from the audit (whether recorded or not) that could in our judgment, either individually or in the aggregate, have a significant effect on the entity's financial reporting process. We also are required to inform the association's oversight body about unadjusted audit differences that were determined by management to be, individually and in the aggregate, immaterial.

- ▶ *There were no adjustments identified during the audit process.*

5. Fraud and Illegal Acts

We are required to report to the MDTA's oversight body any fraud and illegal acts involving senior management and fraud and illegal acts (whether caused by senior management or other employees) that cause a material misstatement of the financial statements.

- ▶ *Our procedures identified no instance of fraud or illegal acts.*

6. Material Weaknesses in Internal Controls

We are required to communicate all significant deficiencies in the MDTA's systems of internal controls, whether or not they are also material weaknesses.

- ▶ *There were no material weaknesses noted during the audit.*

Required Communications

7. Other Information in Documents Containing Audited Financial Statements

- ▶ *None.*

8. Disagreements with Management on Financial Accounting and Reporting Matters

- ▶ *None.*

9. Serious Difficulties Encountered in Performing the Audit

- ▶ *None.*

10. Major Issues Discussed with Management Prior to Acceptance

- ▶ *None.*

11. Management Representations

- ▶ *We received certain written representations from management as part of the completion of the audits.*

12. Consultation with Other Accountants

- ▶ *We are not aware of any consultation with other CPA firms.*

13. Non-attest Services

We are required to report all non-attest services we have performed during the year.

- ▶ *We did not provide any non-attest services.*

14. Independence

As part of our client acceptance process, we go through a process to ensure we are independent of the MDTA.

- ▶ *We are independent of the MDTA.*

15. Subsequent Events

We are required to evaluate all subsequent events through our opinion date that may require an adjustment or additional disclosure to the financial statements.

- ▶ *We are not aware of any subsequent events that would require an adjustment or additional disclosure to these financial statements.*

16. Information Technology Responsibility

We obtained an understanding of the design and operations of internal controls, including relevant information technology (IT) internal controls on which we may place reliance.

- ▶ *Our procedures did not address all technology-related risks and were not designed to express an opinion on the effectiveness of technology-related internal controls. Accordingly, our work may not identify all material weaknesses in internal controls or all vulnerabilities related to information technology, including those that could result in a data/cyber breach.*

Required Communications

17. Our Responsibility Related to Fraud

We must:

- Plan and perform the audit to obtain reasonable assurance that there is no material misstatement caused by error or fraud;
- Comply with AU-C Section 240: Consideration of Fraud in a Financial Statement Audit;
- Approach all audits with an understanding that fraud could occur in any entity, at any time, by anyone; and
- Perform mandatory procedures required by GAAS and our firm policies.

▶ *Examples of Procedures Performed*

- ▶ *Discuss thoughts and ideas on where the financial statements might be susceptible to material misstatement due to fraud;*
- ▶ *Understand pressures on the financial statement results;*
- ▶ *Understand the tone and culture of the organization;*
- ▶ *Look for unusual or unexpected transactions, relationships, or procedures;*
- ▶ *Evaluate key processes and controls;*
- ▶ *Consider information gathered throughout the audit; and*
- ▶ *Apply professional skepticism*

Responsibility for Mitigating Fraud

1. Management:

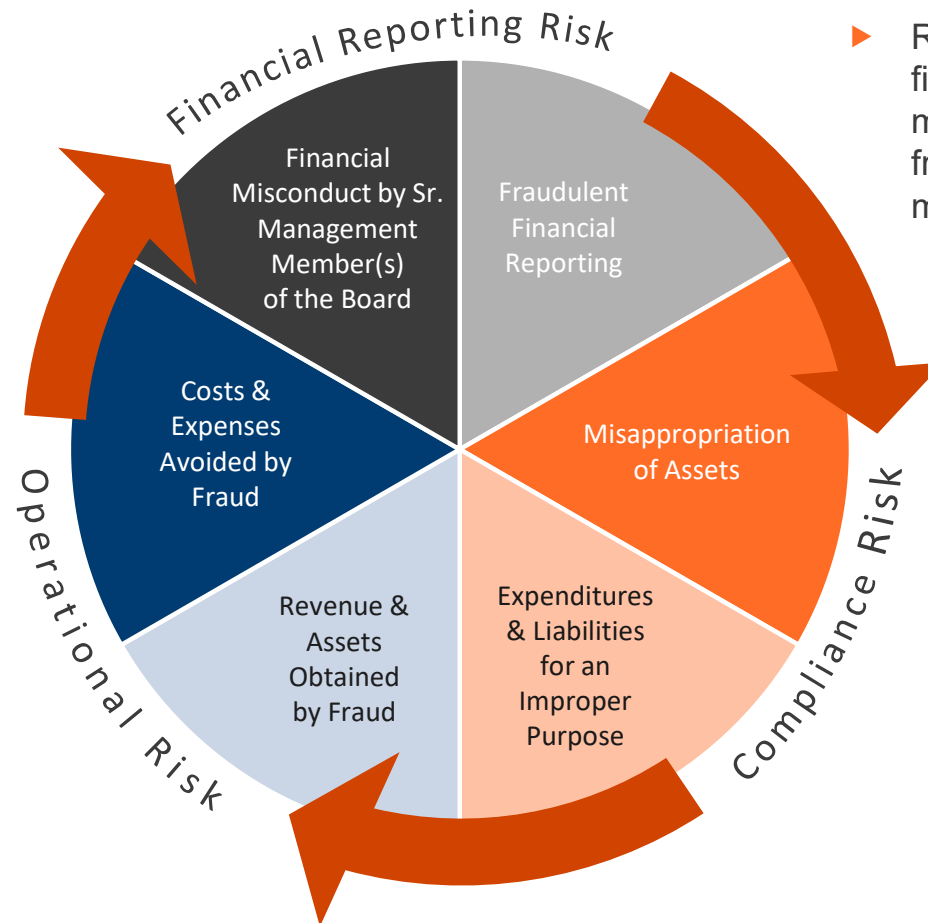
- ▶ CFO/Controller: controls to deter and detect fraud
- ▶ General Counsel/ Compliance: monitoring

2. Governance:

- ▶ Evaluate management identification of fraud risk and mitigation
- ▶ Evaluate implementation of fraud controls
- ▶ Reinforce “tone at the top”
- ▶ Conduct special investigations

3. External Auditor:

- ▶ Evaluate management programs and controls to deter and detect fraud for identified risks
- ▶ Reasonable assurance that financial statements are free of material misstatement due to fraudulent financial reporting or misappropriation of assets
- ▶ Compliance with fraud standard (SAS 99)
 - ▶ Conversations with finance and operations personnel
 - ▶ Disaggregated analytics
 - ▶ Surprise audit procedures
 - ▶ Journal entry testing



Questions?



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ITEM

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Maryland Transportation Authority

Wes Moore, Governor
Aruna Miller, Lt. Governor
Kathryn Thomson, Chair

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Maricela Cordova Samuel D. Snead, MCP, MA
William H. Cox, Jr. John F. von Paris
Cynthia D. Penny-Ardinger Frank S. Waesche III

Bruce Gartner, Executive Director

MEMORANDUM

TO: MDTA Finance and Administration Committee
FROM: Director of Finance Chantelle Green
SUBJECT: Governance, Risk, and Impact Report
DATE: October 8, 2026

PURPOSE

The purpose of this agenda item is to update the Finance and Administration Committee on the Maryland Transportation Authority's (MDTA) 2025 Governance, Risk, and Impact (GRI) Report (previously the Environmental, Social, and Governance (ESG) Report).

SUMMARY

The MDTA's GRI Report serves as an annual disclosure to provide internal and external stakeholders a holistic, enterprise-wide understanding of the agency's societal, governance, and environmental impacts, risks, and opportunities. In 2026, the MDTA made the decision to update the name of the report to the Governance, Risk, and Impact Report, however the report still contains information on the same environmental, social and governance topics.

As financial markets and credit rating agencies are increasing the use of ESG criteria to assess the value and creditworthiness of public agencies, the GRI Report is a critical disclosure to provide a clear and organized picture of social and environmental performance. The report structure and content are tailored to a multi-stakeholder audience and address key focus areas of credit rating agencies. The GRI Report complements the MDTA's legacy of strong financial health and good governance. Prepared over the course of 2025-2026, the GRI Report summarizes the agency's practices and performance across departments.

ANALYSIS

The MDTA developed its 2025 GRI Report by compiling content and data from across the agency's departments and leaders, as well as updating content from the previous report. The report development process involved the following steps:

- **Stakeholder Input:** Conducted discussions with MDTA department leaders and subject matter experts to obtain updated and current data on enterprise-wide practices, performance, and data availability.
- **Content Development:** Developed GRI Report content and conducted a series of drafts and detailed reviews with MDTA department leaders and subject matter experts.
- **Senior Leadership Reviews:** Reviewed pre-final draft with and incorporated feedback from senior leadership, including the MDTA's Executive Director, all MDTA Chiefs, MDTA Communications, the Attorney General's Office, and TSO.
- **Gap Analysis:** Aggregated key learnings from the GRI Report development process to identify areas for future improvement and priorities.

The 2025 GRI Report contains several updates from the 2024 report:

- **Moderate changes** across sections, including updated data and information, new case studies, and initiative highlights.
- **GHG emissions reporting** for the MDTA's operational emissions (scope 1 and scope 2 emissions).
- **Climate impact assessment process** and an overview of potential risks and opportunities related to physical climate hazards (e.g., severe storms, sea level rise, flooding) and transition climate risks and opportunities (e.g., market factors such as increasing prevalence of electronic vehicles on the road).

The structure and format of the MDTA's GRI Report is aligned to meet credit rating criteria and ensure that the MDTA's ESG performance is correctly evaluated as part of the agency's overall creditworthiness. The MDTA has historically received a high ESG score, which has supported the agency's strong credit ratings. However, the MDTA should continue to advance ESG performance and reporting to ensure it meets evolving expectations.

In addition to credit rating agencies and financial markets, the MDTA's GRI Report supports the agency's communication and engagement with a variety of internal and external stakeholders. Disclosing the MDTA's ESG performance in a single document streamlines financial and external stakeholder's understanding of the agency's commitments, purpose, and impact. The GRI Report development process also helps the MDTA's leaders and subject matter experts deepen collaboration between departments and topic areas.

Across all ESG topics, financial markets are most keenly focused on climate change impacts. As such, in 2026-2027, the MDTA plans to advance the agency's analysis and management of climate impacts and greenhouse gas emissions. In addition to climate, the MDTA will continue to enhance data aggregation across ESG topics to enhance reporting, governance, and management.

ATTACHMENT

- MDTA 2025 Governance, Risk, and Impact Report Briefing
- MDTA FY2025 Governance, Risk, and Impact Report



MDTA 2025 Governance, Risk, and Impact (GRI) Report Briefing

MDTA Finance and Administration Committee Meeting

October 8, 2026





MDTA's Sustainability Strategy and Disclosure Journey

2022

Sustainability Credit Foundations:

Analyzed environmental, social, governance factors on MDTA's operations to understand emerging stakeholder expectations.

2023

Strategy Development:

Convened MDTA leadership to align on the agency's sustainability strategy and plans for future analysis, action, and disclosures.

2024-2025

Inaugural ESG Reporting:

Developed the agency's inaugural ESG Report through cross functional engagement across MDTA's operations.

2025 – 2026

Climate Analysis and GRI Report:

Conducted climate impact assessment, GHG emissions inventory, and second annual Governance, Risk, and Impact (GRI) Report.

2025 GRI Report Process

The 2025 GRI Report process entailed:

- Conducted **discussions** with MDTA department leaders and subject matter experts to obtain **updated 2025 data**.
- Developed GRI Report **content** and conducted a series of **drafts** and **detailed reviews** with MDTA department leaders and subject matter experts.
- **Reviewed** pre-final draft with and incorporated feedback from senior leadership.





Major Updates for the 2025 GRI Report

The 2025 GRI Report includes:

- **Updated the report title** from Environmental, Social, and Governance Report to the Governance, Risk and Impact Report for greater stakeholder clarity.
- **Moderate changes** across sections, including updated data and information, new case studies, and initiative highlights.
- **GHG emissions** reporting for MDTA's operational greenhouse gas (GHG) emissions (scope 1 and scope 2 emissions).
- **Climate impact assessment** process and an overview of potential physical and transition impacts.

Major Changes: The most significant updates to the report were made in the *GHG Emissions and Energy* and *Climate Resilience and Adaptation* sub-sections

Core Sections and Sub-Sections
Governance
Ethics and Compliance
Long-term Monitoring and Maintenance
Cybersecurity, Privacy, and Digitization
Environment
Pollution and Waste
GHG Emissions and Energy
Climate Resilience and Adaptation
Nature and Land
Environmental Justice
Social
Employee Engagement, Development and Well-being
Health and Safety
Civil Rights and Fair Practices
MDTA Customers and Communities
Sustainable Supply Chain
Accessibility
Public Safety

wsp

THANK YOU
THANK YOU
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THANK YOU



Maryland
Transportation
Authority

2025

GOVERNANCE, RISK, AND IMPACT REPORT



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Governor Harry W. Nice / Senator Thomas "Mac" Middleton Bridge (US 301)

Message from MDTA's Executive Director

I am pleased to present the Maryland Transportation Authority's (MDTA) 2025 Governance, Risk, and Impact Report. This publication represents an important step forward in MDTA's commitment to transparency and accountability, offering a detailed look at our organizational impacts and opportunities.

At MDTA, governance, risk, and impact are not managed in isolation. Accountability is shared across the organization—from senior leadership and management to employees carrying out daily operations. This integrated approach helps ensure transparency and consistency in how we approach organizational governance, environmental issues, and social responsibility.

Beyond describing our approach, the report reflects achievements from the past year and identifies areas for growth in years ahead. Notably in 2025, MDTA made significant efforts in analyzing our climate-related impacts, risks, and opportunities. This work included estimating our greenhouse gas (GHG) emissions inventory for the first time, as highlighted in this report. Further, we began conducting an enterprise-wide climate impact assessment of MDTA's footprint to better understand potential future impacts and long-term planning.

By sharing our practices openly, this report demonstrates how we live our core values—diversity, integrity, innovation, safety, and customer experience. The 2025 Governance, Risk, and Impact Report was developed through partnership across the MDTA,



Bruce W. Gartner, Executive Director

with contributions from all parts of the agency. This cross-functional effort continued to strengthen how governance, risk, and impact information is developed and shared, while also strengthening collaboration within our agency.

Looking forward, we remain focused on enhancing performance. Our first report in 2024 laid the foundation for these efforts and highlighted opportunities to improve the value and clarity of our disclosures. In 2025, we deepened our analysis of climate impacts across our operations. As we move forward, we aim to continue assessing the issues that matter most and taking actions that will uphold strong governance, deliver world-class infrastructure, and foster meaningful engagement with our customers and communities.

Thank you for your continued support as we strive to make a positive impact for all.

Sincerely,

Bruce W. Gartner, Executive Director

About the Maryland Transportation Authority



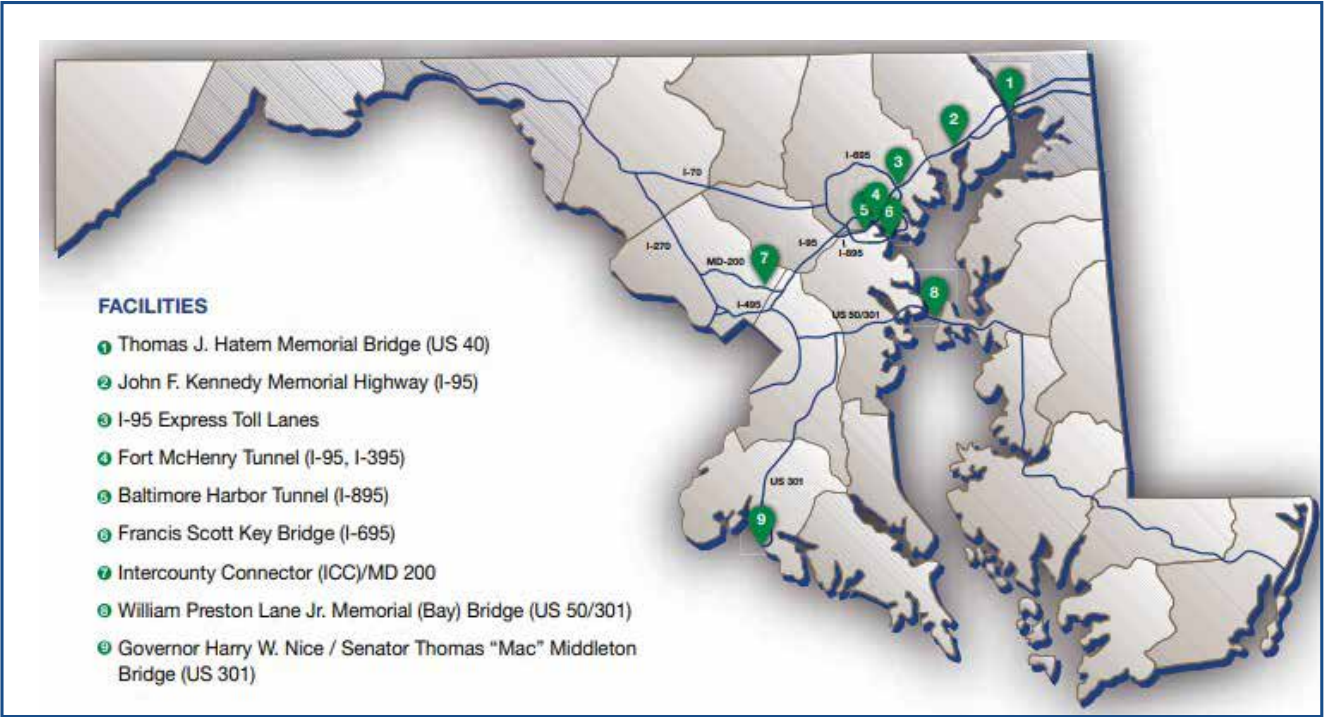
The Maryland Transportation Authority (MDTA) was established in 1971 by the Maryland General Assembly to finance, construct, operate, and improve the State’s toll facilities, as well as to finance new revenue-producing transportation projects. The MDTA acts on behalf of, but is separate from, the Maryland Department of Transportation (MDOT). The MDTA helps support MDOT’s mission to be a customer-driven leader that delivers safe, sustainable, intelligent, and exceptional transportation. The MDTA’s nine toll facilities — four bridges, two tunnels, two turnpikes, and one express toll lane (ETL) facility* — connect Marylanders and visitors to State and regional opportunities.

The MDTA is a self-sufficient non-budgeted State agency that traditionally receives no funding from the State’s General Fund or the Transportation Trust Fund. Rather, it is financed by toll revenues, and such revenues are reinvested in the operation and maintenance of the toll facilities. The MDTA’s Trust Agreement between the MDTA and its Trustee is for the benefit of bondholders and outlines how these funds may be used.

The MDTA’s finances are accounted for as a proprietary-type enterprise fund using the accrual basis of accounting, similar to a private business entity. More than four-fifths of the MDTA’s revenues originate from toll revenue and related fees collected at its nine toll facilities. Revenues from all facilities are pooled to fund operations, capital projects, and debt service on revenue bonds issued by the MDTA to help fund its capital program.

* The MDTA’s ETL facility is part of the John F. Kennedy Memorial Highway (I-95), but is accounted for separately in the MDTA’s financial reporting.

Thomas J. Hatem Memorial Bridge (US 40)



MDOT MISSION STATEMENT:

The Maryland Department of Transportation is a customer-driven leader that delivers safe, sustainable, intelligent, exceptional, and inclusive transportation solutions in order to connect our customers to life’s opportunities.

MDTA MISSION:

Talented people ensuring Maryland’s iconic bridges, tunnels and roadways are the customer’s trusted and preferred choice for safe mobility, connection, and E-Z passage today and tomorrow.

MDTA VISION:

One team connecting our customers to what matters most.

MDTA VALUES:

MDTA is one team working together to:

- Appreciate Maryland’s DIVERSITY and bring our services to all communities.
- Promote INTEGRITY through accountability, transparency, governance and communication.
- Foster INNOVATION to revolutionize transportation operations.
- Ensure the SAFETY of our employees, customers, facilities and systems.
- Provide exceptional CUSTOMER EXPERIENCE.

MDTA GOALS:

- Prioritize people in all we do.
- Expand our reputation as a national leader.
- Demonstrate financially sound and fiscally responsible decision making.
- Ensure the safety and security of our employees, customers and facilities.

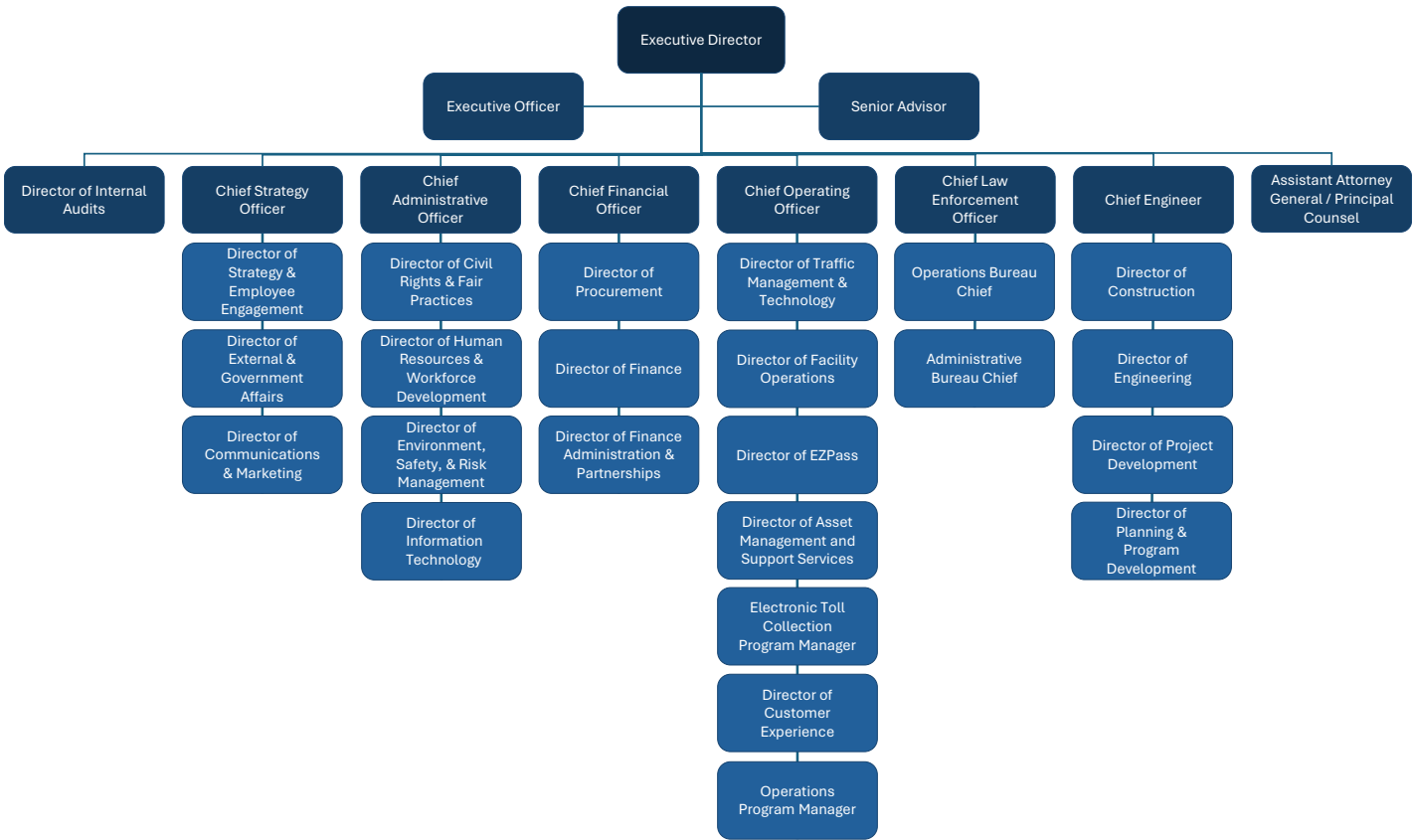


Organizational Structure

The MDTA’s Board serves as the policy-setting, decision-making, and governing body responsible for all actions taken by the MDTA. Maryland’s Secretary of Transportation presides as the MDTA’s Chair.

The day-to-day operations of the MDTA are led by the Executive Director, who is appointed by the Board. The Executive Director is supported by six Chief Officers, Division and Office Directors, and Managers.

MARYLAND TRANSPORTATION AUTHORITY LEADERSHIP



Governing Body

The MDTA was established in 1971 by the Maryland General Assembly through legislation codified in the Annotated Code of Maryland, Transportation Article, Title 4. Per statute, the MDTA’s Board consists of eight Members plus the Chair, who are all appointed by the Governor with the advice and consent of the Maryland Senate. The Board’s composition reflects the racial, gender, and geographic diversity of the population of the State and includes expertise in structural engineering, transportation planning, land-use planning, and finance. Each Member serves a four-year term, and term expirations are staggered. Board Members are eligible for reappointment to the MDTA, with a limit of three consecutive terms.

The Board has independent rate-setting powers and follows the agency’s formalized process for rate adjustments, which includes public review and comment. The Board has adopted Financial Management policies that set standards for financial operations, including key aspects of financial planning, issuing debt, reviewing revenue, and investment management. The Board meets monthly to discuss and approve policy and operations activity, and it consists of two standing committees that meet regularly. Each committee comprises four Board members.

The Capital Committee has oversight of major capital planning projects and allocations. This includes project communications and outreach and major information technology projects.

The Finance and Administration Committee oversees the MDTA’s financial and administrative activities including:

- Debt financings
- Operating budget
- Capital budget
- Financial forecast
- Civil rights and fair practices
- Socioeconomic program administration and compliance
- General information technology issues
- Environment and risk management
- Asset control and damage recovery
- Additional matters of general administration

Each Committee typically meets monthly, and meetings are held in accordance with the Open Meetings Act. More information on the MDTA’s Board meetings can be found on the [Public Meetings website](#).

Trust Agreement

The MDTA is legally required to operate within the parameters under the Second Amended and Restated Trust Agreement dated September 1, 2007, by and between MDTA and The Bank of New York Mellon, as trustee, as amended and supplemented from time to time (the “[Trust Agreement](#)”).



MDTA's Sustainability Approach

The MDTA is committed to sustainable development, environmental compliance, stewardship, and continuous improvement in environmental performance. The [MDTA's Environmental Policy Statement](#) on its website provides further details on its commitment to sustainability.

The MDTA's Chief Financial Officer (CFO) leads oversight of matters related to sustainability and risk. The MDTA's CFO partners closely with the MDTA's Executive Director and Chief Officers, who oversee specific sustainability topics that fall under their organizational domains. Working together, the CFO and Chief Officers collaborate across departments to develop and implement programs and practices to continuously improve the MDTA's governance, risk, and impact practices and policies. The MDTA's sustainability practices also support continuity and accountability across the agency's functions and leadership.

Report Topics and Definitions

In 2024, the MDTA conducted an in-depth analysis of governance, risk, and impact topics relevant to public transportation agencies to inform development of our reporting. The topics included in this report are informed by that analysis and have been reviewed and approved by MDTA leadership, and remain the same for Fiscal Year 2025 (FY 2025). The MDTA will continue to evaluate opportunities and trends to mature its reporting over time.

MDTA BY THE NUMBERS

[View MDTA's financial statements and annual reports.](#)

\$9.5B

VALUE OF ASSETS¹

727.4

MILES OF ROADWAY & BRIDGE DECK²

9

NUMBER OF TOLL FACILITIES³

\$585.9M

OPERATING BUDGET & DEBT SERVICE⁴

1,697

TOTAL EMPLOYEES⁵

\$1.2B

INVESTMENTS MANAGED⁶

1 Current and noncurrent assets as of June 30, 2025.

2 Lane miles.

3 JFK Memorial Highway and the I-95 Express Toll Lanes are accounted for as two separate facilities in MDTA's financial reporting.

4 FY 2025 operating budget and debt service (\$ 441.4M Operating budget approved by the MDTA Board; \$144.5M annual debt service).

5 As of June 30, 2025.

6 Fair value as of June 30, 2025.

Topics and Definitions

TOPIC	DEFINITION
Accessibility	The ability of individuals to access and utilize products and services. For the MDTA, this involves the accessibility of roadways and facilities for those who need to use the MDTA's infrastructure, as well as accessibility to key toll services, documents, and reports produced by the agency.
Air Pollutants	The physical, chemical, biological, radioactive (including source material, special nuclear material, and byproduct material) substances or matter that are emitted into or otherwise enters the ambient air. For the MDTA, the main source is likely construction activities and roadways.
Biodiversity and Ecosystems	The variety of ecosystems (natural capital) and species in a particular habitat. Ecosystems are essential to human well-being because they deliver services that sustain our economies and societies. For the MDTA, this includes biodiversity and ecosystems in vegetated areas near roads, facilities, and the organization's effect on these.
Civil Rights and Fair Practices	The policies, programs, and oversight functions that promote equal opportunity, prevent discrimination, ensure accessibility, and support workforce inclusion initiatives across MDTA programs, employment, services, activities, and contracting. For the MDTA, this includes compliance with applicable federal and state civil rights and nondiscrimination requirements; equal employment opportunity; reasonable accommodation and accessibility; Title VI and Title VII administration; socioeconomic program oversight; and initiatives that promote respect, inclusion, belonging, and meaningful access.
Climate Resilience and Adaptation	The ability to make changes in processes, practices, and structures to moderate potential damages from hazards and stresses, including risks associated with climate change (both physical and transition). For the MDTA, this means maintaining resiliency to the impacts of extreme weather events and climate change as well as transition risks.
Customer and Community Engagement	The MDTA's customers and community are one and the same; as a public agency, the MDTA seeks to serve its community. As a result, engagement with users of toll roads and facilities, as well as initiatives undertaken for the purpose of improving customer welfare, also serve to engage the MDTA's community.
Cybersecurity, Privacy and Digitization	The protection of data and information, often involving protection against hackers or cyber criminals. Privacy involves an individual's right to manage their personal information, and security is the protection of this information.



TOPIC	DEFINITION
Employee Engagement, Development, and Well-being	The practices in place to provide consultation and engagement with employees to understand their opinions on critical issues, enhance employee development, increase employee satisfaction, and influence retention rates and overall productivity.
Employee Health and Safety	The policies and measures in place to ensure harm prevention, including the promotion of physical health, mental, and emotional well-being of employees and contractors. This includes reporting on injury rates and work-related fatalities.
Energy and Renewables	The measurement of energy consumption and implementation of initiatives to increase energy efficiency and decrease the use of fossil fuels. The energy resources derived from fossil fuels – such as coal and oil and gas – are non-renewable. The energy resources derived from natural sources that are replenished at a higher rate than they are consumed are renewable. For the MDTA, this means energy and renewables associated with the agency's fleet and operations.
Ethics and Compliance	The framework for ensuring an organization conforms to applicable laws, policies, and procedures, both at the legal and organization level, and that an organization and its employees act and make choices with integrity.
Environmental Justice	The concept that everyone, regardless of race, color, national origin, or income, has the right to the same environmental protections and benefits, as well as meaningful involvement in the environmental policies that shape their communities. For the MDTA, this involves identifying and addressing any disproportionate adverse effects of the agency's programs, policies, and activities on minority and low-income populations.

TOPIC	DEFINITION
Greenhouse Gas Emissions	The gases in the earth's atmosphere originating from human activities that trap heat and raise the temperature of the planet's surface. The MDTA's emissions mainly come from operations, services, and construction of roadways.
Land Use and Natural Resources	The concept of how land and resources are managed and utilized, including critical dependencies and impacts for the MDTA's operations, construction, and users. For the MDTA, this involves the agency's land use and management practices.
Long-Term Monitoring and Maintenance	The long-term protection, mitigation, and enhancement measures of existing infrastructure.
Noise, Light, and Vibration Pollution	The propagation of unwanted or excessive sound/light and/or physical oscillations with the potential to negatively affect human health and activity or animal life. For the MDTA, this involves the noise, light, and/or vibration pollution coming from construction activities and roadways.
Public Safety	The policies and measures in place to prioritize and maintain customer and community health, safety, and well-being. This includes consideration for the wellness of external stakeholders at all stages of the project lifecycle. For the MDTA, this involves ensuring the safety of roads and facilities for travelers, as well as the safety of construction and other activities for customers and surrounding communities.
Sustainable Supply Chain	The procurement of contractors and vendors, materials, goods, utilities, and services with positive environmental or social benefits. For the MDTA, this involves review and auditing of a supply chain to ensure vendors, contractors, and subcontractors are socially conscious, environmentally sustainable, and follow good governance/compliance measures.
Waste and Circularity	The circular economy is a system where materials never become waste and nature is regenerated, decoupling economic activity from the consumption of finite resources. For the MDTA, this involves strategies and policies aimed at minimizing waste and maximizing resource efficiency.
Water	The quantities of water withdrawn, used, and discharged; practices to conserve water; consideration of water sources that could be impacted by withdrawal or discharge; and potential water quality concerns. For the MDTA, this likely means water management and use in operations and construction.





As part of its commitment to ethical decision-making, the MDTA actively promotes a governance framework that ensures ethical behavior, accountability, compliance, and effective oversight. The agency upholds the highest ethical standards in managing its operations, complying with all applicable federal and State regulations to safeguard the interests of its stakeholders.

Ethics and Compliance

The MDTA’s culture works to create policies, systems, and procedures that enable its employees to act and make choices with integrity, operate with strong ethical standards, and comply with State and local laws. The MDTA is committed to upholding the highest ethical standards. Our commitment begins with the agency’s leaders, who foster a culture of ethics and ensure that this is deeply integrated in everything we do. The agency’s core tenets include the following:

- Seek to always act with honesty, integrity, and respect.
- Promote diversity, equity, and inclusion.
- Work to provide high-quality services that have a positive impact on all Maryland communities.
- Put the safety of employees, community, and contractors first.
- Encourage consistent and clear communication, both internally within the MDTA and externally with communities.

Management of Ethics and Compliance

All employees of the MDTA are required to abide by State Ethics Laws and the Employee Code of Conduct. The Employee Code of Conduct outlines the key expectations and standards by which all MDTA employees must abide. The agency encourages all employees to report all potential ethical issues or violations. The Office of Legislative Audits has established a dedicated hotline at 1.877.372.8311 for reporting concerns.

Long-Term Monitoring and Maintenance

Long-term monitoring and maintenance are of critical importance to the MDTA, because the MDTA’s role involves the management of road and transportation infrastructure that is expected to remain in place for decades.

The MDTA works closely with MDOT to establish long-term monitoring and maintenance priorities, which are currently outlined in the 2050 Maryland Transportation Plan (MTP). The MDTA seeks to implement a balanced program that incorporates system preservation, expansion, and hybrid projects, and is currently executing on a final six-year capital program for 2026-2031. The 2026-2031 program details spending of \$8.4 billion on preservation and improvement projects ranging from minor renovations to large-scale construction projects designed to secure, preserve, and enhance MDTA facilities for years to come. The MDTA is in the process of developing the draft capital program for 2027-2032, and as such, changes are forthcoming.

Independent engineers, engineering firms or corporations with the appropriate skill and experience inspect MDTA’s bridges, tunnels, roadways, lighting, and signage periodically in accordance with industry standards, after which reports with detailed findings are submitted to the MDTA. The MDTA inspected 326 bridges in accordance with the National Bridge Inspection Standards (NBIS), and all bridges allow for legally loaded vehicles, and emergency vehicles to traverse safely. In 2025, all facilities were found to be maintained in good repair, working order, and condition.

Management of Long-Term Monitoring and Maintenance

The MDTA’s Facilities Inspection Program is responsible for ensuring that the MDTA’s nine facilities are in good repair, working order, and condition. Through the program, the MDTA performs facility inspections following requirements set forth by the Federal Highway Administration (FHWA) through the NBIS, National Tunnel Inspection Standards (NTIS), the MDTA’s Trust Agreement (latest amendment), and industry standards.

Facility inspections include:

- All bridges
- Tunnels
- Underground stormwater management structures
- Waterfront structures
- Roadway pavement
- Retaining walls
- Noise walls
- Traffic safety features
- Sign structures
- Toll gantries
- Water/communication towers
- High-mast and low-level lights
- CCTV camera poles
- Toll plazas
- Weigh scales

The following types of inspection are performed at various intervals for different types of assets throughout the facilities. Monthly intervals are shown for assets reported to the Federal Highway Administration:

- **Routine Inspection:** The routine inspection is a hands-on inspection for all components of workhorse and complex bridge structures, as well as tunnels. It is performed in accordance with federal regulations every 24 months. The MDTA reports asset data such as overall condition of each structure to the FHWA each calendar year. Each year the FHWA uses all bridge and tunnel data to perform a compliance review in accordance with metrics unique to each asset.
- **Quadrennial Inspection:** The quadrennial inspection is a hands-on inspection performed every four years to determine the overall condition of all non-bridge assets.
- **Risk Based Interim (RBI) Inspection:** RBI inspections are voluntary inspections performed on any asset outside of the routine or quadrennial inspection interval, and as requested by the Structures Department. The MDTA uses these inspections when deficiencies are found during Routine or Quadrennial Inspections and require repair through design. These deficiencies are



forwarded to the Construction Department within a one-year timeframe or sooner. The MDTA elects to revisit these deficiencies during RBIs to monitor them while design is ongoing. RBI inspections are not required by the FHWA, and therefore are not reported; however, results are included in the MDTA’s Annual Facilities Executive Summary report.

▪ **Visual Inspection:** Visual inspections are performed on roadway pavement and traffic safety annually, consisting of a combined visual and hands-on inspection. For all other assets, a visual inspection is performed via visiting each asset to confirm its overall condition rating or NBIS rating, reported the previous fiscal year. Visual inspections are used on all MDTA facilities and reported in the MDTA’s Annual Facilities Executive Summary report.

▪ **Damage/Emergency Inspection:** These inspections are performed to investigate and determine a course of action for conditions that affect either the integrity of a structure or public safety. Damage/emergency inspections are not reported to the FHWA unless the results of the inspection reveal a critical finding that is detrimental to the overall strength and/or capacity of the structure. A critical finding may also be a complex safety issue that can affect the traveling public in the immediate and short term and may require analysis and/or design. For tunnels, the MDTA directly reports to the FHWA. For bridge assets, the MDTA reports findings to the State Highway Administration who, in turn, reports to the FHWA.

SUMMARY OF INSPECTION CYCLES FOR MDTA ASSETS

TYPE OF FACILITY/STRUCTURE	FREQUENCY
Bridges including Mechanical/Electrical Components	24 Months
Signature Bridges	24 Months
Underwater Inspections	48 Months
In-Depth Inspections Mechanical/Electrical	72 Months As needed for Tunnels
Tunnels	24 Months
Retaining Walls	Quadrennial
Noise Walls	Quadrennial
Small Structures/Culverts (not qualified as a bridge structure)	Quadrennial
Roadway/Traffic Safety Features	Annual (Visual)
Camera Poles and Low-Level Lights	Quadrennial
High Mast Lights	Quadrennial
Sign Structures	Quadrennial
Toll Plazas and Weigh Scales	Quadrennial
Waterfront Structures	Quadrennial

▪ **Special Inspection:** Special inspections consist of visual and hands-on inspection of conditions that require monitoring, until remediation occurs. Special inspections may also result after a damage/emergency inspection is performed depending on whether or not a critical finding was found. A custom monitoring schedule for each special inspection is established by the Structures Department to ensure appropriate monitoring throughout the remediation process. Any data collected during a special inspection is reported to the FHWA after each interval until repaired or deemed not necessary.

- **In-Depth Mechanical/Electrical Inspection (applicable to the Curtis Creek Bridge and to Tunnels):** An in-depth inspection is an inspection during which the mechanical and electrical parts of the movable portion of a bridge are dismantled, closely inspected, and documented. In-depth inspections are performed every 72 months on the Curtis Creek Bridge and, as needed, post replacement and/or remediation of machinery parts within the tunnel vent buildings. In-depth inspection data are reported to the FHWA the following calendar year.
- **Underwater Inspection:** This inspection is performed to evaluate and document the condition of structural elements located beneath the water surface that are not accessible by conventional inspection techniques. Underwater inspections are performed on a 48-month interval for all workhorse, complex bridge, and waterfront structures. Underwater inspections may also be assigned after a severe storm or flood event occurs on any structure deemed scour critical. Data for bridge assets are reported to the FHWA the following calendar year.

Independent and Nationally Certified Team Leader Credentials

The MDTA relies on the skills and expertise of independent consultant firms to perform annual facility inspections. The MDTA’s approved team leaders exceed the current FHWA regulation on nationally certified team leaders, in that all team leaders approved for MDTA inspections must possess an active Professional Engineering License in the State of Maryland and have five or more years of experience in complex bridges and tunnels, and four years with a Professional Engineer for workhorse bridges. For complex bridges and tunnels, each team leader must submit a resume of experience depicting at least five years of inspecting and reporting on similar complex assets.

Prior to the start of each Fiscal Year, the Inspection Program Team engages in annual background check and credential reviews. In addition to years of experience and licensure, the program requires each team leader to take the mandatory National Highway Institute (NHI) courses and refresher courses established in the latest revision to the Facility Inspection Manual. Proof of courses taken via a certificate must be provided. An approval form issued and signed by the MDTA Inspection Program Manager is provided when all requirements are met, prior to the start of any fiscal year.

Currently, the MDTA has approved more than 159 Nationally Certified Bridge Team Leaders and 42 Nationally Certified Tunnel Team Leaders.

Annual Facility Inspection Team Leader Trainings

At the start of every fiscal year, the MDTA presents a training session for all team leaders to attend. This meeting covers a wide variety of topics that are important for the upcoming year, including:

- Ensuring safety of the inspections team
- Reviewing findings from the previous fiscal year inspection reports that require attention
- Delivering consistency across inspections
- Discussing the latest trends in inspection
- Emerging inspection technologies
- Implementation of lessons learned via new policy directives
- Discussions on new regulations related to bridges and tunnels, recent National Cooperative Highway Research Program (NCHRP) reports, and various State methods of inspection and reporting

Throughout the meeting, important details to inspect are presented, and discussions are initiated via open dialogues between the MDTA, team leaders, and joint-venture project managers.



Fort McHenry Tunnel (I-95, I-395)

Federal Highway Administration (FHWA) Metrics for Compliance – Bridges and Tunnels

Bridges and tunnels have compliance metrics that are audited annually by the FHWA. A random sampling of both MDTA and State Highway Administration (SHA) bridges is selected by the FHWA for audit. Per the revisions to the latest NBIS reporting standards, and Federal Regulations adopted in June 2022, a new compliance manual involving 25 metrics was developed and issued in May 2023.

FHWA assessments are conducted at varying levels of depth, including cursory, intermediate (requiring proof via documentation), or in-depth (requiring proof via documentation, field reviews, other State reviews, and more). Assessment levels are determined by the FHWA and may vary by metric. Assessment results are categorized as Compliant (all metrics comply with all federal regulations), Substantially Compliant (all federal regulations are satisfied, but supporting information may lack clarity or details), or Non-Compliant (there may be missing information, or a lack of supporting information, or there is a breach of federal regulations). The MDTA has never been Non-Compliant.

The MDTA received the FHWA's compliance review and the MDTA's inspection program was found to be in compliance. Further training will be implemented in September 2026 to support continued compliance.

Like the compliance metrics shown for Bridges, the FHWA administration performs audits on Tunnel Programs in accordance with the NTIS. In 2019, the NTIS adopted a list of 15 compliance metrics for tunnels.

Both FHWA assessment levels and compliance results are the same for bridges and for tunnels. In 2024, the MDTA was issued an audit at an intermediate level on all 15 metrics. The MDTA was found Compliant in all metrics except one, in which MDTA was found to be Substantially Compliant. Personnel were hired and training is being implemented to address the issues observed in the singular metric.

Lead and Asbestos Management

The agency's Office of the Environment, Safety and Risk Management has asbestos and lead paint management programs that develop and update site-specific lead and asbestos management plans. This includes coordinating medical monitoring, training and equipment needs as well as ensuring inclusion of lead or asbestos management requirements into facility maintenance, construction, renovation, and/or demolition plans. Additionally, the agency maintains programs for its fuel oil storage tanks (above and underground) as well as for managing hazardous waste generated during routine operations.

Cybersecurity, Privacy, and Digitization

Digitization, or the automation of processes, like the use of E-ZPass, is an important part of the MDTA's modernization plan. However, increasing digitization also requires improved cybersecurity to protect digital systems and networks from attacks that can cause damage to or theft of hardware, software, or data, in addition to disruption of MDTA services.

Management of Cybersecurity, Privacy, and Digitization

Maintaining strong cybersecurity, privacy, and customer data protection as well as responsibly managing technology supports the success and security of the MDTA in an increasingly digital world. Information security for the MDTA applies to all aspects of MDTA's operations, customers, and employees. The MDTA has already modernized its systems and advanced automation in its operations eight years ago. It is currently conducting readiness analyses for additional modernization, which includes modernizing both of the agency's two data centers to replace uninterruptible power supply units and cooling units.

The MDTA conducts full penetration testing every two years, and constantly monitors threats. Qualsys scans are run on all websites for vulnerabilities. If vulnerabilities are identified, they are addressed immediately. The MDTA has established a robust Business Continuity and Disaster Recovery plan that outlines the process for identifying, addressing, and recovering from a potential data breach.

The MDTA's processes and systems fully align with State and federal regulations on digitization, privacy, and cybersecurity. The MDTA's Department of Information Technology (DoIT) maintains a close partnership with the MDOT network and security teams, and has developed a collaborative approach to monitoring and remediating cyber threats and events. This collaborative approach also leverages the State of Maryland's Security Office to assist with policy recommendations and other actions to protect the MDTA's vital systems. Information security for the MDTA applies to all aspects (both internal and external) of its operations and employees.

During 2025, the MDTA DoIT adopted formal Cyber Incident Response Procedures including structured roles, workflows, and reporting protocols. Asset management controls have also matured, with verified reconciliation efforts and confirmed disposal oversight. Password complexity and Data Loss Prevention (DLP) enforcement meet baseline standards, and technical controls are in place to restrict unauthorized software installations and USB device use. The MDTA DoIT is also implementing Privileged Access Management (PAM) for elevated rights accounts to further fortify access control.

Other items MDTA DoIT is pursuing over the next 12-18 months include the following:

- A formal risk management framework
- Incident response testing across all critical environments
- Multi-factor authentication





As part of its commitment to sustainability and environmental responsibility, the MDTA actively monitors and manages its impact on the environment. The MDTA prioritizes energy efficiency, emissions reduction, and conservation efforts across its operations. Ongoing initiatives align with best practices and regulatory standards, ensuring a positive environmental footprint for the communities it serves. The MDTA's Office of Environment, Safety and Risk Management (OESRM) is responsible for ensuring safe, environmentally responsible operations, including administering the agency's environmental compliance programs.

The MDTA strives to be an environmental steward, not just adhering to environmental laws, regulations, and policies, but aspiring to go beyond compliance and move the agency toward sustainability. The MDTA manages its environmental efforts with cooperation and participation from each of the agency's offices and divisions.

The MDTA documents and tracks the organization's environmental performance through the agency's Environmental Management System (EMS). As a core component of the EMS, the MDTA implements an environmental statement, which is currently being refined to reflect the MDTA's structure and priorities and expected to be approved in 2026. The policy statement affirms the MDTA's commitment to sustainable development; climate resiliency; environmental compliance; stewardship; continuous improvement in environmental performance;

and effective interaction with employees, other government agencies, and the community.

Third-party environmental compliance audits are performed to assist in the monitoring and measurement of the MDTA's pursuit of ongoing compliance with federal, State, and local environmental requirements, including facility-specific permits, plans, certifications, controls (engineered and administrative), and authorizations. The audits serve as a diagnostic tool within the MDTA's EMS program to assess compliance and identify opportunities for improvement for MDTA staff and practices. Three environmental compliance audits are conducted annually, and each audit evaluates up to three media area/topics. A three-year look-back period is incorporated into each multimedia compliance audit performed.



Great Egret, National Seashore, Maryland

Pollution and Waste

Air Pollutants

Burning of fossil fuels for transportation not only contributes to greenhouse gas (GHG) emissions, but also to other types of air pollution that contribute to poor air quality, such as particulate matter (PM), nitrogen oxides (NOx), and volatile organic compounds (VOCs). According to the United States Environmental Protection Agency (EPA), the transportation sector is responsible for approximately 45% of NOx, 10% of VOCs, and 10% of PM emissions in the United States.¹

These pollutants have been shown to cause adverse health effects, including higher rates of asthma onset and aggravation, cardiovascular disease, and impaired lung development in children. As such, the MDTA ensures the proper management of all air emissions in its construction and operation activities.

Management of Air Pollution

The MDTA tracks and monitors the emission of air pollutants across all construction activities and operations. The agency operates in compliance with all applicable federal and State pollution regulations, including:

- Standards of Performance for New Stationary Sources (40 CFR 60)
- National Emission Standards for Hazardous Air Pollutants for Asbestos (40 CFR 61)
- National Emission Standards for Hazardous Air Pollutants for Source Categories (40 CFR 63)
- State and Federal Title V Operating Permits (40 CFR 70 and 71)
- Protection of Stratospheric Ozone (40 CFR 82)
- Control of Emissions from New and In-Use Non-Road Compression- Ignition Engines (40 CFR 89)



Intercounty Connector (ICC/MD 200)

- Permits and Registrations (COMAR § 26.11.01; § 26.11.02; § 26.11.06; § 26.11.15)
- Toxic Air Pollutants (COMAR § 26.11.15)
- Small Fuel Burning Equipment (COMAR § 26.11.02; § 26.11.09)
- Motor Vehicle Fuel Dispensing (COMAR § 26.11.02; § 26.11.13)
- Gasoline and Volatile Organic Compound Storage and Handling (COMAR § 26.11.13)
- Mobile Sources (COMAR § 26.11.20)
- Clean Air Act, Section 608: National Recycling and Emissions Reduction Program

Noise, Light, and Vibration Pollution

Construction and maintenance of transportation roadways and vehicles that travel on them contribute to noise, light, and vibration pollution, which can impact the health and well-being of surrounding communities and the environment. As such, the MDTA strives to minimize noise, light, and vibration pollution across construction activities and throughout its operations. The MDTA follows all federal and State regulations on noise, and regularly studies and implements projects to address noise pollution.

¹ <https://www.epa.gov/transportation-air-pollution-and-climate-change/smog-soot-and-other-air-pollution-transportation>



Management of Noise, Light, and Vibration Pollution

The MDTA tracks and monitors noise levels to ensure all construction activities comply with regulations. Where necessary, the MDTA conducts community outreach to build awareness around the reasons for elevated noise, the type of construction, and expected duration.

Noise barriers are an important design feature on roadway projects located near neighborhoods, communities, and places of interest. While a noise barrier’s primary function is to reduce the undesirable noise generated by automobile traffic, they also are typically designed to be visually appealing and offer landscaping opportunities that also provide aesthetic benefits to the community. Noise barriers also provide safety benefits as they act as a physical barrier preventing people and wildlife from easily accessing the roadways. The MDTA currently maintains approximately 93,000 linear feet of noise barriers.

Noise Pollution – Noise Walls

As part of the MDTA’s \$1.1 billion program to relieve congestion and improve travel along the I-95 corridor into Harford County, the MDTA constructed noise walls to reduce noise levels to be within the acceptable ranges as defined by State and federal regulations. The noise walls enhance quality of life for the adjacent residents in communities by reducing the noise from the highway. In FY 2025, the MDTA constructed several noise walls as part of the I-95 ETL Northbound Extension project including:

- Southbound I-95 Noise Wall from north of Abingdon Road to South of Bynum Run

(KH-3031): Approximately 3,637 linear feet with varying height of 15 to 31 feet.

- Southbound I-95 Noise Wall from MD 24 to north of Woodsdale Road (KH-3030): Approximately 2,327 linear feet with varying height of 14 to 32 feet.
- Noise walls for MD 24 NB Auxiliary Lane from MD 924 Through Singer Road Intersection (KH-3040): Approximately 4,188 linear feet with varying height of 7 to 28 feet.

Waste and Circularity

The MDTA works to minimize waste by implementing waste-reduction programs and implement circularity principles that keep materials and products in circulation. These initiatives also aim to reduce reliance on single-use products and materials and reuse and recycle resources, all in an effort to reduce waste as much as possible.

Management of MDTA’s Waste

Materials and waste-management initiatives allow the MDTA to control the materials used on a daily basis and limit environmental impacts. From recycling programs and solid-waste management, to storing equipment and handling hazardous materials properly, the day-to-day actions and processes of MDTA employees help ensure the organization operates in an environmentally responsible manner.

In accordance with the Maryland Recycling Act, the MDTA enables employees to recycle items such as paper products, glass and plastic bottles, aluminum and bi-metal cans, and cardboard. During

recent years, the MDTA has strived to achieve the minimum recycling rate range of 15% to 30% of all waste collected. For 2024, the MDTA’s recycling rate was 26.5%. By collecting these materials for recycling, the MDTA contributes to natural resource conservation and a reduction in waste to landfills.

The All-StAR (All State Agencies Recycle) Recycling Program is a Maryland government agency recycling initiative. Each agency designates a recycling coordinator to manage their various sites throughout Maryland. The Agency Coordinator provides technical support to encourage recycling within their facility locations and to submit annual online reports detailing each facility’s recycling and waste data. The MDTA’s Office of the Environment, Safety and Risk Management serves as the agency’s Recycling Coordinator, managing and reporting data from both operations and construction activities. The MDTA is required to submit annual online All-StAR reports detailing each facility’s recycling and waste data.

YEAR-OVER-YEAR RECYCLING RATES*

YEAR	MDTA RECYCLING RATE
2024	26.5%
2023	23.2%
2022	23.8%
2021	21.7%
2020	22.7%
2019	25.5%

*Annual recycling rates reflect operational recycling only, not construction waste recycling.

Key Bridge Rebuild Mechanical Demo



In addition, MDTA roadway and automotive maintenance employees practice recycling and ensure non-recyclable materials are disposed of properly. Practices include:

- Recycling items collected during roadside maintenance, such as landscaping trimmings, rubber tires, and scrap metal.
- Recycling materials generated by automotive maintenance, such as used oil, sludge, and non-hazardous antifreeze.
- Identification and proper storage and disposal of hazardous waste, including “household hazardous waste” that cannot be discarded as general refuse.
- Recycling universal waste (such as batteries and light bulbs) and ensuring proper storage to prevent mercury releases.
- Ensuring no trash or debris is maintained or stored outside of properly marked dumpsters.
- Equipping external trash-collection containers with lids to prevent rainwater from picking up residue or debris and contaminating stormwater.



Employees at the MDTA Earth Day Fair learn how they can contribute to environmental improvement in their communities.

2024 CONSTRUCTION RECYCLING DATA

MATERIAL	TONS
Recycled steel/metal	1,400.45
Recycled concrete	37,666.52
Recycled asphalt	62,571.04
Other recycled demo material	644.19
Solid waste (landfilled)	4,574.89

Waste and Circularity Community Outreach

Since 2011, the MDTA has hosted an Earth Day fair, featuring information booths that educate employees on how they can contribute to environmental improvement in their communities. Each fair includes captivating presentations, diverse exhibitors, and a celebration of the agency’s annual recycling contest winners. Awards are given to the facility with the highest overall recycling rate and the most improved recycling rate.

The Earth Day fair is just one of the MDTA’s exciting outreach activities. Throughout the years, the agency has held environmentally focused staff outings to locations throughout the community, including Green Street Academy Charter School Patapsco Wastewater Treatment Plant, Alpha Ridge Landfill, Maryland Agricultural Resource Council, and Poplar Island.

The MDTA also promotes community involvement and environmental awareness through public service events. In June 2025, the MDTA held a trail maintenance and restoration in Rock Creek Regional Park. Volunteers assisted with trail maintenance and improvements, vegetation management and pedestrian bridge upgrades. The goal of the project was to help Montgomery County Parks in restoring and enhancing a portion of the historic Kengla Trail in Rock Creek Regional Park.



GHG Emissions and Energy

The MDTA has completed the agency’s first greenhouse gas (GHG) emissions inventory for the FY 2024 reporting period. GHG inventories quantify the GHG emissions associated with an organization’s activities, such as day-to-day operations, construction activities, and procurement. Quantifying our GHG emissions helps the MDTA understand our impact and identify reduction opportunities.

Specifically, estimating our GHG emissions helps identify operational efficiencies through detailed assessment of fuel and electricity use. This assessment allows the MDTA to better understand where we are using the most resources, where there may be anomalies, and where we can focus our efforts to reduce and optimize energy use.

Additionally, there are increasing stakeholder expectations and requirements for calculating, reporting, and reducing GHG emissions associated with organizations’ operations. The MDTA is acting proactively to begin tracking our GHG emissions to ensure our systems are in place and robust in the event that emerging expectations or regulations are applied to our agency.

This inaugural GHG emissions inventory represents a significant step in our sustainability reporting journey. Through this process, the MDTA identified several key opportunities that will allow us to improve our data collection, inventory process, and reporting in the future, as well as insight into where we can best focus our sustainability efforts. As we mature our inventory

in the future, these insights will continue to be refined and will increasingly inform our operational efficiency and emission reduction actions.

Typically, operational emissions are categorized into two overarching buckets to aggregate impacts. These two categories are: Scope 1, direct emissions released directly by an organization (e.g., burning of fuel in vehicles and generators) and Scope 2, indirect emissions associated with an organization’s operational activities (e.g., GHG emissions released from the generation of electricity used in an organization’s facilities). Some organizations also estimate indirect emissions associated with their supply chains and downstream activities, such as the emissions associated with the creation of construction materials or emissions associated with the use of an organization’s infrastructure. These indirect emissions associated with supply chains and downstream activities are called Scope 3 emissions. This year, the MDTA explored potential methodologies for quantifying Scope 3 emissions and will consider estimating these emissions in future years.

For FY 2024, our GHG inventory included:

- Scope 1 emissions: Emissions from natural gas, heating oil, stationary diesel, fleet mobile fuels
- Biogenic emissions: Emissions from biodiesel used in the MDTA’s fleet vehicles
- Scope 2 emissions: Emissions associated with electricity purchased by the MDTA

CATEGORY	EMISSIONS (MTCO2E)
Scope 1	11,908
Biogenic	123
Scope 2	8,847
Total Operational Emissions (Scope 1, Scope 2, and biogenic emissions)	20,878

Through this process, the MDTA was able to identify improvement opportunities in data collection and tracking, as well as key facilities for engagement on emissions reductions and efficiency. Understanding where our emissions impacts are concentrated allows us to focus our efficiency and reduction efforts to make the most impactful changes. Additionally, the most impactful efficiency and emissions reduction actions may also lead to cost savings. During the next year, we will use the results of our inaugural GHG emissions inventory to identify and evaluate potential reduction programs and interventions.

In the future, the MDTA plans to mature our GHG inventory through enhanced data tracking and collection, more robust estimations, and the inclusion of more emission sources, such as refrigerants and waste. As we continue to mature our calculation methodology, we will revisit this baseline inventory to ensure accurate year over year comparability.



Maryland House Travel Plaza (I-95)

Climate Resilience and Adaptation

To ensure the MDTA continues to deliver high quality, safe, and economically sustainable transportation solutions for the State of Maryland, it is of critical importance to understand the full spectrum of potential impacts the MDTA's operations. Existing and future infrastructure – especially with the long lifespans of public infrastructure – must be built to be resilient in the face of changing climate conditions.

As a result, this year the MDTA commissioned a detailed assessment of the potential impacts of climate change to the MDTA's assets and operations. As a part of this initiative, the MDTA is assessing both potential risks related to the transition to a lower-carbon economy (transition risks) and potential risks related to the physical impacts of climate change (physical risks). This assessment is ongoing and expected to conclude in 2026. The results of the assessment will be leveraged by multiple MDTA departments and teams to prioritize actions and measures that make the agency more resilient to changes in the climate. Future climate resilience actions could affect the MDTA's future capital program.

Physical Risks

Physical risks associated with climate change may be either event-driven (acute) or result from longer-term shifts in climate patterns (chronic). These risks can have both direct and indirect financial consequences for agencies, including direct damage to assets and indirect effects such as service disruptions to operations.

Of key concern for the MDTA is climate-related hazards – such as extreme weather, storm surge, heavy precipitation, and extreme winds as well as long-term sea-level rise and associated flooding. The MDTA is currently undertaking a broad, high-level review of our assets' exposures to a variety of potential climate-related hazards. In parallel, we are conducting a more in-depth, engineering-level risk assessment of specific assets to identify potential flooding failure points and potential operational impacts.

Transition Risks

Transitioning to a low-carbon economy involves significant adjustments across policy, legal frameworks, technology, and markets to meet climate change mitigation and adaptation objectives. The financial and reputational risks associated with these changes may vary based on the scope, pace, and emphasis of the transition.

For the MDTA, key transition impacts under consideration include technology-related impacts (e.g., increased adoption of electric vehicles and the associated potential impacts on road usage and maintenance), as well as regulatory and legal impacts (e.g., potential future requirements or regulations related to energy efficiency or types of energy used). The MDTA seeks to broadly understand the potential financial implications of both physical and transition climate impacts to its operations and assets. As part of our assessment, the MDTA is using future climate projections to identify potential impacts and then leverage the results to increase operational resilience and enhance long-term financial planning.



Nature and Land

Biodiversity and Ecosystems

Biodiversity—the variety of life on Earth—is a critical component of any healthy ecosystem. The environment, society, and the economy depend on biodiversity and ecosystems to provide essential services, including suitable land to grow food, productive soils, clean water, and crop pollination.

Management of Biodiversity and Ecosystems

The MDTA is committed to sustainable development; environmental compliance; stewardship; continuous improvement in environmental performance; and effective interaction with its employees, other government agencies, and the community to protect biodiversity and sensitive ecosystems. Through policies that foster environmental protection and stewardship, the MDTA reinforces practices that are essential to its overall operations.

Pollinator Habitat Projects and the Endangered Species Act (ESA)

The Endangered Species Act (ESA) is a landmark US law enacted in 1973 to protect species at risk of extinction and conserve the ecosystems they depend on. It provides legal protection for listed species and promotes recovery efforts through habitat preservation and restoration. Monarch butterflies are not currently listed under the ESA but are under serious consideration due to population declines caused by habitat loss, pesticide exposure, and climate change. Pollinator beds support monarch populations by providing essential breeding habitat and nectar sources, helping to reverse declines and improve overall pollinator health and biodiversity.

The MDTA installed two pollinator habitat beds at the Fort McHenry Tunnel (FMT) facility, totaling 0.2 acres, with native flowering plants to enhance habitat for bees, butterflies, and other threatened and at-risk pollinators. These beds provide these species with seasonal

flowers that provide food and nesting sites. The division designed, installed, and has been actively maintaining both installations throughout FY 2025 and FY 2026. The MDTA is surveying for additional potential pollinator habitat sites along MDTA right-of-way (ROW).

Land Use and Natural Resources

Development of any kind requires the use of land and natural resources. The MDTA uses land primarily in the construction and maintenance of roads and facilities.

Management of Land Use and Natural Resources

When undertaking projects, the MDTA's first course of action is to avoid and minimize impacts to sensitive natural resources such as forests, wetlands, and streams to the maximum extent practicable while still achieving its transportation goals. The MDTA performs mitigation for unavoidable impacts within project limits or across the MDTA ROW wherever possible; however, some cases require off-site mitigation.

Bee on lavender, Stock photo.



The MDTA's use of land is regulated under the 1992 Maryland Department of Natural Resources (DNR) Forest Conservation Act (FCA), which aims to minimize the loss of forest land from development and ensure that priority areas for forest retention and forest planting are identified and protected prior to development. As a result, the MDTA is required to conduct reforestation or afforestation whenever trees are cleared.

Facility Maintenance Best Practices and Management

The MDTA implemented new goals in FY 2025 for maintaining stormwater and landscape areas along the ROW. The primary objective is promoting stewardship of green assets with effective operation and maintenance procedures. The MDTA's Natural Resource group, which includes the Office of Engineering and Construction as well as consultants specializing in natural resource management, conducted training courses with each facility operations group to educate employees on proposed implementations. These proposals included a reduced need for mowing, incorporating more naturalized areas, simplifying maintenance needs, and eliminating buffer strips.

The MDTA continues to maintain compliance with training requirements for permitting and is reinforcing and updating operations on current best practices. Employee trainings also address the use of herbicides and pesticides and identification of native and non-native species. These trainings help ensure MDTA employees who maintain outdoor areas protect naturalized and reforested locations.

Invasive Species Control and Maintenance

Invasive species are a major threat to ecosystems and economies. To combat them, the MDTA's landscape managers use a variety of control methods. This includes mechanical methods like mowing; chemical methods, which involve herbicides; or biological methods, such as introducing natural predators. Additionally, prescribed burns or strategic replanting with native species are utilized to control the spread of invasive plants. The most effective strategies often combine multiple methods and controls and prioritize

preventing the spread of invasive species and the re-colonization of previously treated areas. Invasive species can be either native or non-native species; native species are those that evolve naturally in an ecosystem. Poison ivy (*Toxicodendron radicans*) and fox grape (*Vitis labrusca*) are species native to Maryland that are considered invasive because of their ability to overtake ecosystems and imperil the safety and maintenance of our roadways.



Spotted Lanternfly, Stock photo.

In FY 2025, MDTA collected invasive species data throughout the ROW. Using this data, several work orders and task orders were created to treat select areas, prioritizing highly invasive species and noxious weeds. This resulted in the chemical and mechanical treatment of multiple acres of invasive species along the entire MDTA ROW.

Division staff conducted surveys for the invasive common reed (*Phragmites australis*) throughout the entire MDTA ROW and at all MDTA facilities. In FY 2025, surveys and treatments occurred at the Intercounty Connector, Baltimore Harbor Tunnel Fort McHenry Tunnel, Chesapeake Bay Bridge, Nice/Middleton Bridge, John F. Kennedy Memorial Highway, and Francis Scott Key Bridge facilities. Staff also surveyed for the noxious weed Johnsongrass (*Sorghum halepense*), and chemical treatment began in late FY 2025.

Lansdowne Stream Restoration of a Patapsco River Tributary (HT-3012; Express Toll Lanes (ETL) 200)

Division staff regularly conducted inspections and performed maintenance at the Lansdowne Stream Restoration site throughout FY 2025. Contractors treated invasive mile-a-minute (*Persicaria perfoliata*)

and porcelain berry (*Ampelopsis brevipedunculata*) in September and October 2024. Poison ivy and other invasive vining species growing along the fencelines were removed and chemically treated multiple times throughout FY 2025. The contractor chemically treated and mechanically removed common reed growing throughout the site in February and May 2025, and 0.54 acres of floodplains and wetlands were then revegetated with wetland meadow seed in June 2025.

Planting Accomplishments

During FY 2025, the MDTA had 43 active projects, varying from highway construction to stream restoration. These projects resulted in the planting of 1,959 trees, 1,914 shrubs, and 13,921 herbaceous materials. Reforestation projects accounted for 1,233 trees, whereas roadside tree projects accounted for 170 trees and 7 shrubs.

Project Natural Resource Impact Mitigation

The MDTA performs mitigation for unavoidable impacts within the project limits or on the MDTA ROW wherever possible; however, in some cases off-site mitigation must be executed. The MDTA works with State and federal agencies to achieve appropriate and adequate mitigation for impacts. Below are several examples of the MDTA's compensatory mitigation work.

I-95 Express Toll Lanes Northbound Extension

Through its I-95 Express Toll Lanes Northbound Extension project, the MDTA completed the following activities:

- 22 acres of wetland restoration, enhancement, and preservation.
- 13,000 linear feet of streams restored.
- 6 noise walls constructed – 2 under construction, 4 planned.
- 72 acres of planted or protected trees, including 20 acres planted within the Express Toll Lanes project limits, 25 acres of reforestation in

Baltimore County, 20 acres of existing forest on 3 MDTA properties that will be protected with a restrictive covenant, and future reforestation of approximately 7 acres.

Critical Area Commission Banking

- 491 trees and 1,836 shrubs have been planted for various projects within the Chesapeake Bay critical area.
- The MDTA is working with the Critical Area Commission to provide ecological uplift within MDTA-managed and surrounding land to promote a more biodiverse environment than previously approved tree mitigation.

Willoughby Beach Compensatory Mitigation

This mitigation site in Edgewood, Maryland, was planted in FY 2024, and staff have been regularly monitoring and maintaining the site throughout FY 2025 and FY 2026. Contractors maintained the site through regular mowing, watering, weeding, and mulching. Willoughby Beach is one of the MDTA's most successful mitigation sites, with only 100 out of 1,482 plants (about 6.7%) have been replaced since June 2025.

Days Cove TMDL and Reforestation Site

This mitigation site in Baltimore County was planted in FY 2024 to compensate for impacts associated with the nearby ETL-200 project. Staff have been regularly surveying the site throughout FY 2025 and FY 2026, and it has been maintained through regular mowing, watering, weeding, and mulching. Staff have adjusted the management of the site to adapt to changing conditions and needs; multiple rounds of mechanical and chemical treatment to limit the spread of common reed have been initiated, and staff have strategically selected replacement plantings to choose species with the highest rates of survivability.



Governor Harry W. Nice / Senator Thomas "Mac" Middleton Bridge (US 301)

Water

Although Maryland has relatively abundant water supplies, it is still critical to maintain and protect all water resources. Protecting water from contamination not only maintains water quality for drinking, wildlife, and recreational use but can also reduce water treatment costs.

Management of Water Sources

The MDTA is committed to managing stormwater and has initiated efforts to reduce stormwater runoff and pollution into the Chesapeake Bay and its tributaries, including developing a Geographic Information System (GIS) database and mapping system of the stormwater drainage network; building and maintaining stormwater management facilities to treat, retain, and promote infiltration; developing facility pollution prevention plans; installing silt fence on construction sites; taking precautions to prevent fuel leaks; and controlling and limiting pesticide application.

Off-site Compensatory Stormwater Management – Restoration of a Tributary to Gilbert Swamp Run (Nice Bridge Bowling Property)

The Nice/Middleton Bridge Replacement Project incurred impacts in the Lower Potomac Watershed where the MDTA offset those impacts through off-site mitigation at a site located on a private

parcel in Charles County. The MDTA required approximately 1,100 linear feet of stream restoration to meet Stormwater Management and Critical Area requirements established by the Maryland Department of Environment and the Critical Area Commission. The goals of the project included protecting drainage infrastructure via long-term stream/floodplain stability, reducing sediment and nutrient pollution from streambank erosion to improve surface water quality, and improving aquatic and terrestrial habitats. The project restored 3,026 linear feet of the existing unnamed tributary and created approximately three acres of wetlands, finishing construction in March 2024 and planting by May 2024. A total of 222 trees and 1,233 shrubs were planted on-site to meet reforestation goals.

Little Northeast Creek Mitigation Site

The Little Northeast Creek Mitigation site is located in the Northeast River catchment area within the Chester-Sassafras Watershed in Cecil County, Maryland. The 2.9-acre site provides off-site compensatory mitigation for unavoidable impacts to non-tidal wetlands and waterways associated with the Belvidere Road Interchange project. The mitigation site converted 1.6 acres of agricultural lands/reed canary grass monoculture to palustrine forested wetlands, enhanced 0.47 acres of existing wetlands and 0.83 acres of wetland buffer, and stabilized 700 linear feet of stream utilizing beaver



dam analog structures to maintain grade and backwater the creek to raise the groundwater levels to support the created wetlands. The restored stream reach also provides measurable reductions in total maximum daily nutrient loads. The entire site was seeded and stabilized with native herbaceous plant species and replanted with native trees.

Drainage Outfall Remediation

The MDTA initiated efforts to remediate drainage outfalls due to factors including failed structural integrity, components that have reached the end of their life, and increased sediment deposition. The MDTA aims to reduce pollutant loads and control stormwater discharge into natural waterways by updating infrastructure, enhancing infiltration, stabilizing depleted and highly erodible soils, and reducing erosion at outfall sites. During FY 2025, MDTA division staff conducted Natural Resource Investigations (NRI) to determine impacts to wetlands, waterways, and forests to confirm compliance with permitting regulations and requirements. In FY 2026, several drainage outfalls are expected to be remediated to current environmental standards with improved water quality and reduced pollutant loads, furthering the MDTA’s sustainability goals. An outfall inspection form has been developed and is currently in testing to standardize the process. This form will ensure that each inspection is conducted in a way that the desired information is captured.

Environmental Justice

The MDTA recognizes the importance of and strives to uphold environmental justice across all of the agency’s operations and construction activities. Economically distressed communities often face greater hardships in raising revenue necessary for infrastructure projects and are more susceptible to the negative effects of environmental pollution. Pollution-burdened communities are typically characterized as those in proximity to sources of pollution, which leads to elevated health risks and lower life expectancy among residents. Often, communities experience both disadvantages simultaneously. These challenges intersect, creating a compounded effect where the lack of economic resources makes it difficult for these communities to address and recover from environmental issues and easier for polluting entities to avoid accountability. Cycles of economic hardship exacerbated by health problems due to pollution may follow, which in turn hinders economic recovery and growth. The MDTA evaluates community impacts alongside environmental impacts to understand potential interconnected and overlapping affects of the agency’s activities. In the coming years, the MDTA will continue to evolve and enhance its environmental justice efforts and programs.

Road culvert runoff, Stock photo.



Social



As part of its commitment to social responsibility, the MDTA engages actively with employees, communities, and other stakeholders to engender transparency and accountability and ensure that its activities align with positive societal outcomes. These social efforts focus on an array of topics that support the health, safety, and well-being of employees, communities, and Marylanders that use MDTA roadways.

Employee Engagement, Development and Well-being

The MDTA strongly believes that high employee retention, engagement, and development is critical to the agency’s success and performance. The MDTA emphasizes providing employees with the opportunity to grow through career development guidance, continuous education, and tuition reimbursement.

Management of Employee Engagement and Well-being

The MDTA enhances its employee experience continually through competitive benefits and programmatic engagement efforts. MDTA employees enjoy a robust compensation and benefits package and numerous development opportunities. The MDTA’s employee engagement, development, and well-being efforts help mitigate employee turnover and build a strong organizational culture. As shown in the table below, MDTA’s turnover rates decreased overall from 2023 to 2024.

Health Benefits

Employees are given the opportunity to join a State-subsidized health insurance plan. Health benefits include a variety of plans:

- Choice of several major medical plans
- Vision
- Dental
- Term life insurance
- Prescription
- Health care and dependent care spending accounts
- Accidental death and dismemberment plan

EMPLOYEE TURNOVER RATES*

GENDER	2021	2022	2023	2024
Female	14.76%	12.21%	11.74%	12.88%
Male	10.64%	13.14%	18.92%	12.69%
Total	11.91%	12.85%	16.78%	12.63%

*Turnover rate is percentage of employee separations in the calendar year based on annual average number of employees.

Retirement Benefits

Employees participate in a contributory-defined benefit pension plan and are also eligible to participate in a supplemental retirement plan: the 457 Deferred Compensation Plan or the 401(k) Savings and Investment Plan.

Leave Benefits

The MDTA’s employees receive annual leave; the amount of annual leave earned depends on the length of the employee’s State service. Employees may carry over a certain amount of annual leave days from one calendar year to the next. Full-time employees also are granted seven personal days per calendar year, which may be used for any purpose. Upon hire, new employees receive 1, 3, or 7 days of personal leave determined by the employee’s date of hire or their first calendar year of employment.

Full-time employees earn 15 days of sick leave per year, and there is no limit to the number of sick days an employee may accrue or carry over into a new calendar year. Accrued sick leave is credited to employees’ service time at retirement.

Employees who are members of the State Employees’ Leave Bank program may receive leave for a serious and prolonged medical condition after their accrued leave has been exhausted. Through the program employees may donate leave to coworkers for certain medical conditions.

Part-Time Employees

All permanent, part-time employees earn salaries prorated for the number of hours they work. These employees also earn prorated leave. Employees who are actively employed at least 50% of the work week are entitled to receive full health insurance benefits and may participate in special programs offered.

Other Benefits

One of the MDTA’s key programs at the nexus of benefits and engagement is the Career Development Program. This program is available to all employees who seek continuing education and meet established program criteria. The

program covers employees’ eligible educational costs and manages partnerships with educational institutions that allow costs to be billed directly to the agency. The MDTA’s direct partnerships with education institutions alleviates the burden of employees paying out of pocket and waiting for reimbursement. The MDTA tracks participation in the Career Development Program and aims to increase participation each year. Currently, there are 41 employees actively enrolled in the program.

Employee Training and Development

The MDTA receives directives on employee initiatives from the offices of the Governor and the Transportation Secretary that mandate statewide training for MDTA employees. For instance, the State of Maryland requires sexual harassment prevention training for all State employees, including MDTA employees, within 60 days of hire, and biennial refreshers.

The MDTA also develops and mandates numerous employee training courses with varying requirements for employees of different levels and functions, including systematic monitoring and tracking employee training and learning through the learning management system, Cornerstone. Cornerstone helps MDTA leaders assign training courses to employees, track progress and completion, and manage learning and development across the organization. In 2024, MDTA employees completed 30,178 hours of training. The MDTA continues to evolve its employee training offerings and creates new trainings frequently based on needs identified by senior management or employee feedback.

The MDTA also has a robust professional development program to provide employees with the best opportunities for growth and internal mobility. The agency is invested deeply in its leadership development programs, which includes technical and soft skills training to develop effective management capabilities. The MDTA’s leadership programs include:



Workers gather for salvage operations of the Francis Scott Key Bridge on the Patapsco River at Sparrows Point, Edgemere, Maryland.

Leadership Investment for Tomorrow

The Leadership Investment for Tomorrow (LIFT) program is tailored for high-performing MDTA employees who are not yet serving in supervisory or managerial capacity. Talent, creativity, innovation, and potential leaders exist within the MDTA at all levels and positions, and this program is meant to inspire and prepare MDTA employees for the next level of their career goals. During this seven-week program, participants are exposed to a variety of leadership skill building sessions, dynamic guest speakers, fireside chats with executive leadership, and a tour of several unique job sites throughout the agency so employees can better understand the work of their peers and all that the organization offers.

Motor Vehicle Administration Employee



Supervisory Training and Engagement Program

The Supervisory Training and Engagement Program (STEP) program is customized for new to mid-level leaders who have been in their roles for approximately six months to a year, across all MDTA operations. During an eight-week span, participants can acquire impactful tools and insight on select skills and habits employed by successful leaders in today’s dynamic business environment. During this program, participants delve into a diverse array of leadership concepts designed to enhance their comprehension of managerial approaches. Participants also receive training on policies and procedures necessary for their supervisory function in State government and MDOT.

Supervisor Refresher Training

Supervisor Refresher Training (SRT) is a required training program intended for all MDTA personnel with a supervisory or managerial role. This biennial, two-day training provides MDTA leadership personnel with critical knowledge and resources related to the procedures, policies, rules, and regulations that govern the workplace.

Health and Safety

The health and safety of MDTA employees is of the utmost importance to the MDTA. In addition to ensuring compliance with all State and local health and safety regulations, the MDTA employs multiple programs, trainings, and procedures that help ensure the holistic management of health and safety for each employee. The MDTA's 2024 Strategic Plan was developed and is implemented continuously with these principles at the forefront.

Management of Employee Health and Safety

The MDTA prides itself on a proactive approach to employee health and safety, including:

- Providing a healthy and safe working environment for its employees.
- Ensuring total compliance with federal, State, and local regulations.
- Prioritization of hazard identification and prevention, aiming to address potential risks before incidents occur.
- Continuous improvement of safety programs to protect the workforce and enhance overall operations.
- Active engagement in agency-wide safety outreach efforts, encouraging open communication and collaboration among employees.
- Department-level safety efforts, based on specific job functions and duties.
- Training efforts to educate the workforce on safety and health hazards.

Compliance

The MDTA abides by all federal, State, and local regulations regarding the safety and health of both employees and the public. The most comprehensively referenced of these include, but are not limited to:

- Occupational Safety and Health Administration (OSHA) 29 CFR 1910, commonly referred to as OSHA's General Industry Standard (for facility and maintenance operations)
- OSHA 29 CFR 1926, commonly referred to as OSHA's Construction Standard (for construction activities conducted by the MDTA)
- Code of Maryland Regulations (COMAR) Title 5 Occupational Safety and Health

The MDTA follows news and updates in regulations closely and evaluates applicability to the agency on an ongoing basis. Policies are proposed and developed by the Safety and Risk Management team in cooperation with representatives from all MDTA divisions to achieve alignment across the agency. Policies and procedures are implemented that keep the MDTA not just in compliance but often proactively and above the minimum compliance requirements.

Programs implemented and maintained at the MDTA include, but are not limited to, employee injury case management and reporting, vehicle accident investigations and reviews, workers compensation, driver improvement training, drug and alcohol testing, and safety inspections and investigations.

The MDTA has a dedicated office that develops, implements, monitors, and manages all health and safety programs at the agency in cooperation with its operational offices to bring a truly comprehensive, intelligent, and positive influence to the workplace. Health and safety professionals, working under the direction of executive

management, always are available for consultation on complex problems, conducting random and scheduled inspections, planning and executing training programs, and working alongside all employees to promote the most healthful and safe workplace possible.

Environmental and Safety Committees

Environmental and Safety Committees (ESCs) are employee-led committees, located at each MDTA facility, that come together for the common goal of creating and maintaining a safe and environmentally conscious workplace. Employees volunteer as ESC members and attend monthly meetings led by a member of the Office of Environment, Safety and Risk Management.

Each facility has a monthly meeting during which various topics are discussed, including environmental and safety training and concerns, safety practices, incidents that have occurred, safety messages, and future program improvements. Members of the ESC also participate in safety inspections and investigations.

Injury and Illness Reporting

The MDTA has automated its workplace injury and illness reporting process by implementing an integrated software solution that allows for quick and efficient reporting and ease of case management. By streamlining the reporting process,

MDTA employees can receive the best care so they may reenter the workforce as soon as possible.

Safety Expo

The MDTA hosts an annual Safety Expo each June, and all MDTA and MDOT employees are welcome to attend. The Expo started in 2013 and has grown throughout the years in both vendor and attendee participation. During the Expo, both the Executive Director and Chief Administrative Officer open with remarks setting the tone.

For calendar year 2025, the MDTA Office of Environment, Safety and Risk Management piloted a new format for conducting the annual Safety Expo. Rather than holding one large expo at a central MDTA location, the concept of staging smaller, "traveling" events at each facility, to be held in conjunction with annual award/recognition gatherings, was introduced. The theme of the "traveling safety expos" for 2025 was SLAM (Stop – Look – Assess – Manage). In addition to the SLAM concept being shared, secondary trainings tailored to the specific needs and interests of the individual facilities were also provided. Between the six (6) traveling expos conducted in 2025 to date, approximately 290 MDTA employees participated (with one MDTA facility remaining as of the end of 2025).

William Preston Lane, Jr. Memorial (Bay) Bridge Toll Gantry Installation (US 50/301)



Inspections

Several types of health and safety inspections are conducted at each MDTA facility annually and monthly. Some inspections are collaborative efforts, with safety and risk management staff walking side-by-side with facility representatives making joint observations. Other inspections are more formal, with safety and risk management staff performing the inspection and reporting their findings back to team members at the facility that requires corrective action. The goal is always is the same – assess the facilities for hazards to mitigate or eliminate them from the workplace.

The MDTA is developing criteria to report metrics quarterly. Providing a statistical baseline and opening additional lines of communication within the agency allows the agency to design a path towards the healthiest and safest working environment possible for its employees.

Near-Miss Reporting Program

Reporting near misses, or close calls, is a crucial safety practice in any workplace. It involves documenting and reporting incidents that could have led to injury, illness, or damage, but didn't, due to luck or timely intervention. By proactively reporting and analyzing these events, organizations can identify potential hazards and implement preventative measures, reducing the likelihood of future accidents and injuries.

Key aspects of near-miss reporting:

- **Definition:** A near miss is an unplanned event that, if circumstances were slightly different, could have resulted in an accident.
- **Importance:** Near misses are valuable learning opportunities. They signal potential hazards and weaknesses in safety protocols, allowing for proactive corrections.
- **Benefits:** Reporting near misses can enhance workplace safety, reduce accidents, and improve overall operational efficiency.

The Office of Environment, Safety and Risk Management developed an electronic reporting method using a QR code to allow for prompt and efficient reporting of any near-miss events. A pilot program is also being established at the Key Bridge and the Intercounty Connector (ICC) facilities where devices, such as tablets, will be available for near-miss reporting. This eliminates the need to use personal devices for reporting. The MDTA's Department of Information Technology (DoIT) is assisting with the pilot device roll-out and conducting final testing of reporting functionality.

Continuous Improvement

The MDTA is dedicated to continuous improvement in every way, including health and safety. Each year, leadership sets goals for what investment or internal project to work on next, always keeping the health and safety of its employees in mind.

The MDTA is in the final stages of completion in the installation of new eyewash stations at its facilities, an agency-wide project that began in 2023. A training program is being developed to teach employees emergency response use, inspection, and maintenance procedures. State-of-the-art first aid equipment is an important investment in the health and safety of all MDTA employees.

The MDTA has also developed its agency-wide heat injury and illness prevention policy in response to OSHA's rule on the subject, which was released in July 2024. Some employees work outdoors during heatwaves that are becoming increasingly intense, so this policy has been developed following a thorough examination of projected heat exposures using consensus standards and best practices. The MDTA developed a Heat Illness Prevention Program in May 2025 and issued subsequent revisions and updates throughout year. During the program's first year, more than 520 MDTA employees received training on the contents of the program as well as keeping safe while working in hot environments. Moving forward, heat illness prevention training will be provided annually to MDTA employees via in-person sessions and e-learning via the MDTA's learning management system.

Civil Rights and Fair Practices

Management of Civil Rights and Fair Practices

The MDTA's commitment to civil rights, equal opportunity, nondiscrimination, accessibility, and workforce inclusion is fundamental to its responsibilities as a government agency. MDTA requires that employees, applicants, customers, contractors, and vendors be treated fairly, with dignity and respect, and that its employment practices, programs, services, activities, and contracting be administered in accordance with applicable federal and state civil rights and nondiscrimination requirements.

Grounded in the agency's values and organizational culture, the MDTA is committed to maintaining a professional workplace and delivering transportation programs and services consistent with the principles of equal opportunity, nondiscrimination, accessibility, integrity, and respect. As an agency of the State of Maryland, MDTA is responsible for administering its employment practices, public services, and compliance programs fairly and in accordance with applicable laws. MDTA works to maintain an environment for its workforce, contractors, and vendors that is free from unlawful discrimination, harassment, and retaliation, and to promote integrity, teamwork, accessibility, and respect throughout the organization.

An inclusive workplace promotes equal opportunity, fair treatment, accessibility, employee engagement, and respect, and can support employee morale, organizational effectiveness, and the recruitment and retention of qualified employees. MDTA seeks to foster a professional environment in which employees can contribute their skills, experience, and perspectives to the agency's mission. It is essential that MDTA recruit, hire, develop, and retain qualified individuals based on merit and fitness. MDTA maintains equal employment opportunity and identifies and addresses unlawful barriers to employment. MDTA also seeks to make informed and



MDTA crews pick up 1.5 million pounds of trash each year.

socially responsible decisions that consider the needs of its customers and the communities it serves.

The MDTA is committed to fostering an inclusive environment that values and embraces all ethnicities, races, cultures, ages, abilities, sexual identities, and systems of belief that comprise our MDTA community, partners, and contractors. Grounded in our values and organizational culture, we are steadfast in our commitment to cultivating a workforce equipped to deliver safe, sustainable, intelligent, exceptional, and inclusive transportation solutions that connect our customers to life's opportunities. These commitments support MDTA's mission.

The MDTA affirms its commitment to maintaining business practices and an organizational culture grounded in equal opportunity, nondiscrimination, accessibility, professionalism, and respect. MDTA values the individual skills, experience, and contributions of its employees and recognizes their importance to the agency's success in serving Marylanders.

Title VI Program

MDOT, as a recipient of federal financial assistance, is required to comply with Title VI of the Civil Rights Act of 1964 and other federal nondiscrimination laws and authorities. The MDTA, as an authority under MDOT, is required to comply with Title VI and cannot, on the basis of race, color, or national origin, either directly or indirectly:

- Deny program services, aids, or benefits.
- Provide a different service, aid, or benefit, or provide them in a manner differently from how they are provided to others.
- Segregate or separately treat individuals in any matter related to the receipt of any services, aid, or benefit.

The MDTA is one of several transportation agencies that comprise MDOT and receives financial assistance from federal and state agencies. In accordance with federal law, any entity or organization that receives federal financial assistance is deemed a recipient and is therefore required to comply with the non-discrimination requirements established under Title VI of the Civil Rights Act of 1964, and its supporting regulations, Executive Orders, and authorities. These laws and regulations require recipients to ensure non-discrimination in any programs, services, and activities that they conduct and/or support.

Components of Title VI Program:

- Americans with Disabilities Act (ADA)
- Environmental Justice (EJ)
- Limited English Proficiency (LEP)
- Affirmative Action Program (AAP)

To meet compliance requirements and to ensure its eligibility to receive future allocations of federal financial assistance, the MDTA developed a 2023 Title VI Civil Rights Program Plan, referred to as the “Plan.” The Plan is intended to be a living document that serves as a technical resource and tool to assist MDTA personnel, subrecipients, contractors, consultants, and other interested entities in

understanding their duties and responsibilities for compliance with Title VI and related non-discrimination statutory regulations and executive orders. The MDTA’s Title VI Program Plan has been revised for FY 2025 – FY 2027 and is awaiting approval. Until the plan is approved, the conditions and intent of the plan remain applicable.

Title VII Program

The MDTA values an inclusive workforce that reflects the communities we serve and is committed to a workplace free from discrimination, harassment, and retaliation. Every MDTA employee has the right to work in an environment free of discrimination and harassment. In strict compliance with federal and State laws, any form of harassment, including sexual harassment, will not be tolerated.

MDTA seeks to promote employee engagement, education, teamwork, professionalism, and respect. The agency provides sexual harassment prevention, EEO, civil rights, accessibility, and other workplace training to ensure that managers, supervisors, and employees understand their legal obligations, workplace responsibilities, rights, and protections.

The Division of Civil Rights & Fair Practices’ Title VII Program administers MDTA’s EEO, Title VII, ADA reasonable accommodation, and related workplace civil rights functions. The Program works to ensure compliance with applicable federal and State requirements, identify and address unlawful barriers to equal employment opportunity, provide education and guidance, and support a professional, accessible, and respectful workplace.

The MDTA maintains a strong Equal Employment Opportunity Program and upholds the Governor of Maryland’s policy of zero tolerance for any unfair employment practices, as required under Executive Order 01.01.2017.16, Code of Fair Employment Practices. All personnel actions concerning any employee or applicant for employment will be made on the basis of merit and fitness.

Title VII Federal Statutes

[Title VII of the Civil Rights Act of 1964](#), as amended, prohibits discrimination in employment based on race, color, religion, sex (including pregnancy, sexual orientation, and gender identity), and national origin; and prohibits retaliation.

[Genetic Information Nondiscrimination Act of 2008 \(GINA\)](#) makes it unlawful to discriminate based on genetic information, including information about an individual’s genetic tests, genetic tests of a family member, and family medical history.

[Title I of the Americans with Disabilities Act \(ADA\)](#), as amended by the ADA Amendments Act of 2008 (ADAAA), prohibits discrimination in employment based upon a disability and requires employers to provide reasonable accommodations.

The [Age Discrimination in Employment Act \(ADEA\)](#) makes it unlawful to discriminate against an applicant or employee because of age, if over 40 years of age.

The [Equal Pay Act of 1963](#) requires that employees receive the same pay for the same work regardless of the employee’s gender.

The [Pregnancy Discrimination Act of 1978](#) prohibits discrimination based on pregnancy, childbirth, or related medical conditions; it protects women affected by pregnancy, childbirth, or related medical conditions.

The [Pregnant Workers Fairness Act of 2023](#) requires employers to provide reasonable accommodation to a worker’s known limitations related to pregnancy, childbirth, or related medical condition unless it would cause undue hardship.

Title VII Program Activities

In 2025, the Title VII Program Team conducted 23 Sexual Harassment in the Workplaces Trainings and 13 EEO Trainings. Additionally, the Team reviewed approximately 125 equity-related employment transactions.

ADA Program

In addition to Title VII, the ADA and the ADAAA, under Title I, require employers with 15 or more employees to provide qualified individuals with disabilities with an equal chance to benefit from the full range of employment-related opportunities. ADA prohibits discrimination in recruitment, hiring, promotions, training, pay, social activities, and other terms and conditions of employment. It limits the questions an employer can ask an applicant about their disability before making a job offer. It requires employers to make reasonable accommodations for the known physical or mental limitations of qualified individuals with disabilities, unless doing so would result in undue hardship. Religious entities with 15 or more employees must comply with Title I.



A person in a wheelchair descends an accessibility ramp. Stock photo.

Businesses must provide reasonable accommodations to protect the rights of individuals with disabilities in all aspects of employment. Possible changes may include restructuring jobs, reconfiguring workstations, or modifying equipment. Employment aspects include the job application process, hiring, wages, benefits, and all other aspects of employment. Medical examinations are highly regulated.

The Maryland Transportation Authority is committed to providing equal employment opportunities and access for qualified individuals with disabilities. In accordance with the ADA and Section 504 of the Rehabilitation Act of 1973, MDTA will provide reasonable accommodations to qualified employees and applicants with a disability unless doing so would cause undue hardship on the agency.



The ADA Reasonable Accommodation Program is administered by the Civil Rights & Fair Practices' Title VII Program Team to ensure compliance with applicable federal and State disability nondiscrimination and reasonable accommodation requirements, promote workplace accessibility, and provide qualified employees and applicants with equal employment opportunity.

A reasonable accommodation is:

- Modification(s) or adjustment(s) to a job application process that enable a qualified applicant with a disability to be considered for the position that the qualified applicant desires; or
- Modification(s), adjustment(s), or change(s) to a job or work environment or to the manner or circumstances under which the position held or desired is customarily performed that enable a qualified individual with a disability to perform the essential functions of that position; or
- Modification(s) or adjustment(s) that enable an employee with a disability to enjoy equal benefits and privileges of employment as are enjoyed by other similarly situated employees.

The MDTA Promotes Equal Opportunity, Accessibility, and Workplace Inclusion

In addition to meeting its civil rights and equal employment opportunity obligations, MDTA supports workplace initiatives designed to promote employee engagement, accessibility, and a sense of belonging for all employees. CRFP works with agency leadership and other divisions to identify practices that support a fair, accessible, and effective workplace consistent with MDTA's mission, vision, values, and strategic goals.

The Civil Rights & Fair Practices Title VII Program supports the development of MDTA's workforce inclusion initiatives and accessibility strategies. These efforts are intended to promote equal opportunity, employee engagement, and accessibility for all employees. The Program may develop policies, training, tools, strategies, workforce metrics, surveys, best practices, outreach, and accountability measures aligned with the MDTA's Strategic Plan and applicable law.

Workforce data, metrics, or goals are used to evaluate compliance, identify potential barriers, and measure program effectiveness. They are not used to establish employment preferences, quotas, or selection decisions based on protected characteristics.

MDTA Workforce Inclusion Initiatives

The MDTA Inclusive Workforce Committee: MDTA participates in cross-agency discussions concerning equal opportunity, accessibility, employee engagement, and workforce inclusion. The agency has also established an Inclusive Workforce Committee composed of individuals from across the organization to provide input on accessibility, engagement, and opportunities for organizational improvement. The Inclusive Workforce Committee's activities include:

- **Assessing Benchmarks:** The committee issues an agency-wide Inclusion Survey to assess current workplace inclusion and accessibility metrics. This serves as a benchmark for organizational improvements.
- **Strategy Development:** The committee works to identify strategies to enhance workplace inclusion, accessibility, and belonging.
- **Best Practices Identification:** The committee works to identify best practices for recruiting, retaining, and promoting staff in alignment with the Inclusive Workforce Committee Goals.

An Inclusive Workforce Strategic Plan: The MDTA is developing a roadmap to implement activities that promote inclusion, accessibility, and belonging across all divisions and units. A key part of this plan is to support the education of the MDTA community in understanding foundational principles, how consistent and active engagement promotes cultural awareness, and to highlight the positive correlation between inclusive engagement and productivity.

Inclusive Workforce Climate Survey: The survey data will capture and highlight all employees' perspectives and opinions. The CRFP Title VII Program Team plans to use these results to partner cross-functionally, to develop Inclusive Workforce training materials, and to lead training and workshops throughout the agency.



MDTA Customers and Communities

Customer and Community Engagement

The MDTA's mission is to be a customer-driven leader that delivers safe, sustainable, intelligent, exceptional, and inclusive transportation solutions to achieve the vision of ensuring Maryland's iconic bridges, tunnels, and roadways are the customer's trusted and preferred choice for safe mobility, connection, and easy passage today and tomorrow. To achieve this mission and meet this vision, the MDTA works to understand the needs and deliver on the needs of customers and the community every day.

The MDTA serves all stakeholders proudly, not just with the maintenance of roads, bridges, and the management of tolling, but also by promoting inclusivity and accessibility for the greater Maryland community. The MDTA works to build trust, enhance service delivery, make informed decisions, and promote social responsibility.

Management of Customer and Community Engagement

As part of its commitment to customer and community engagement, the MDTA holds committee and board meetings regularly that are open to the public, encouraging the community to attend and provide feedback. These meetings are livestreamed and archived on the MDTA's website, where members of the community can also access meeting schedules, agendas, minutes, and recordings easily.

When preparing for an upcoming project, including replacing roads, bridges, or tunnels, or updating

facilities, the MDTA establishes an engagement plan several months in advance. This ensures effective communication and engagement with customers, community members and other stakeholders regarding project activities and any potential impacts on the community.

Primary engagement activities include:

- Providing regular, timely, useful, and accurate information regarding current and upcoming construction activities and other aspects of projects to a variety of external audiences, including travelers, community members, elected officials and the media;
- Educating all stakeholders mentioned above on any traffic or waterway impacts, lane changes, or closures;
- Preparing responses to public concerns or complaints regarding construction activities;
- Responding to questions or concerns in a timely manner, promoting trust and credibility with the public and other stakeholders; and
- Holding virtual and in-person informational meetings and public hearings.

The MDTA community relations team uses multiple tools and event types to engage the public in ways that foster two-way communication and help build durable community relationships. These tools include development and maintenance of project websites; creation and distribution of driver's alerts; social media posts to show project progress; and public events such as open houses, industry forums, and grassroots pop-up attendance



Key Bridge Rebuild, Test Pile Delivery

at local community events to connect with and provide information to users within project or study corridors. These engagement efforts focus on ensuring proper identification of affected or interested stakeholders and communities, timely and proactive gathering of public input on projects and studies, and efficient and effective communication of project information.

Francis Scott Key Bridge Rebuild

At approximately 1:30 a.m. on March 26, 2024, a cargo ship leaving the Port of Baltimore struck the Francis Scott Key Bridge, causing a collapse of the bridge. The MDTA team acted expeditiously to alert the public of the incident and the immediate traffic impacts and available detours. In the days and weeks that followed, the MDTA partnered with the State of Maryland and the federal government to initiate critical engagement with a call-to-action for all stakeholders to participate in the process of rebuilding the structure. Early efforts included the creation of two websites, virtual forums, community updates, surveys, and digital toolkits to ensure transparent communication and inclusive participation. In 2024, MDTA participated in 50 outreach events to engage stakeholders and share critical updates.

In 2025, the MDTA expanded its outreach significantly, participating in more than 70 events and launching KeyBridgeRebuild.com as

a central hub for news, project updates, FAQs, public hearing streams, community resources and events, surveys, and contact resources. The MDTA also initiated voluntary pre-construction property inspections for approximately 1,100 homes and businesses, launched a dedicated Facebook page, and introduced the Smooth Waters and Pardon Our Progress campaigns. Major milestones included the new bridge design unveiling, a one-year commemorative event, a job fair with Turner Station, the launch of an internship program for college students in engineering and infrastructure development, and the launch of text alerts.

Chesapeake Bay Crossing Study: Tier 2 NEPA (Tier 2 Study)

The Tier 2 Study was launched in June 2022, following the identification of Corridor 7, the Corridor containing the existing Bay Bridge, as the Selected Corridor Alternative in the Tier 1 Study combined Final Environmental Impact Statement/Record of Decision (FEIS/ROD). The purpose of the Tier 2 Study is to address existing and future transportation capacity needs and access across the Chesapeake Bay and at the Chesapeake Bay Bridge approaches along the US 50/301 corridor.

Public engagement activities were initiated shortly after the launch of the Tier 2 Study. Three rounds of public open houses and one virtual transit and bicycle/pedestrian listening meeting were held

between June 2022 and December 2024. All three rounds of open houses included two in-person meetings (one meeting on each shore) and a virtual meeting. To date, the MDTA has received more than 4,600 public comments on the Tier 2 Study including letters, emails, website comments, public meeting comment cards, and the MDTA customer survey cards. In addition to these meetings, the Tier 2 Study team has attended 57 community events throughout the corridor to date to provide information about the Tier 2 Study and encourage public participation. The Bay Crossing Study website (www.baycrossingstudy.com) is used to share project information, advertise upcoming engagement opportunities, and gather feedback from the public. All previous meeting materials and comments received can be viewed on the website.



Bay Bridge Eastbound Deck Replacement – March 2025

Bay Bridge Eastbound Deck Replacement

On October 27, 2022, the MDTA Board approved a \$140 million construction services contract for a portion of Phase 1 of the Eastbound Bay Bridge Deck Replacement Project, which began major construction in late fall 2023 with anticipated completion in winter 2027. Phase 1 of the Eastbound Bay Bridge Deck Replacement

project includes the replacement of the deck floor system, barrier upgrades, structural rehabilitation of the steel superstructure, replacement of the suspension span barrier wall, lane-use signal gantry replacements, utility relocations, and off-site stormwater management work.

The MDTA designed the project to ensure minimal traffic impacts for residents and motorists by avoiding 24/7 lane closures. The new pre-cast deck sections were fabricated off-site and barged to the Bay Bridge. Marine-based equipment has been utilized to replace deck panels and minimize the use of lane closures for most deliveries, resulting in reduced traffic impacts. As of summer 2025, the deck panels on the Eastern Shore side of the eastbound span have been replaced. Additional work through winter 2027 includes replacing the temporary connections between deck panels with permanent concrete connection slabs, truss strengthening work west of the suspension span, and replacement of the suspension span barrier wall.

Public engagement activities began ahead of the arrival of marine-based equipment to the bridge. This included the establishment of a project webpage, construction fact sheets, and distribution of a driver's alert to notify motorists that large cranes would be visible from the bridge and remind drivers to pay attention to the road and obey overhead lane-use signals at all times. An additional alert was distributed to waterway users as part of a "Make No Wake" campaign, which established a no wake zone with enforced 6-knot speed limit. Additional driver's alerts were distributed ahead of overnight deck replacement activities. Throughout the project, the MDTA has updated the webpage and social media with pictures of the various construction activities and created a video highlighting the overnight deck replacement process.

Nice/Middleton Bridge Project

In 2022, the MDTA completed construction and opened the new Governor Harry W. Nice Memorial/Senator Thomas "Mac" Middleton Bridge (US 301), replacing the original bridge built in 1940.

The previous bridge, known as the Potomac River Bridge, was the second oldest MDTA facility. It was determined eligible for the National Register of Historic Places – the U.S. federal government’s official list of the Nation’s historic sites, buildings, structures, districts and objects worth preserving based on their historical, architectural, archaeological, or cultural significance.

To mitigate the adverse effect of removing the bridge, and in compliance with [Section 106 of the National Historic Preservation Act of 1966](#) and the Maryland Historical Trust Act, the MDTA completed [detailed documentation of the bridge to record its engineering significance](#), and developed interpretive materials on display at the [Crain Memorial Welcome Center US 301](#) and the [Dahlgren Heritage Museum](#).



Governor Harry W. Nice / Senator Thomas “Mac” Middleton Bridge (US 301)

In summer 2025, the MDTA launched the [Historic Resources webpage](#) where the public can read about the agency’s five historic properties, including the original Nice Bridge, view historic images, and learn how the MDTA is meeting regulatory requirements. The page also includes a story map detailing the bridge’s engineering significance, how it was constructed, and its impact and legacy.

[I-95 Express Toll Lanes Northbound Extension Project](#)

Construction of the I-95 Express Toll Lanes Northbound Extension Project began in 2018 as part of the MDTA’s commitment to providing a safer and more reliable driving experience.

The \$1.1 billion program expands the existing ETLs on northbound I-95 for more than 10 miles,

from the MD 43 interchange in Baltimore County, to Bynum Run, north of the MD 24 interchange, in Harford County, while also laying the groundwork for future southbound ETLs.

In addition to traffic improvements, the project will enhance the quality of life for numerous communities with the construction of several new noise walls, the replacement or rehabilitation of seven bridges that are more than 50 years old, water quality improvements and two new Park-and-Ride facilities.

Since 2018, the MDTA completed numerous projects as part of the ETL program, including overpasses at Abingdon, Old Joppa, Bradshaw, Clayton, and Raphel roads; a park and ride; multiple noise walls; and stream restorations. In December 2024, the first section of northbound ETLs was opened between MD 43 in Baltimore County and MD 152 in Harford County – providing six-and-a-half more miles of express lanes, allowing drivers a reliable travel option, especially during peak-travel times.

In April 2025, the MDTA opened a third lane on northbound MD 24 from MD 924 through the Singer Road intersection, increasing capacity and safety and reducing congestion for motorists heading toward Bel Air; and in September, crews made progress on the reconfiguration of the I-95 at MD 24 interchange that included traffic shifts and new ramp configurations.

The project outreach team keeps stakeholders informed of progress and changing traffic patterns through project mailers and information sheets, e-mail notifications, social media posts, and website updates. In summer 2025, the MDTA launched a new interactive map hosted on the project’s website, detailing road closure and detour information for work taking place at the I-95 at MD 24 interchange.

The I-95 Express Toll Lanes Northbound Extension Project’s anticipated completion is 2027. [Project information can be found here](#).

[I-895 at Frankfurst Avenue Interchange Improvements Project](#)

The MDTA, in coordination with the Federal Highway Administration (FHWA), is advancing the I-895 at



Frankfurst Avenue Interchange Improvements Project in Baltimore City. Once complete, this infrastructure improvement and toll-modernization project will provide safety benefits for Baltimore Harbor Tunnel (I-895) motorists, bring heavily used MDTA highway assets into a state of good repair, and reduce congestion, emissions, and other air pollution.

The three-phase project began in 2024 and included shifting toll collection from the I-895 toll plaza to three new overhead toll gantries – one gantry is located north of the tunnel, and two toll gantries are located on the Childs Street ramps. Tolls are collected electronically via E-ZPass, Pay-By-Plate, or Video Tolling as vehicles travel at the posted speed limit under the gantry. The I-895 at Frankfurst Avenue Interchange Improvements Project includes toll booth removal, which represents the final conversion of toll plazas under MDTA’s jurisdiction to All-Electronic Tolling (AET). Phase One was just completed in fall 2025 when the MDTA began collecting I-895 tolls via the new gantries. Motorists are still required to travel posted speed limits and slow down while driving through the toll plaza.

Work on Phase Two is anticipated to begin in fall/winter 2026 and includes reconstructing Frankfurst Avenue, consolidating two ramps to Frankfurst Avenue, traffic signal installation and reconfiguration of the Frankfurst Avenue and Shell Road intersection.

In the final phase, which will occur after the Francis Scott Key Bridge is open to traffic, the toll plaza will be removed, and pavement and ramp work and replacement of the I-895 bridges over Frankfurst Avenue will take place.

Reflecting MDTA’s commitment to its customers, the project team has conducted various efforts to notify the public about the project and the new toll collection locations including holding a public open house in 2025, website updates, e-mail and mailer notifications, and presentations to interested stakeholders. [More information can be found on the project website](#).

[I-95 at Belvidere Road Interchange](#)

The MDTA is adding an interchange at I-95 and Belvidere Road that will accommodate future economic growth of the nearby Cecil County Enterprise Zone. A \$20 million Better Utilizing Investments to Leverage Development (BUILD) Transportation Discretionary Grant was awarded by the US Department of Transportation to Cecil County in 2018 to support the new interchange.

The MDTA provides project updates and notices to the public and project stakeholders via notices on the project webpage, eblasts, and notices to local elected officials and government.

Sustainable Supply Chain

The MDTA is committed to upholding procurement practices and policies that promote sustainability, resilience, and inclusivity across its supply chain. The MDTA encourages and supports a diverse and inclusive business community and remains dedicated to ensuring that inclusive, integral programming efforts are accessible to all who desire to do business with MDTA. The MDTA Division of Civil Rights (CRFP) is responsible for leading the charge and administering the

portfolio of programs that support the MDTA workforce, vendors, business community, and other community partners. CRFP Program Staff work diligently to develop initiatives, administer programs, and ensure compliance with programmatic goals to improve the representation of minorities, women, and individuals with disabilities among the MDTA's workforce and contracting opportunities.

The day-to-day actions of the CRFP Team are essential to the development, oversight, and administration of MDTA's Minority Business Enterprise (MBE), Small Business Reserve (SBR), and Veteran-owned Small Business Enterprise (VSBE) Programs. The unit's mission is accomplished through socio-economic program monitoring and reporting, Compliance, Technical Assistance, and Outreach Activities conducted by Compliance Staff.

Socio-Economic Programs

The Division of Civil Rights & Fair Practices (CRFP) is dedicated to increasing awareness of its Compliance Programs. CRFP works in close partnership with the Division of Procurement, Office of Engineering and Construction, and the Office of the Attorney General, to encourage the use of minority, small, and veteran-owned businesses on contracts more than \$50,000.00. These programs remain a vital part of our procurement process.

Within the division, the Program Compliance Officers are responsible for monitoring, reporting, and the close-out of all contract activities required by the laws, regulations, and statutes that govern the programs.

Minority Business Enterprise (MBE) Program

Established in 1978 by Maryland's General Assembly, the MBE Program was enacted to ensure that socially and economically disadvantaged small business owners are included in the State's procurement and contracting opportunities. Current MBE regulations direct all State agencies to make every effort to award at least 29% of the total dollar value of their procurement contracts directly (Prime Contractor) or indirectly (Subcontractor) to certified MBE Firms.

Small Business Reserve (SBR) Program

Established in 2004, the program has evolved over the years. The Program is race- and gender-neutral and provides small businesses, referred to as Certified Small Businesses (CSBs), with the opportunity to participate as prime contractors on State contracts and procurements by competing against other small businesses rather than larger, more established businesses. Under the State Procurement law, agencies are required to spend at least 20% of their total fiscal year procurement expenditures with qualified businesses.

Veteran-Owned Small Business Enterprise (VSBE) Program

The program was established on June 20, 2012, to provide standard procurement guidance, in that each agency provides the maximum contracting opportunities be extended to veteran-owned small business enterprises, as both prime contractors and subcontractors. Each procurement agency must structure its procurement procedures to achieve, at a minimum, 3% of the unit's total dollar value of procurement contracts, made directly or indirectly from veteran-owned small business enterprises.

Socio-Economic Program Compliance Reporting

Compliance Reporting is mandatory for all compliance programs (MBE, SBR, and VSBE) and is governed by several higher authority reporting agencies. Each component may have different reporting periods based on the criteria requested by the agency with oversight of the program. This is regulated by COMAR Title 21.13.01.

Business Development Outreach and Special Projects

Outreach is integral to helping the agency inform, educate, and provide access to the contracting community (Prime contractors or Subcontractors) on how to participate in the MDTA procurement process. Outreach also provides the agency with a pathway to reach a diverse population of business owners, helping it meet race-neutral

metrics and potentially increasing participation in its compliance programs (MBE, SBR, and VSBE). Outreach efforts may include sponsoring small-business events and procurement conferences as well as participating in trade group seminars, conventions, and forums that promote the utilization of all compliance programs (MBE, SBR, and VSBE).

Additional Business Development Outreach Activities

Doing Business with the Maryland Transportation Authority Workshops

The Division of Civil Rights & Fair Practices hosts Business Development workshops entitled "Doing Business with the Maryland Transportation Authority." The workshops are free to all attendees and are designed to increase awareness and access to information regarding the agency's Minority Business Enterprise, Small Business Reserve, Veteran-Owned Small Business Enterprise Programs for all companies interested in doing business with the MDTA.

The workshops provide businesses opportunities to:

- Network with Prime Contractors, MDTA Procurement Officers, and MDTA CRFP Compliance Officers
- Learn about resources to assist in growing and strengthening their businesses
- Understand the Minority Business Enterprise, Veteran-Owned Small Business Enterprise, and Disadvantaged Business Enterprise Programs and their role as a prime or subcontractor

In 2025, MDTA hosted over 100 representatives from various industries. Workshops were held on:

- Tuesday, March 25, 2025
- Wednesday, June 2, 2025
- Wednesday, September 24, 2025

In 2025, CRFP Compliance Officers attended approximately 10 outreach events (more will be added to the calendar) to raise awareness and provide information about all socioeconomic programs and contracting opportunities with the MDTA.

Procurement Review Group

The Procurement Review Group (PRG) is an internal review committee that helps State agencies determine how small, minority, and veteran-owned businesses can participate in each State procurement before it is advertised.

The PRG's primary purpose is to review proposed procurements and decide whether they should include:

- A Small Business Reserve designation,
- Minority Business Enterprise participation goals, and/or
- A Veteran-Owned Small Business Enterprise goal.

Its mission is to ensure that the State contracting opportunities are accessible to these business groups and that the agency complies with Maryland's socioeconomic procurement laws.

In accordance with the COMAR Title 21.11.03 (State Procurement Regulations/ Socioeconomic Policies) and the Maryland Board of Public Works (BPW) Advisory No. 2001-2, "MBE: Procurement Review Group", the MDTA established a Procurement Review Group.

The PRG makes recommendations to the Executive Director in support of the Executive Director's exercise of authority, delegated by the Members, regarding the Minority Business Enterprise and Veteran-Owned Small Business Enterprise Programs, contract goals, and waiver requests for procurements managed by the MDTA. In addition, the PRG makes recommendations regarding designating contracts for the Small Business Reserve and Small Business Preference Programs, and reviews contracts for designation as Hiring Agreement-eligible. COMAR outlines that the PRG shall meet as often as is necessary, but at least monthly.





I-95 Express Toll Lanes

Accessibility

Ensuring that all of the MDTA's facilities are fully accessible to all employees and customers is part of the MDTA's commitment to an inclusive transportation system.

Management of the MDTA's Accessibility

To enhance accessibility, the MDTA employs various strategies such as implementing all-electronic toll lanes that have significantly improved traffic flow and reduced bottlenecks. Additionally, the MDTA provides the following automatic tolling options for travelers:

- **E-ZPass** allows for an antenna to read a small electronic device mounted on a vehicle's windshield and then charges the driver's account for the correct toll amount. Drivers can establish an E-ZPass account using a credit card, personal check, or cash.
- **Pay-by-Plate** is a hassle-free way to pay Maryland tolls. Under this program, tolls are billed automatically to a driver's credit card as MDTA facilities are used, with no need for an E-ZPass device.
- **Video Tolling** is a form of electronic toll collection that uses still images of a vehicle's license plate to identify a vehicle liable to pay a toll. The image is captured as the vehicle drives under the gantry or through a toll plaza at a toll-collection facility. The vehicle owner will receive a mailed invoice.

The MDTA strives to ensure its tolling facilities also connect travelers to as many additional modes of public transportation as possible. The Intercounty Connector (ICC) was Maryland's first all-electronic toll road where tolls are collected at highway speed as motorists drive under tolling structures, called gantries. The ICC improves access to:

- Metrorail
- Maryland Area Rail Commuter Rail (MARC)
- BWI Marshall Airport
- Local transit services
- MTA's Commuter Bus Service

In addition, in response to the U.S. Department of Justice's updated ADA regulations governing digital accessibility, the MDTA is strengthening its approach to accessible communications and service delivery. Our ongoing efforts focus on enhancing the accessibility of websites and public-facing documents in accordance with the new federal Web Content Accessibility Guidelines (WCAG) standards, supporting equitable access to transportation information and services for all MDTA customers. Accessibility considerations are incorporated into digital governance, procurement, and content development processes to promote long-term compliance and accessible service delivery.

Public Safety

In its commitment to ensuring the well-being of Maryland residents and travelers, the MDTA upholds public health and safety in all activities and operations. Through proactive measures, awareness campaigns, and collaboration with relevant agencies, the MDTA strives to create a secure and healthy transportation environment for all.

Management of Public Safety

The MDTA abides by public health and safety regulations issued by the US Occupational Safety and Health Administration, the Maryland Occupational Safety and Health Program, and the US Department of Health. Maintenance of MDTA roads and building facilities is an ongoing effort that bolsters the safety of Maryland's roadways and facilities. For maintenance needed before a full replacement, the MDTA has specific contracts in place outside of its capital program to address needs that arise outside of planned capital upgrades. Please read more in the Long-Term Monitoring and Maintenance section of this report.

MDTA Work Zone Safety Program

The MDTA's Work Zone Safety Program was developed to improve temporary traffic control (TTC) set-ups on MDTA roadways, which would ultimately improve work zone safety for the traveling public. This program has three main components:

Targeted Training – A training course was developed for personnel inspecting and implementing TTC on MDTA facilities. The training is a supplement to the traffic manager certification course and focuses on MDTA-specific requirements (e.g., Bay Bridge and the Fort McHenry and Baltimore Harbor tunnels).

Inspection – A formal program was developed for TTC inspection reporting and monitoring. MDTA/Consultant construction management and inspection staff assigned to a specific project perform daily TTC inspections, document any corrective actions, and complete a TTC inspection report daily. An Independent Quality Assurance Inspector performs random (i.e. unannounced) TTC inspections on all MDTA roadways during the day or night. The Independent Quality Assurance Inspector completes a TTC Inspection Report.

Auditing – Summary reports are generated on all TTC inspections completed by the Independent Quality Assurance Inspector. The process creates accountability of the MDTA/Consultant construction management and inspection staff assigned to specific projects. The MDTA Temporary Traffic Control Inspection and Training Program has resulted in significant improvements in the implementation of TTC on MDTA roadways. In 2024, there were 2,089 inspections completed on construction contracts and annual facility inspections. Since 2020, the average number of corrective actions per TTC inspection has decreased by over 60%, improving work zone safety on MDTA roadways. The Program aligns with MDOT's mission, goals, and objectives by improving roadway safety for its customers through an intelligent transportation solution.



Performance metrics were established that could provide qualitative results to assess the program's effectiveness. The performance metrics selected were (1) average number of corrective actions per TTC inspection and (2) percentage of TTC inspections requiring no corrective action. These performance metrics are objective and would provide qualitative results for the MDTA to monitor the effectiveness of the program. When a TTC inspection is completed, any portion of the TTC that did not meet MDOT temporary traffic control requirements (i.e., channelizing device spacing, required taper lengths, proper sign spacing/ message, required longitudinal buffer lengths, installed per applicable Temporary Traffic Control Typical Application, etc.) were each noted as a corrective action.

To highlight work zone safety, a Work Zone Safety Award Program has been implemented for consultant teams who display the lowest maintenance of traffic infractions against the number of inspections performed.

Facility Safety, Security, and Background Checks

In 2020, the MDTA established a background check policy for the Inspection Program, in accordance with the annotated code of Maryland, adopted by the MDTA for criminal background check investigations.

Every team leader and assistant working on the Inspection Program must obtain a criminal background check every five years to access MDTA facilities, in particular its complex bridges and tunnels. Regardless of an individual's credentials, no team leader or assistant is approved to work on the Inspection Program if they do not pass their background check. A designee from each consultant firm submits all confidential personnel information to the Inspection Program team for review and approval.



MDTA Police Graduation - February 12, 2025



2025 MDTA Police Fallen Heroes Ceremony

MDTA Police

All sworn personnel of the MDTA Police must uphold the laws of the State of Maryland and are responsible for knowing the policies, procedures, and rules and regulations of the MDTA Police as described throughout the MDTA Police Directives Manual and General Orders. Personnel must also conform to the standards established by the MDTA and the Transportation Services Human Resource System (TSHRS). Failure to comply with the standards and rules and regulations as set forth could reflect on the employee's annual performance evaluation and subject members to disciplinary action. Personnel shall be aware of the ever-changing rules, procedures, and orders of the MDTA Police; ignorance is not justification or an excuse for any violation of MDTA Police policies.

In addition to keeping our communities safe, the MDTA Police participate in a number of outreach efforts that emphasize relationship-building, service, and giving back. Officers proactively build connections and meet community members where they are by attending regularly scheduled community meetings, participating in school visits and demonstrations, and hosting large-scale community events like National Night Out, Faith &

Blue, BWI Airport Safety Day, and Trunk or Treat. Additionally, officers act as a community resource. MDTA Police officers serve as child safety seat installation technicians and lead free, lifesaving training including CPR and Citizen Response to Active Shooter Events (CRASE) classes.

Finally, the MDTA Police prides itself on giving back throughout the year. In FY 2024, these efforts included school supply collections and donations, charity patch and coin sales to benefit local causes, blood drives hosted at police headquarters, and the 34th consecutive year of the MDTA Police Toys for Tots collections. By partnering with local communities, the MDTA Police are better able to serve our neighbors and those who use and work at MDTA facilities, BWI Airport, and the Port of Baltimore. The MDTA Police hosted its first Community Partnerships Academy in the fall of 2024. This program brought together community members and MDTA employees to learn about the role MDTA Police officers play at MDTA facilities, BWI Airport, and the Port of Baltimore. Participants completed scenarios, handled police equipment, and learned about real cases and investigations. The program was an overwhelming success, and the second MDTA Police Community Partnerships Academy was held last summer.

2025

GOVERNANCE, RISK, AND IMPACT REPORT



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ITEM

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Cynthia D. Penny-Ardinger	Frank S. Waesche III

Bruce Gartner, Executive Director

MEMORANDUM

TO: MDTA Finance and Administration Committee
FROM: MDTA Division of Finance Consultant Bill Bertrand
SUBJECT: FSK Bridge Emergency Relief Rebuild Project
Description Of MDTA Summary of Funding Sources & Reimbursements
DATE: October 8, 2026

PURPOSE OF MEMORANDUM

To provide an update on the status of Francis Scott Key Bridge (FSKB) funding and federal reimbursements.

BACKGROUND

A report summarizing available funding sources, costs incurred, costs invoiced to date, pending invoices, and balances available for remaining costs is provided to MDTA's Executive leadership team on a recurring basis for review and oversight. Information presented in the report reflects project-to-date fiscal activities that have occurred with respect to the FSKB Rebuild project.

SUMMARY

MDTA has developed a reporting mechanism to provide MDTA's Executive Leadership Team with timely information regarding fiscal activities that have occurred with respect to the FSKB Rebuild Project. Any changes or improvements to the reports requested by the MDTA's Executive Leadership Team will be addressed as the rebuild project moves forward. In addition, the report will be expanded to include upcoming phases of the rebuild project including demolition, construction of the north and south approaches, and construction of the main span.

ATTACHMENT

- FSK Bridge Project - Summary of Funding & Reimbursements as of 09/15/26

FSK Bridge Project					
Salvage and Debris Removal					
Summary of Funding Sources and Reimbursements as of 09/15/26					
(\$ in millions)					
Salvage & Debris Removal	Available Funding Sources/Federal Funds	Costs Incurred	Invoiced to Date	Pending Invoices*	Balance for Remaining Costs
Insurance Proceeds in Lieu of Federal Funds	\$25.00	\$25.00	\$25.00	0.00	0.00
Recycling Revenues in Lieu of Federal Funds	\$2.90	\$2.90	\$2.90	0.00	0.00
Recycling Revenues (Non-Federal)	\$1.30	\$1.30	\$1.30	0.00	0.00
MDTA Funds	\$13.50	\$13.21	\$12.10	\$1.11	\$0.29
ER (Quick Release) Funds	\$35.20	\$35.20	\$31.46	\$3.74	0.00
Total	\$77.90	\$77.61	\$72.76	\$4.85	\$0.29
* Invoices pending for SHA and MDTA equipment, payroll, and other costs.					
The Summary Table shown above has been updated through 09/15/26.					
Salvage and Debris Removal Costs remain unchanged versus the Summary Report dated 08/31/26.					

FSK Bridge Project					
Preliminary Design/PDB Phase I & Phase II/Construction					
Summary of Funding Sources and Reimbursements as of 09/15/26					
(\$ in millions)					
Prel Design/ PDB Phase I/PDB Phase II Construction	Available Funding Sources/Federal Funds	Costs Incurred	Invoiced to Date	Pending Invoices*	Balance for Rebuild
Insurance Proceeds in Lieu of Federal Funds (#)	\$347.89	\$347.89	\$284.76	\$63.13	\$0.00
ER (Quick Release) Funds	\$24.80	\$24.80	\$23.27	\$1.53	\$0.00
Congress Approval ER Funds, Tranche #1***	\$217.03	\$192.41	\$129.69	\$62.72	\$24.62
Congress Approval ER Funds, Tranche #2***	\$300.04	\$0.00	\$0.00	\$0.00	\$300.04
Settlement Funds (^)	\$2,072.20	\$0.00	\$0.00	\$0.00	\$2,072.20
Total	\$2,961.96	\$565.10	\$437.72	\$127.38	\$2,396.86
* Invoices under review include: Kiewit, \$120.73M, CMI, \$1.76M, GEC, \$7.00M and Payroll Costs, \$5.00M.					
Preliminary Design/Phase I and Phase II/Construction Costs Incurred increased \$38.92M versus the Summary Report dated 08/31/26.					
**Retainage of \$19.82M cannot be reimbursed until paid.					
***Congress approved additional ER funds requested.					
The Summary Table shown above has been updated through 09/15/26.					
(#)Insurance Proceeds include \$22.89M in interest earned on the Base Insurance Proceeds of \$350.00M through 08/31/26. Currently, \$10.00M of interest has been approved by FHWA. Awaiting approval of an additional \$12.89M as an available funding source for Preliminary Design/PDB Phase I & Phase II/Construction.					
(^)This amount represents MDTA's Net Settlement Proceeds received from a \$2.25B settlement between the owner and operator of the M/V Dali and the State of Maryland.					

FSK Bridge Project					
Salvage & Debris Removal, Preliminary Design/PDB Phase I & Phase II/Construction					
Summary of Funding Sources and Reimbursements as of 09/15/26					
(\$ in millions)					
All Phases	Available Funding Sources/Federal Funds	Costs Incurred	Invoiced to Date	Pending Invoices*	Balance for Rebuild
Insurance Proceeds in Lieu of Federal Funds	\$372.89	\$372.89	\$309.76	\$63.13	\$0.00
Recycling Revenues in Lieu of Federal Funds	\$2.90	\$2.90	\$2.90	\$0.00	\$0.00
Recycling Revenues (Non-Federal)	\$1.30	\$1.30	\$1.30	\$0.00	\$0.00
MDTA Funds	\$13.50	\$13.21	\$12.10	\$1.11	\$0.29
ER (Quick Release) Funds	\$60.00	\$60.00	\$54.73	\$5.27	\$0.00
Congress Approval ER Funds, Tranche #1***	\$217.03	\$192.41	\$129.69	\$62.72	\$24.62
Congress Approval ER Funds, Tranche #2***	\$300.04	\$0.00	\$0.00	\$0.00	\$300.04
Settlement Funds (^)	\$2,072.20	\$0.00	\$0.00	\$0.00	\$2,072.20
Total	\$3,039.86	\$642.71	\$510.48	\$132.23	\$2,397.15
This table summarizes all values for Salvage & Debris Removal and Preliminary Design/PDB Phase I & Phase II/Construction. Total Costs Incurred experienced an increase of \$38.92M versus the Summary Report dated 08/31/26.					
The Summary Table shown above has been updated through 09/15/26.					

ITEM

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CLOSED
SESSION
(VERBAL)