



# Maryland Transportation Authority

BOARD MEETING

MONDAY, APRIL 26, 2021

**\*\* OPEN MEETING VIA LIVESTREAMING \*\***



## MARYLAND TRANSPORTATION AUTHORITY BOARD MEETING

APRIL 26, 2021 9:00 AM

This meeting will be livestreamed on the [MDTA Board Meeting Page](#)

**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 [nhenson@mdta.state.md.us](mailto:nhenson@mdta.state.md.us) no later than 10:00 a.m. on Friday, April 23, 2021. 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 – 9:00 AM**

##### **Call Meeting to Order**

- |   |   |         |
|---|---|---------|
| 1. <b><u>Approval</u></b> – <u>Open and Closed Session Meeting Minutes of March 25, 2021</u>  | Chairman                                    | 5 min.  |
| 2. <b><u>Update</u></b> – <u>Third Generation Electronic Toll Collection (3G ETC) System</u> – Transition, Outreach, Revenue, and Post Go-Live Update | Deb Sharpless<br>Will Pines<br>Kelly Mundle | 25 min. |
| 3. <b><u>Resolutions</u></b> – <u>Years of Service Recognition</u> – Recognition for two retired employees.   | Mary O’Keeffe                               | 10 min. |
| 4. <b><u>Update</u></b> – <u>Legislative Session</u> – Verbal   | Bradley Ryon                                | 5 min.  |
| 5. <b><u>Update</u></b> – <u>Executive Director’s Report</u> – Verbal   | Mary O’Keeffe                               | 10 min. |

##### **Vote to go into Closed Session**

- |   |                     |         |
|---|---------------------|---------|
| 6. To Discuss Public Security   | Col. Kevin Anderson | 15 min. |
| 7. To Discuss Pending Litigation – Update on Status of Pending Litigation Matters | Kim Millender, Esq. | 15 min. |

##### **Vote to go into Open Session**

##### **Vote to Adjourn Meeting**

# **TAB 1**

MARYLAND TRANSPORTATION AUTHORITY  
BOARD MEETING

THURSDAY, MARCH 25, 2021

9:00 A.M.

OPEN MEETING VIA VIDEO CONFERENCE AND LIVESTREAMING

OPEN SESSION

Greg Slater, Chairman  
Sean Powell, Acting Chairman

MEMBERS ATTENDING:

Dontae Carroll  
William H. Cox, Jr.  
William C. Ensor, III  
W. Lee Gaines, Jr.  
Mario J. Gangemi  
Cynthia D. Penny-Ardinger, Esq.  
Jeffrey S. Rosen  
John F. von Paris

STAFF ATTENDING:

Jeffrey Brown	Ebony Moore
Percy Dangerfield	Simon Najar
Donna DiCerbo	Mary O'Keeffe
Tonya Dorsey	James F. Ports, Jr.
Allen Garman	Will Pines
David Goldsborough	Bradley Ryon
Chantelle Green	Deb Sharpless
Jim Harkness	Tim Sheets
Natalie Henson	Anthony Tabasco
Christopher Imms	Christina Thompson
Towanda Livingston	Paul Trentalance
Heather Lowe	Melissa Williams
Jeanne Marriott	Eric Willison
Kimberly Millender, Esq.	

At 9:01 a.m. Chairman Greg Slater called the meeting of the Maryland Transportation Authority (MDTA) Board to order. The meeting was held via video conference and livestreamed on the MDTA Board Meeting web page. Chairman Slater announced that he had a conflicting schedule and Acting Chairman Sean Powell would be leading the meeting in his absence.

**APPROVAL – OPEN SESSION MEETING MINUTES OF FEBRUARY 25, 2021**

Upon motion by Member W. Lee Gaines, Jr. and seconded by Member William C. Ensor, III, the open session meeting minutes of the MDTA Board meeting held on February 25, 2021 were unanimously approved.

**MOTION TO MOVE UP AGENDA ITEM 6 – FISCAL YEAR 2021 OPERATING BUDGET AMENDMENT # 3**

Chairman Greg Slater requested a motion to move Agenda Item 6 – Fiscal Year 2021 Operating Budget Amendment # 3 up in the agenda. Upon motion by Member William H. Cox, Jr. and seconded by Member John F. von Paris, the MDTA unanimously approved moving up the agenda item.

**APPROVAL – FISCAL YEAR 2021 OPERATING BUDGET AMENDMENT # 3**

Ms. Christina Thompson requested contingent approval from the MDTA Board to amend the Fiscal Year (FY) 2021 Operating Budget. The budget can be amended at any time during the current fiscal year and this amendment includes the following significant changes:

- A \$1.3 million increase in personnel expenses (object 01). The employees' bonuses are \$1,474,000 offset by turnover of \$192,000 for BWI/TM airport and the Port to bring their budget in line to the agreed upon amount.
- In addition, there is one minor reallocation of funds to move management study funding from Policy, Innovation, and Performance to Executive Direction. This is a zero net sum adjustment that the Executive Director would normally approve.

It was further explained that on March 8, 2021, the Governor submitted a supplemental budget to the legislature to provide a one-time \$1,000 bonus to permanent state employees to be paid in April 2021. Therefore, this amendment is contingent upon approval of the supplemental budget by the legislature.

This amendment represents an increase of \$1,282,000, or 0.4%, above the FY 2021 Amended Operating Budget. Reimbursable expenses for law enforcement services provided at the Port of Baltimore and the Baltimore/Washington International Thurgood Marshall Airport total \$30,699,149 (10.0%) of the budget. These costs are paid by the Maryland Port Administration and the Maryland Aviation Administration.

During Board discussion of this item, it was recommended that the MDTA Board go into Closed Session for legal advice regarding this agenda item.

**VOTE TO GO INTO CLOSED SESSION**

At 9:53 a.m., upon motion by Member William H. Cox, Jr. and seconded by Member Dontae Carroll, the Members voted unanimously to move into Closed Session under the Maryland Open Meetings Act. The MDTA Board met in Closed Session under the General Provisions Article, Section 3-305(b)(7) to receive legal advice regarding the legal authority of the MDTA Board under Maryland law regarding personnel policies and duties including salary and compensation.

In attendance for Closed Session was Chairman Greg Slater, Acting Chairman Sean Powell, Members Carroll, Cox, Ensor, Gaines, Gangemi, Penny-Ardinger, Rosen, and von Paris. Also, in attendance were Executive Director Jim Ports, Kim Millender, Esq., Deb Sharpless, Percy Dangerfield, Tonya Dorsey, Natalie Henson, and Ebony Moore.

**VOTE TO ADJOURN CLOSED SESSION**

At 10:21 a.m., a motion was made by Member Mario J. Gangemi and seconded by Member Cynthia D. Penny-Ardinger, which was unanimously approved, to adjourn the Closed Session and return to Open Session. There were no actions taken in Closed Session.

**APPROVAL – FISCAL YEAR 2021 OPERATING BUDGET AMENDMENT # 3 (Continued)**

Once back in Open Session the MDTA Board proceeded with the vote for the Fiscal Year 2021 Operating Budget Amendment # 3. Upon motion by Member Jeffrey S. Rosen and seconded by Member Cynthia D. Penny-Ardinger, the MDTA Board approved the Fiscal Year 2021 Operating Budget Amendment # 3. Member Mario J. Gangemi voted ‘nay’ to this item.

***\*\*Announcement: Chairman Gregory Slater excused himself from the meeting. Acting Chairman Sean Powell stepped in to run the meeting.\*\****

**APPROVAL – CONTRACT AWARDS**

- **KH-3026-0000 – Wind Shear Device Retrofit and Miscellaneous Repairs at the Millard E. Tydings Memorial Bridge**

Ms. Donna DiCerbo requested contingent approval from the MDTA Board to execute Contract No. KH-3026-0000 – Wind Shear Device Retrofit and Miscellaneous Repairs at the Millard E. Tydings Memorial Bridge with J. D. Eckman, Inc. in the bid amount of \$8,327,075.00.

The work to be performed under this contract will rehabilitate the Millard E. Tydings Memorial Bridge on I-95 over the Susquehanna River in Harford and Cecil Counties. The rehabilitation work consists of rehabilitating, strengthening, repairing, and/or replacing the concrete and steel portions of the bridge.

Upon motion by Member Mario J. Gangemi and seconded by Member Jeffrey S. Rosen, the Members unanimously gave contingent approval to execute Contract No. No. KH-3026-0000 – Wind Shear Device Retrofit and Miscellaneous Repairs at the Millard E. Tydings Memorial Bridge

- **MR-3019-0000 – On-Call Facility Repairs**

Ms. Donna DiCerbo requested contingent approval from the MDTA Board to execute Contract No. MR-3019-0000 – On-Call Facility Repairs with Nichols Contracting, Inc. in the bid amount of \$4,886,582.93.

The work to be performed under this contract includes providing all labor, equipment, and materials necessary to perform miscellaneous facility and other repairs, upgrades, replacements, and new construction at all MDTA facilities. Work could include building interiors, exteriors, structural, mechanical, electrical, plumbing, site/civil, utilities, and hazardous materials removal.

Upon motion by Member William H. Cox, Jr. and seconded by Member Mario J. Gangemi, the Members unanimously gave contingent approval to execute Contract No. MR-3019-0000 – On-Call Facility Repairs with Nichols Contracting, Inc.

**UPDATE – RETROACTIVE STRAYER EDUCATION SERVICES MEMORANUDM OF UNDERSTANDING # AD 3037**

Ms. Donna DiCerbo updated the MDTA Board with an update on the retroactive Strayer Education Services Memorandum of Understanding # AD 3037 that will be going to the Board of Public Works (BPW) for retroactive approval.

Ms. DiCerbo explained that Retroactive approval is being requested pursuant to State Finance & Procurement Article §11-204(c). These contracts should be treated as voidable, rather than void, because: 1) all parties have acted in good faith; 2) ratification of the procurement contract would not undermine the purposes of the procurement law; and 3) the violation, or series of violations was insignificant or otherwise did not prevent substantial compliance with the procurement law.

On June 9, 2017, the MDTA entered into a Memorandum of Understanding (MOU) with Strayer University to allow MDTA employees to participate in affordable, accredited and quality university programs at reduced tuition rates. Amendment One, which was executed on January 29, 2018, revised the MOU so that MDTA is responsible for 100% of the costs for its eligible employee students. On June 6, 2018 the MOU was renewed for three years through June 8, 2021. On September 18, 2018, MDOT amended MDTA's MOU with Strayer University to include all MDOT Business Units. Though the Assistant Attorney General (AAG) signed the original MOU, MDTA was later advised by the Maryland Department of Transportation's AAG that this contract should have been procured as a service contract because Strayer is a for-profit entity.

Subsequently, in an effort to provide educational opportunities, the MDTA has conducted a statewide services procurement and intends to award one (1) contract and four (4) Memorandums of Understanding with institutions of higher education as a result of their procurement. These institutions include Stevenson University, Anne Arundel Community College, Community College of Baltimore County, Morgan State University, and the University of Maryland Global Campus.

The total contract amount of \$1,522,875.00 includes expenditures from all MDOT business units.

#### **UPDATE – PROCUREMENT REPORT ON OPEN CONTRACTS**

Ms. Donna DiCerbo presented the MDTA Board with a verbal report on how many contracts are currently open with the MDTA excluding state credit card purchases.

#### **APPROVAL – BOARD RESOLUTION 21-04**

Mr. Allen Garman requested MDTA Board approval Board Resolution 21-04 that details the authorized positions with delegated authority to execute investment related transactions. This resolution amends and restates Board Resolution 11-04 by authorizing certain employees to direct the investment of certain monies and revising management titles of the authorized individuals.

Mr. Garman also provided an overview of the investment management process. He explained that the MDTA's investment portfolio is managed internally by the Director of Treasury & Debt and the Investment Administrator, as directed by the Chief Financial Officer and Investment Committee. The conservative structure of the investment portfolio is driven by Investment Policy limitations and legal constraints contained in the agency's Trust Agreement.

He explained that the MDTA has statutory authority to manage its investments separate from the monies of the State of Maryland. The agency's Trust Agreement includes limitations on investments that are similar to policy limitations of the State Treasurer's Office as a function of the Annotated Code of Maryland. Investment strategy is driven by cash flow needs, investment policy limitations, and total return considerations. Broad investment strategy is directed by an Investment Committee consisting of certain members of senior management and an external Municipal Advisor. Strategy, investment policy compliance, and total return performance relative to benchmark indices are reviewed monthly by the Investment Committee and Board.

Provisions of the Trust Agreement legally control the investment of the revenues of the MDTA. Trust Agreement Section 5.02 sets maturity limitations and refers to the defined term Investment Obligations to limit security types.

Investments are held in approximately forty accounts, primarily trust accounts at BNY Mellon and M&T Bank. In addition to the core toll revenue related funds under the Trust Agreement, the agency manages certain accounts that are associated with non-recourse bond issues for entities such as the Maryland Aviation Administration and the Washington Metropolitan Area Transit Authority.

Upon motion by Member John F. von Paris and seconded by Member Mario J. Gangemi, Board Resolution 21-04 was unanimously approved.



**UPDATE – SERIES 2021 TFP REVENUE BOND SALE AND CREDIT RATINGS**

Ms. Deb Sharpless updated the MDTA Board on the recent rating agency affirmations of the MDTA's Double-A credit ratings with Stable outlooks in accordance with Board Operating Policy Section 6(c) and also reported on the results of the municipal bond financing conducted on March 24, 2021 as required by Board Resolution 21-03.

Ms. Sharpless explained that as approved by the Board in December and consistent with the Debt Policy, the MDTA obtained two credit ratings as part of the bond sale process. Moody's Investor Service and Fitch Ratings reaffirmed MDTA's ratings with Stable outlooks at Aa2 and AA, respectively. Within Moody's Toll Sector universe of 41 rated credits, the MDTA remains 1 of only 5 tolling agencies with a double-A-two (Aa2) rating, which is the highest for the sector. That is, there are no Toll Sector issuers rated above Aa2.

Key ratings drivers cited by Moody's and Fitch include the MDTA's: Solid Debt Service Coverage (MDTA Board policy 2-times); Strong Liquidity (\$350 million unrestricted cash policy); Critical Transportation Network; Prudent Capital Planning; Independent Rate Setting Authority; and Conservative Debt Structure.

During the rating agency presentations, the MDTA provided detailed analysis of the current year operational challenges, including the anticipated revenue impacts. The credit ratings affirmations demonstrate confidence in the MDTA's financial strength and ability maintain financial standards through the delayed toll system transition, accelerated transition to all-electronic tolling (AET), and temporary traffic declines and customer focused actions associated with the pandemic such as pausing the Notice of Toll Due mailings and reducing the video toll rate to the cash rate for certain facilities.

Ms. Sharpless also explained that Board Resolution 21-03 delegated authority to the Executive Director and staff to conduct both a new money financing for capital projects and a refinancing of the existing Series 2008A TIFIA<sup>1</sup> loan. The new money financing and TIFIA loan refinancing occurred on March 24, 2021 through a negotiated sale. The bond sale received strong institutional demand with approximately \$3.7 billion of orders for \$750 million of bonds, which equates to five-times oversubscribed. Orders were received from 90 institutions, demonstrating favorable supply/demand conditions and investors' confidence in credit ratings stability.

The new money financing is expected to fund capital spending for the Nice/Middleton Bridge Replacement and I-95 Express Toll Lane (ETL) Extension for approximately 15 months through Fiscal Year 2022. The true interest cost (TIC) for the March 24, 2021 bond issuance was 2.97%, which is approximately 30 basis points (bp) higher than the June 2020 financing rate. At that time, the 30-year Treasury Rate was approximately 90 basis points lower than today's rate. MDTA is benefiting from the low interest rate environment. In 2008 to 2010, when the MDTA financed the I-95 ETLs and Intercounty Connector, its TICs ranged from 3.66% to 4.93%. The strong market response to the MDTA's new money financing is demonstrated by narrow differentials relative to the double-A General Obligation (GO) curve, which reflects municipal credits supported by broader full-faith and credit pledges. In theory, the MDTA's revenue bonds should trade at yields above (higher interest

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<sup>1</sup> TIFIA – Transportation Infrastructure Finance and Innovation Act loans through the Build America Bureau/ USDOT.

rates) than the GO bond curve. For the first ten maturities, MDTA's bonds traded at or below the GO bond curve. For the remaining years, MDTA's bonds averaged 5 bp above the GO curve. MDTA's performance is an indication of favorable market conditions as well as confidence in MDTA's credit stability.

Based on the prior week's prevailing market yields and conservative pricing spread estimates, Net Present Value (NPV) savings of 2.2% were expected as a percentage of the refunded bonds. Market conditions and strong issue specific demand for MDTA bonds helped to tighten realized credit spreads and lower financing rates to generate 3.5% NPV savings as a percentage of the refunded TIFIA loan, with nominal savings through the final maturity in 2047 of \$23.4 million or approximately \$900,000 annually. The original \$516 million TIFIA loan was locked in December 2008 at near record lows for the 30-year Treasury. The refinancing was accomplished with a 2.24% interest cost to maturity and a 1.96% rate to the 10-year call date. The MDTA may achieve additional refinancing savings at the 10-year call date.

#### **UPDATE – FISCAL YEAR 2022 DEPARTMENT OF LEGISLATIVE SERVICES BUDGET ANALYSIS**

Mr. Jeffrey Brown and Ms. Chantelle Green provided an overview of the budget issues and recommendations presented by the Department of Legislative Services during the MDTA's Fiscal Year 2022 legislative budget hearing. The overview also included a brief recap of the budget and the MDTA's responses to the issues raised in the budget analysis document.

#### **UPDATE – 2<sup>ND</sup> QUARTER OPERATING BUDGET COMPARISON**

Mr. Jeffrey Brown updated the MDTA Board on the status of year-to-date spending against the Fiscal Year (FY) 2021 Operating Budget

He explained that as of December 31, 2020, 40% of the budget was spent compared to a target of 46%. Except for Objects 1 & 2 (Salaries & Wages), which was on budget at a 43% spend, and Object 11(Additional Equipment), which was above budget at a 78% spend, all other Objects were below the budgeted spending level. For Object 11, the purchase of Human Resources scanning equipment accounted for the over budget performance. The primary drivers for the reduced expense in the remaining Objects are timing or seasonality issues (e.g., delayed invoicing and/or expected expenses to occur in later quarters) and the effects of COVID-19 (e.g., increased teleworking, AET, etc.).

#### **UPDATE – 2<sup>ND</sup> QUARTER CAPITAL BUDGET COMPARISON**

Ms. Jeanne Marriott updated the MDTA Board on the status of actual Fiscal Year (FY) 2021 spending against the FY 2021 Capital Budget in the FY 2021-2026 Draft Consolidated Transportation Program (CTP). This information was presented to the Finance Committee on February 9, 2021.

She explained that as of December 31, 2020, 30% of the FY 2021 budget was spent as compared to the targeted spending level of 50%. The total budget for FY 2021 is \$543.3 million. The actual spending through the second quarter was \$165.2 million.

31 of the 105 projects budgeted in FY 2021 were within the acceptable spending limits of 25% to 75% (plus or minus 25% of the 50% target). Due to normal lags in invoicing, generally two months, a plus or minus 25% threshold was determined to be reasonable.

#### **UPDATE – MDTA TRAVEL PLAZAS**

Mr. Simon Najar updated the MDTA Board on the progress of operations at the Maryland House and Chesapeake House Travel Plazas.

Mr. Najar explained that in 2012, the MDTA entered into a Lease and Concession Agreement with Areas USA MDTP, LLC (Areas USA), to undertake the redevelopment (including financing) and long-term operations and maintenance of the travel plazas. Pursuant to the public-private partnership (P3) arrangement, the MDTA retains oversight of the travel plazas for a period of 35 years.

Looking ahead, Mr. Najar explained, that there are continuous improvements being made in retail and customer services including self-service kiosks, parking lot, ramp, and lighting updates, new dining and ordering options, restroom updates, and Sunoco updates.

It was explained that even with the challenges of COVID-19 and staffing we were able to keep both travel plazas open which greatly helped essential workers such as truck drivers.

#### **UPDATE – THIRD GENERATION ELECTRONIC TOLL COLLECTION (3G ETC) SYSTEM**

Ms. Deborah Sharpless and Mr. Will Pines updated the MDTA Board on the 3G ETC transition readiness, current operations, and traffic and revenue.

Ms. Sharpless explained that during the past month and a half MDTA, TransCore, and Kapsch made steady progress in preparing for the 3G ETC transition with no change to the overall schedule. The MDTA is addressing current operational challenges and although toll revenue continues to underperform the financial forecast, the MDTA expects to maintain its financial standards.

Ms. Sharpless explained that the TransCore transition readiness efforts have largely focused on finalizing Tier II and III testing; software development; tuning the system to improve performance; and reviewing the preliminary system integration testing (SIT) external interface proof packages as a precursor to formal SIT testing. Tier III test results demonstrated significant improvement from Tier I & II testing, and substantial progress was made with the review of the SIT proof packages.

On the lane side, efforts have primarily focused on reducing the error rate of trip transactions between Kapsch and TransCore lowering the rejects from 5% to 1.15%. Additionally, system transaction processing performance has improved from 18 hours to 11 hours exceeding the 12 hour per day “go-live” goal.

As “go-live” approaches, comprehensive transition planning and a detailed task list for cutover have been developed. All “go-live” manuals and standard operating procedure documentation are under review for final approvals. Data Migration and Disaster Recovery testing will occur in the Spring.

Mr. Will Pines explained that current Operations efforts have focused on customer communication with an open letter from Executive Director Jim Ports. In addition, MDTA is identifying challenges and developing strategies to address to call center wait times, high volumes of incoming payments and postal system delays, backlog of unprocessed correspondence, and refund payments.

Ms. Sharpless completed the updated by explaining that overall, traffic continues to align closely with the COVID-19 impact factors forecast, excluding February which is attributed to severe weather. Currently, MDTA anticipates underperforming its revenue forecast by \$72 million. As of February 28, 2021, MDTA toll revenue was \$40.2 million below forecast. The revenue underperformance is not expected to hinder MDTA’s ability to maintain its financial standards including 2.0x debt service coverage and \$350 million unencumbered/unrestricted cash balance.

#### **APPROVAL – CONTRACT AWARDS – AMENDMENT TO PREVIOUSLY APPROVED CONTRACT**

- **MR-3019-0000 – On-Call Facility Repairs**

Ms. Donna DiCerbo updated the MDTA Board regarding incorrect information that was in the project summary for this project. The previous presentation stated that MDTA was awaiting the approved VSBE and MBE plans; however, the contractor has committed to the stated VSBE goal and has committed to exceed the stated MBE goal. The MDTA Board was then asked to re-vote on this amended item.

Upon motion by Member William H. Cox, Jr. and seconded by Member W. Lee Gains, Jr., the Members unanimously gave approval to execute Contract No. MR-3019-0000 – On-Call Facility Repairs with Nichols Contracting, Inc. in the stated amendment.

#### **UPDATE – BAY CROSSING STUDY**

Ms. Heather Lowe gave an update to the MDTA Board regarding of the availability of the Bay Crossing Study: Tier 1 National Environmental Policy Act (NEPA) Draft Environmental Impact Statement (DEIS) and upcoming hearings.

Ms. Lowe explained that the Tier 1 DEIS for the ongoing Chesapeake Bay Crossing Study is now available to the public for review and comment. Since Fall 2019, a detailed analysis was conducted on the No-Build Alternative and the three Corridor Alternatives Retained for Analysis (CARA) and is documented in the DEIS.

Pursuant to the federal process, the MDTA has identified Corridor 7 as the MDTA-Recommended Preferred Corridor Alternative (MDTA-RPCA) in the DEIS, based on analysis of a wide range of engineering and environmental factors and input through public comments and coordination with State and Federal agencies. Corridor 7 follows the existing road network along US 50/301 from west of the Severn River on the Western Shore to the US 50/301 split on the Eastern Shore.

The MDTA and the Federal Highway Administration (FHWA) are holding public hearings to provide the public additional opportunities to review and comment on the DEIS. The public hearings will be comprised of two components – a Public Hearing Virtual Information Room (VIR) and Live Testimony Sessions. In the VIR, which is available at [www.baycrossingstudy.com](http://www.baycrossingstudy.com), attendees can review information on the Tier 1 DEIS, register to give public testimony, and learn how to submit written comments. Call-in and in-person testimony sessions will be held in April. Comments will be accepted through May 10, 2021.

#### **UPDATE – LEGISLATIVE SESSION**

Mr. Bradley Ryon gave an update to the MDTA Board regarding the bills that have been filed that will have an impact to the MDTA.

#### ***\*\*Announcements:***

- 1) At 12:36 pm Member Dontae Carroll excused himself from the meeting.***
- 2) At 1:04 pm the MDTA Board took a short break.***
- 3) At 1:10 pm the MDTA Board resumed the meeting.***
- 4) At 1:10 pm Acting Chairman Sean Powell announced that Chairman Gregory Slater had returned and would be running the remainder the meeting.***

#### **UPDATE – MAJOR PROJECTS UPDATE**

Mr. James Harkness updated the MDTA Board on the status of Major Projects in the Capital Program. Mr. Harkness explained that as of March 15, 2021, there are nine major projects in the Capital Program: five of the projects are under construction, three are in procurement, and one is under design. He further explained that this summary only includes projects with funding for construction in the Consolidated Transportation Program and includes five projects valued in excess of \$100 million. There are two projects from the \$1.1 billion I-95 ETL Northbound Expansion program.

#### **UPDATE – DIVISION OF INFORMATION TECHNOLOGY (DOIT) MAJOR PROJECTS UPDATE**

Mr. David Goldsborough updated the MDTA Board on the Division of Information Technology (DoIT) major projects. He explained that as of March 25, 2021, DoIT maintains an active portfolio of 19 projects. The portfolio has remained constant since the last update to the MDTA Board. DoIT continues to support the MDTA workforce that has shifted to a telework status as well as personnel that are working onsite at the MDTA facilities. To assist with the high call volume at the Customer

Service Center for EZ Pass, DoIT is working to provision access to the MDTA Customer Information Tracking System (CITS) for escalated tickets. Post go-live of the third-generation tolling system (3G), there will be an automated interface created for escalated tickets to post to CITS on a nightly basis.

Some of the significant initiatives that DoIT continues to work on include the following:

- Conversion to the new Salesforce lightening platform;
- Supporting 3G tolling rollout by providing program management services;
- E-forms platform; and
- Document scanning services to convert paper to electronic format.

Mr. Goldsborough further explained that in compliance with the State's requirement to have all employees who can telework, to work from home to facilitate social distancing, all DoIT staff, including service desk staff and field technicians, are on telework status.

#### **UPDATE – CIVIL RIGHTS FAIR PRACTICES (CRFP) SOCIOECONOMIC PROGRAMS STATUS**

Mr. Percy Dangerfield introduced Ms. Towanda Livingston, Director of Civil Rights and Fair Practices, to the MDTA Board.

Ms. Livingston provided the MDTA Board with an update on the MDTA's progress toward achieving the legislatively mandated socioeconomic program goals.

She explained that the Division of Civil Rights and Fair Practices (CRFP) is responsible for the development, oversight, and administration of the MDTA's State and Federal socioeconomic programs. These programs include the following: Disadvantaged Business Enterprise (DBE) Program; Minority Business Enterprise (MBE) Program; Small Business Reserve (SBR) Program; and Veteran-Owned Small Business Enterprise (VSBE) Program. She then gave a brief overview of each program and an update on the goals of each program.

#### **UPDATE – HUMAN RESOURCES COMMITTEE**

Member W. Lee Gaines, Jr. presented an update on the Human Resources Committee meeting that took place on February 11, 2021. The Human Resources Committee Members were given an update on the achievements, successes, and new programs undertaken by the Office of Human Resources and Workforce Development in calendar year 2020; an update on Hiring Freeze Exceptions; an update on the establishment of the Environmental Technician Classification series; and an updated on Unemployment Insurance Fraud.

#### **UPDATE – AUDIT COMMITTEE**

Member John von Paris presented an update on the Audit Committee meeting that took place on March 11, 2021. The Audit Committee Members were given an update on the Fiscal Year 2021 Audit Plan which is currently on track to complete the plan with four audits complete and three in process. The Fiscal Year 2021 Enterprise Wide Risk Assessment and Fiscal Year 2022 Audit Plan were presented. Two internal audits, "Capital Budget and Program" and "License Plate Reader

Compliance”, were presented and the Committee was satisfied with the results of these audits. And the Chief Financial Officer provided a verbal update on the Office of Legislative Audit’s audit.

**UPDATE – EXECUTIVE DIRECTOR**

Mr. James F. Ports, Jr. updated the MDTA Board on the March 11 the MDTA put out an Open Letter to provide our customers with information regarding the handling of NOTDs and customer service questions and concerns; on the March 22 Maryland Matters published a commentary that we submitted regarding the Bay Crossing Study and the Draft Environmental Impact Study, the pre-launch and launch of the DriveEzMD campaign, and the one year anniversary of COVID-19 and what MDTA has done to keep our employees, contractors, and customers safe. Mr. Ports closed his remarks with a MDTA 50<sup>th</sup> Anniversary “moment in history” fact: That the Francis Scott Key Bridge opened this month in 1977.

**VOTE TO ADJOURN MEETING**

There being no further business, upon motion by Member W. Lee Gaines, Jr. and seconded by Member Jeffrey S. Rosen, the Members unanimously voted to adjourn the meeting at 1:50 p.m.

The next MDTA Board Meeting will be held on Monday, April 26, 2021 at 9:00 a.m. via livestream.

APPROVED AND CONCURRED IN:

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Gregory Slater, Chairman

## **TAB 2**





# Maryland Transportation Authority

**Larry Hogan, Governor**  
Boyd K. Rutherford, Lt. Governor  
Gregory Slater, Chairman

**Board Members:**

Dontae Carroll  
William H. Cox, Jr.  
William C. Ensor, III  
W. Lee Gaines, Jr.

Mario J. Gangemi, P.E.  
Cynthia D. Penny-Ardinger  
Jeffrey S. Rosen  
John F. von Paris

James F. Ports, Jr., Executive Director

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## MEMORANDUM

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**TO:** MDTA Board  
**PRESENTED BY:** Ms. Deb Sharpless, CPA, Chief Financial Officer  
Mr. Will Pines, PE, Chief Operations Officer  
Ms. Kelly Mundle, Marketing Manager  
**SUBJECT:** Third Generation Electronic Toll Collection (3G ETC) System Transition,  
Outreach, Traffic & Revenue, and Post Go-Live Backlog Plan Update  
**DATE:** April 26, 2021

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### **PURPOSE**

To brief the Maryland Transportation Authority (MDTA) Board on the 3G ETC transition, outreach, traffic & revenue, and post go-live backlog plan.

### **SUMMARY**

TransCore and Kapsch's systems are in a state of readiness to transition and go-live on April 29, 2021. Customer outreach is ongoing through multiple social and marketing channels. Toll revenue continues to underperform the official financial forecast; however, the MDTA will end the fiscal year exceeding its financial standards. A plan to address the backlog of unprocessed transactions has been formulated.

### **ATTACHMENTS**

- 3G ETC System Update Presentation
- Transaction Backlog Working Schedule (Post Transactions to Customer Accounts)

# Electronic Tolling System

## Transition, Outreach, Traffic & Revenue, and Post Go-Live Backlog Plan

MDTA Board Meeting

April 26, 2021

# Transition

# Key Milestones

Milestone	Estimated Date Range
Pre-Cutover Activities	3/26 to 4/20
Software Builds: Release 18 & 18.1	3/5 to 4/19
Disaster Recovery Tabletop	4/13 to 4/14
Full Performance Test	4/15 to 4/18
Cutover Period	4/20 to 4/28
Production Transaction Interface Go-Live	4/21
<b>CSC &amp; Backoffice Go-Live (Public Date)</b>	<b>4/29 7:00 AM</b>
Go-Live Plus 30 Days: Software Release(s)	4/30 to 5/30
Go-Live Plus 60 Days: Software Release(s)	6/1 to 6/30
System Acceptance Test	7/01 to 7/30
Post SAT Software Release(s)	8/1 to 11/1

Acceptance  
Period

- 7 days into cutover activities
- Cutover down time 9 days; no access to website & call center down
  - Lane tolling operations continue and post after Go-Live
- Go-live + 180 days address system defects & complete deferred functionality

# Key Focus Areas

## Software Reports & Documentation

- Finalize outstanding reports and documentation

## Transition Cutover & Backlog Tasks

- Tightly monitor schedule & coordination between MDTA and vendors
- Queue transactions for processing
- Resolve handling of *E-ZPass* 60+ day transactions

## QA/QC & Lane Maintenance Improvements

- Accountability for timeliness of resolution for identified issues
- Enforcement of contractual requirements
- Consistent pro-active approach to the maintenance tasks
- Improving image quality and NOTD/Citation letters

## Systems Performance & Storage

- Complete set-up of additional disk space for backlog transactions
- Performance Testing

# Key Focus Areas (continued)

## **System Acceptance & Key Performance Indicators (KPI)**

- Finalize System Acceptance Testing Plan
- Plan and test KPI

## **Contract Administration & Operational Functions**

- Coordinating responsibilities & communication across IT, Operations and Finance
- Standing up contract administration tools & processes
- Forming cross-functional workgroups

## **Post Go-Live Software Releases**

- Develop, deploy & test 30- and 60-day releases
  - Known defects and functionality addressed post go-live
  - Fixes agreed to by MDTA & TransCore
  - Interim work-arounds established
- Develop, deploy & test Post System Acceptance Test (SAT) releases
  - Less critical defects and functionality scheduled Post SAT
  - Address deferred functionality (e.g., mobile app)
- TransCore committed to retain resources to bring releases onboard within 180 days of Go Live and possibly sooner, if there are not more pressing issues

# Risks After Go-Live

✓ Mitigation Action

## Call Center

- High volume expected; spike anticipated for approximately 2-3 weeks after go-live
  - ✓ TransCore is staffing the call center to handle the go live activity
- Customers required to reset password & challenge questions
  - ✓ Self-recovery system available

## Backlog Processing:

- Transactions released manually based on a pre-defined schedule
  - ✓ Tight coordination with MDTA and vendors required to avoid mistakes
- Customer Impacts
  - ✓ Established plan that balances competing goals

## System Functionality & Performance:

- Triage and resolve software bugs
  - ✓ Strike team established for quick resolution
- System performance will only be truly realized after go-live
  - ✓ Testing simulated a large volume of users concurrent with backlog processing

## QA/QC

- NOTD & Citation revisions & image quality (dark)
  - ✓ Task force established; analyzing & meeting 2 times per week
  - ✓ Test additional lighting at a plaza & AET location; exploring enlarging the printed image on the NOTD & Citation

# Outreach



# Customer Outreach

Item	Date	Description
✓ Press Release #1; Social Media, Gov.Delivery, Elected Official Outreach	03/31/21	Announced DriveEzMD, introducing the cutover down time.
✓ Pre-Launch Media Campaign	03/31 – 4/28/21	Pointing drivers to our transition website. Radio, print ads, digital ads and social media.
✓ E-ZPass Customer Email #1	04/07/21	Announced DriveEzMD, introducing the cutover down time period.
✓ Press Release #2; Social Media, Gov.Delivery, Elected Official Outreach	04/13/21	Reminded drivers of the 7 days remaining before the down time, encouraged account maintenance.
✓ E-ZPass Customer Email #2	4/14/21	Complimented Press Release #2.

✓ Denotes item is complete

Note: Included daily countdowns on MDTA website and social to cutover

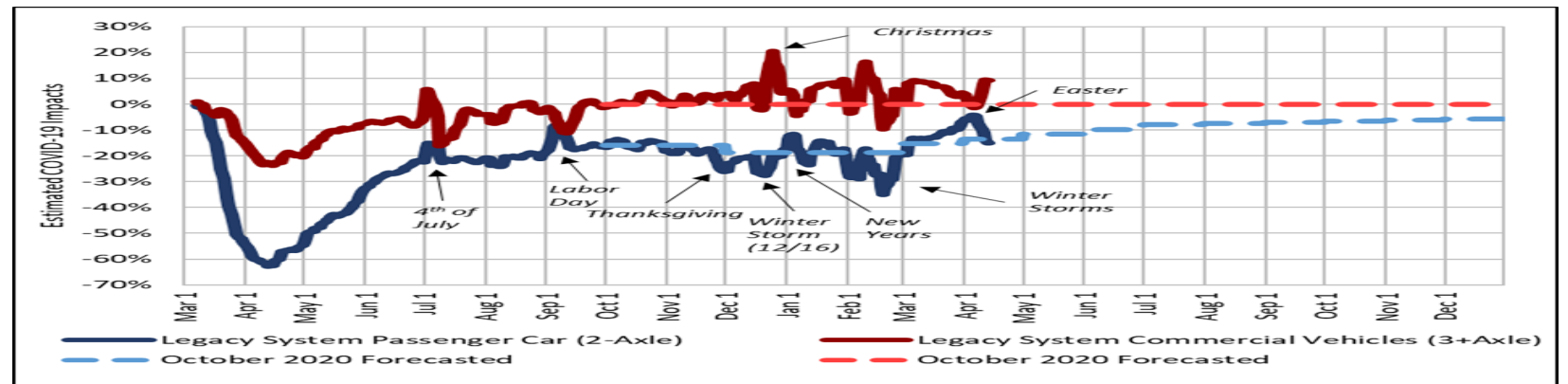
# Customer Outreach (continued)

Item	Date	Description
Press Release #3; Social Media, Gov.Delivery, Elected Official Outreach	4/29/21	Announcing go-Live.
<i>E-ZPass</i> Customer Email #3	4/29 – 4/30/21	Announcing go-live, encouraging sign-in.
Go-Live Media Campaign	05/01 – June 2021	Announcing go-live, encouraging sign-in, site visits. Includes billboards, radio, print ads, digital ads, social media and marketing material for CSCs.

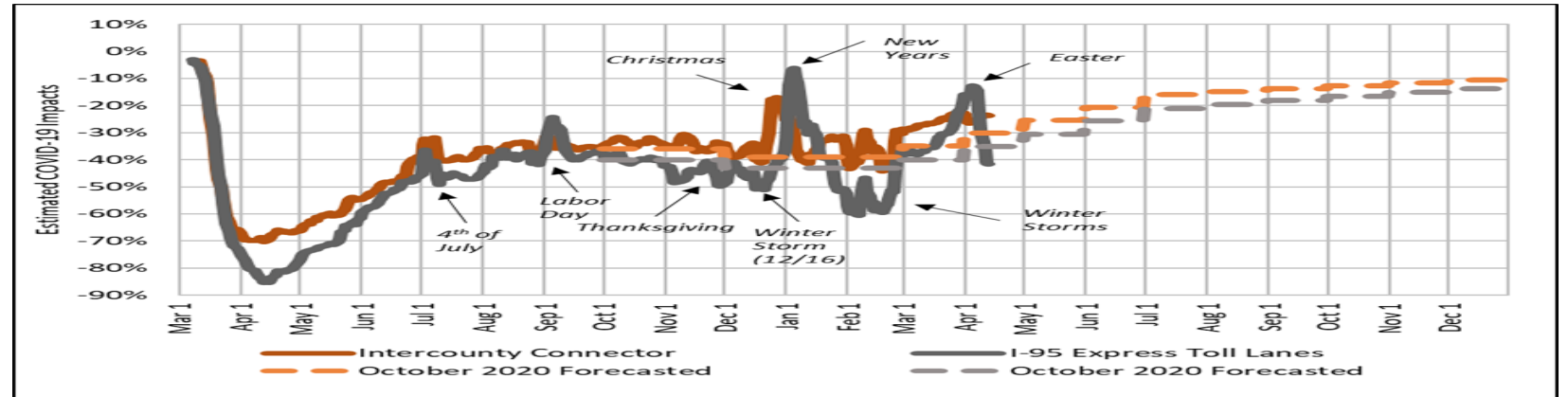
# Traffic & Revenue

# COVID-19 Forecasted Traffic Impacts vs. Actual

Legacy Facilities



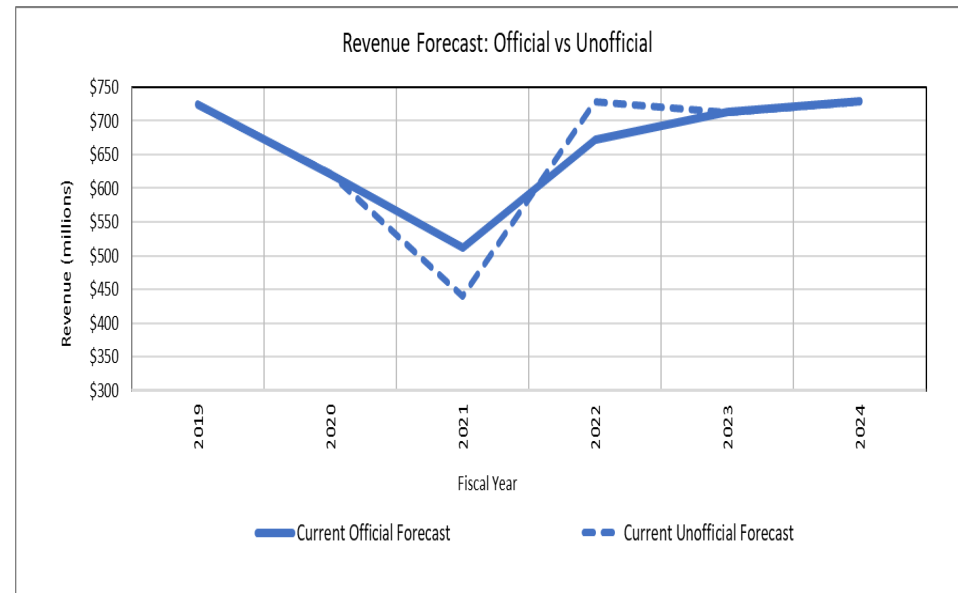
ICC & ETL Facilities



- Legacy commercial vehicle traffic continues to outperform forecast; slight decline Easter weekend.
- Legacy passenger car traffic showed strong recovery through March, peaking at Easter. Traffic has since decreased, but within forecasted range; to be monitored.
- ICC traffic showed a strong recovery throughout March and the first half of April, outperforming forecast.
- I-95 ETL traffic tracked within forecast in March and ramped up to outperform by Easter. Traffic has since decreased, but within forecasted range; to be monitored.

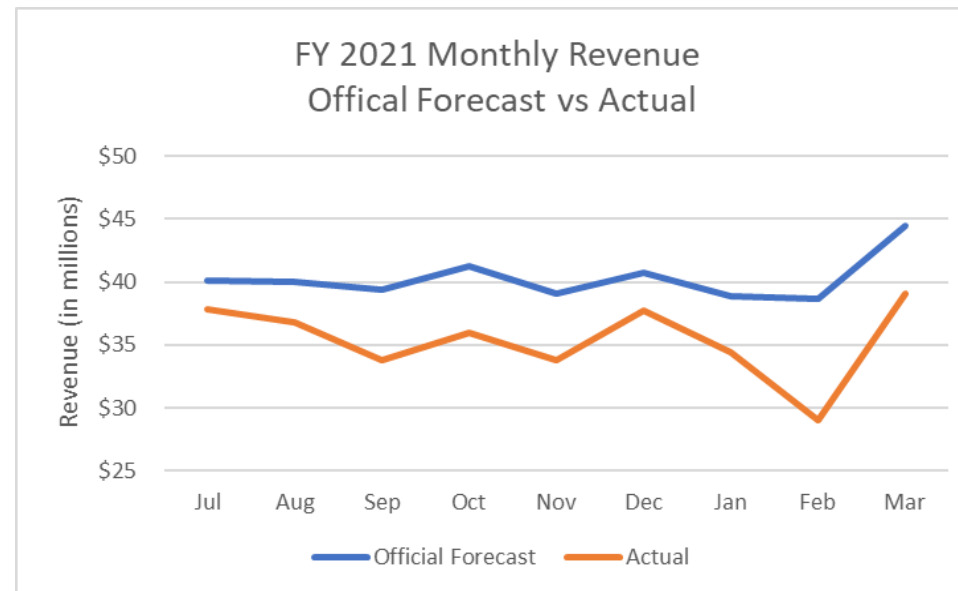
Key Takeaway: Traffic is meeting or exceeding the COVID-19 forecast

# Revenue Actual vs Forecast



- FY2021 actual revenue expected to be below the official forecast by \$72M
- Unofficial forecast results in 2.5x debt service coverage (DSC)
- 2.0x DSC achieved with revenue ~\$100M below forecast
- FY2022 forecast expected to be above forecast by ~\$56M

Official	\$ 511.6M
Unofficial	\$ 439.8M



## Cumulative Revenue Shortfall

As of	Cumulative Amount	Change from Prior Month
7/31/20	\$ (2.2)M	
8/31/20	\$ (5.3)M	\$ (3.2)M
9/30/20	\$ (11.0)M	\$ (5.6)M
10/31/20	\$ (16.2)M	\$ (5.2)M
11/30/20	\$ (21.6)M	\$ (5.4)M
12/31/20	\$ (24.6)M	\$ (3.1)M
1/31/21	\$ (29.2)M	\$ (4.5)M
2/28/21	\$ (38.8)M	\$ (9.6)M
3/31/21	\$ (44.2)M	\$ (5.4)M

Following slides compares actual to the forecast via facilities & payment type

# Revenue Actual vs Official Forecast via Facility as of 3/31/21

Legacy Facilities											
		July	August	September	October	November	December	January	February	March	Jul-Mar
E-ZPass	Forecast	\$ 35,966,000	\$ 35,780,000	\$ 34,688,000	\$ 36,227,000	\$ 34,455,000	\$ 34,811,000	\$ 31,487,000	\$ 30,132,000	\$ 34,868,000	\$ 308,414,000
	Actual	34,348,352	35,476,542	32,005,467	33,641,850	30,504,258	31,057,624	29,261,986	25,540,497	34,193,542	\$ 286,030,118
	Difference	(1,617,648)	(303,458)	(2,682,533)	(2,585,150)	(3,950,742)	(3,753,377)	(2,225,014)	(4,591,503)	(674,458)	(22,383,882)
Video	Forecast	-	-	526,000	522,000	541,000	1,943,000	3,886,000	4,805,000	5,059,000	17,282,000
	Video	625,724	464,052	947,873	1,413,213	2,179,246	5,400,256	4,197,538	2,867,021	3,993,129	22,088,052
	Difference	625,724	464,052	421,873	891,213	1,638,246	3,457,256	311,538	(1,937,979)	(1,065,871)	4,806,052
E-ZPass & Video	Forecast	35,966,000	35,780,000	35,214,000	36,749,000	34,996,000	36,754,000	35,373,000	34,937,000	39,927,000	325,696,000
	Actual	34,974,076	35,940,594	32,953,340	35,055,063	32,683,504	36,457,880	33,459,524	28,407,518	38,186,671	308,118,170
	Difference	\$ (991,924)	\$ 160,594	\$ (2,260,660)	\$ (1,693,937)	\$ (2,312,496)	\$ (296,121)	\$ (1,913,476)	\$ (6,529,482)	\$ (1,740,329)	\$ (17,577,830)

Intercounty Connector											
		July	August	September	October	November	December	January	February	March	Jul-Mar
E-ZPass	Forecast	\$ 3,322,000	\$ 3,364,000	\$ 3,369,000	\$ 3,573,000	\$ 3,277,000	\$ 3,097,000	\$ 2,762,000	\$ 2,734,000	\$ 3,548,000	\$ 29,046,000
	Actual	2,021,326									2,021,326
	Difference	(1,300,674)	(3,364,000)	(3,369,000)	(3,573,000)	(3,277,000)	(3,097,000)	(2,762,000)	(2,734,000)	(3,548,000)	(27,024,674)
Video	Forecast	-	-	45,000	49,000	57,000	184,000	216,000	321,000	255,000	1,127,000
	Actual	182,695	154,690	156,687	202,498	404,921	556,299	339,698	133,649	137,296	2,268,433
	Difference	182,695	154,690	111,687	153,498	347,921	372,299	123,698	(187,351)	(117,704)	1,141,433
E-ZPass & Video	Forecast	3,322,000	3,364,000	3,414,000	3,622,000	3,334,000	3,281,000	2,978,000	3,055,000	3,803,000	30,173,000
	Actual	2,204,021	154,690	156,687	202,498	404,921	556,299	339,698	133,649	137,296	4,289,759
	Difference	\$ (1,117,979)	\$ (3,209,310)	\$ (3,257,313)	\$ (3,419,502)	\$ (2,929,079)	\$ (2,724,701)	\$ (2,638,302)	\$ (2,921,351)	\$ (3,665,704)	\$ (25,883,241)

I-95 Express Toll Lanes											
		July	August	September	October	November	December	January	February	March	Jul-Mar
E-ZPass	Forecast	\$ 779,000	\$ 830,000	\$ 756,000	\$ 839,000	\$ 790,000	\$ 745,000	\$ 566,000	\$ 649,000	\$ 725,000	\$ 6,679,000
	Video	695,704	728,703	667,064	729,700	651,816	675,612	596,454	503,112	729,391	5,977,557
	Difference	\$ (83,296)	\$ (101,297)	\$ (88,936)	\$ (109,300)	\$ (138,184)	\$ (69,388)	\$ 30,454	\$ (145,888)	\$ 4,391	\$ (701,443)

All Facilities											
		July	August	September	October	November	December	January	February	March	Jul-Mar
	Forecast	\$ 40,067,000	\$ 39,974,000	\$ 39,384,000	\$ 41,210,000	\$ 39,120,000	\$ 40,780,000	\$ 38,917,000	\$ 38,641,000	\$ 44,455,000	\$ 362,548,000
	Actual	37,873,801	36,823,986	33,777,092	35,987,262	33,740,242	37,689,791	34,395,677	29,044,279	39,053,358	318,385,486
	Difference	\$ (2,193,199)	\$ (3,150,014)	\$ (5,606,908)	\$ (5,222,738)	\$ (5,379,758)	\$ (3,090,209)	\$ (4,521,323)	\$ (9,596,721)	\$ (5,401,642)	\$ (44,162,514)

# Revenue Actual vs Official Forecast via Payment Type as of 3/31/21

E-ZPass											
		July	August	September	October	November	December	January	February	March	Jul-Mar
Forecast	Legacy	\$ 35,966,000	\$ 35,780,000	\$ 34,688,000	\$ 36,227,000	\$ 34,455,000	\$ 34,811,000	\$ 31,487,000	\$ 30,132,000	\$ 34,868,000	\$ 308,414,000
	ICC	3,322,000.0	3,364,000.0	3,369,000.0	3,573,000.0	3,277,000.0	3,097,000.0	2,762,000.0	2,734,000.0	3,548,000.0	29,046,000.0
	ETL	779,000.0	830,000.0	756,000.0	839,000.0	790,000.0	745,000.0	566,000.0	649,000.0	725,000.0	6,679,000.0
	Total	40,067,000.0	39,974,000.0	38,813,000.0	40,639,000.0	38,522,000.0	38,653,000.0	34,815,000.0	33,515,000.0	39,141,000.0	344,139,000.0
Actual	Legacy	34,348,352	35,476,542	32,005,467	33,641,850	30,504,258	31,057,624	29,261,986	25,540,497	34,193,542	286,030,118
	ICC	2,021,326									2,021,326
	ETL	695,704	728,703	667,064	729,700	651,816	675,612	596,454	503,112	729,391	5,977,557
	Total	37,065,382	36,205,244	32,672,532	34,371,551	31,156,075	31,733,236	29,858,440	26,043,609	34,922,933	294,029,001
Difference		\$ (3,001,618)	\$ (3,768,756)	\$ (6,140,468)	\$ (6,267,449)	\$ (7,365,925)	\$ (6,919,764)	\$ (4,956,560)	\$ (7,471,391)	\$ (4,218,067)	\$ (50,109,999)

Video											
		July	August	September	October	November	December	January	February	March	Jul-Mar
Forecast	Legacy	\$ -	\$ -	\$ 526,000	\$ 522,000	\$ 541,000	\$ 1,943,000	\$ 3,886,000	\$ 4,805,000	\$ 5,059,000	\$ 17,282,000
	ICC	-	-	45,000	49,000	57,000	184,000	216,000	321,000	255,000	1,127,000
	Total	-	-	571,000	571,000	598,000	2,127,000	4,102,000	5,126,000	5,314,000	18,409,000
Actual	Legacy	625,724	464,052	947,873	1,413,213	2,179,246	5,400,256	4,197,538	2,867,021	3,993,129	22,088,052
	ICC	182,695	154,690	156,687	202,498	404,921	556,299	339,698	133,649	137,296	2,268,433
	Total	808,419	618,742	1,104,560	1,615,711	2,584,167	5,956,555	4,537,237	3,000,670	4,130,424	24,356,485
Difference		\$ 808,419	\$ 618,742	\$ 533,560	\$ 1,044,711	\$ 1,986,167	\$ 3,829,555	\$ 435,237	\$ (2,125,330)	\$ (1,183,576)	\$ 5,947,485

E-ZPass & Video																				
Forecast	\$	40,067,000	\$	39,974,000	\$	39,384,000	\$	41,210,000	\$	39,120,000	\$	40,780,000	\$	38,917,000	\$	38,641,000	\$	44,455,000	\$	362,548,000
Actual		37,873,801		36,823,986		33,777,092		35,987,262		33,740,242		37,689,791		34,395,677		29,044,279		39,053,358		318,385,486
Difference	\$	(2,193,199)	\$	(3,150,014)	\$	(5,606,908)	\$	(5,222,738)	\$	(5,379,758)	\$	(3,090,209)	\$	(4,521,323)	\$	(9,596,721)	\$	(5,401,642)	\$	(44,162,514)

# Post –Go Live Transaction Backlog Plan



# Estimated Backlog at Go- Live (4/29/21) including Transaction from 9 day Cut Over Period

## Trip Facility (ICC)

• <i>E-ZPass (transponder read)</i>	16M	7/21/20 to 4/29/21
• Image-based		
• <i>E-ZPass (plate based)</i>	1.7M	7/21/20 to 4/29/21
• Video	3.8M	7/21/20 to 4/29/21

## Legacy Toll Plazas (FMT, BHT, HWN, JFK)

• <i>E-ZPass (transponder read)</i>	1.6M	4/13/21 to 4/29/21
• Image-based		
• <i>E-ZPass (plate based)</i>	5.4M	8/28/20 to 4/29/21
• Video	10.7M	8/28/20 to 4/29/21

## AET Toll Gantries (ETL, FSK, TJH, WPL)

• <i>E-ZPass (transponder read)</i>	820K	4/13/21 to 4/29/21
• Image-based		
• <i>E-ZPass (plate based)</i>	2.3M	7/21/20 to 4/29/21
• Video	4.6M	7/21/20 to 4/29/21

<i>E-ZPass (transponder read)</i>	18.4M
<i>E-ZPass (plate based)</i>	9.4M
Video	19.1M
Total Transactions	46.9M

Note: *E-ZPass (plate based)* = ITOLL

# Competing Goals

The strategy to process the backlog of transactions must weigh competing goals that include:

- Expeditiously recognize revenue and restore normalcy
- Retain satisfied *E-ZPass* customer base by minimizing swift depletion of a customer's prepaid balance and frequent auto replenishment of accounts via credit or bank cards
- Reduce impact from *E-ZPass* Interagency Group (IAG) 60-day time-out rule
- Leverage image review results to restore real-time feedback loop and improve image quality
- Quickly post video tolls to customers accounts to provide extended time to pay tolls prior to mailing notices, receive 15% early payment discount, and potentially register as a future Pay-By-Plate customer
- Meter NOTD mailings to not overwhelm customer service representatives and customers
- Issue backlog to Contractors in a manner consistent with Contracts
- Respond to customer's feedback on the backlog process, as we begin to receive

# Approach

## Posting Transactions to Customer Accounts

- Move transactions from the Tolling System (Kapsch) to Back Office (TransCore)
- Post transactions to customers' *E-ZPass* or Video Toll accounts
  - *E-ZPass* transactions applied against the customers' prepaid account balances
  - Video Toll transactions visible on the DriveEZMD website for payment
- Post 14 days of transactions in a 7 day period

Tranche	Posting Date Range	Description	Transaction Date Range
1	4/26/21 – 5/24/21	NG Transactions 60 days old or less	3/2/21 – 4/28/21
2	5/24/21 – 6/20/21	3G Transactions 60 days old or less	4/29/21 – 6/16/21
3	6/21/21 – 8/1/21	Current transactions (all facilities) + backlog (ICC, FSK, TJH ETL, WPL)	Current (6/17/21 – 7/28/21) Backlog (7/21/20 – 8/27/20)
4	8/2/21 – 1/30/21	Current transactions + backlog (all facilities)	Current (7/29/21 – 1/26/21) Backlog (8/28/20 – 3/1/21)

- Finalize processing approach for *E-ZPass* Away transactions older than 60-days (e.g., Virginia E-ZPass accountholder travels on an MDTA facility)
- Schedule adjustments will be made based on outcomes and impacts

## Posting Transactions to Customer Accounts (continued)

### Approach (continued)

Week of	Backlog						Current			
	Facility	Transaction Type	Facility	Transaction Type	Start	End	Facility	Transaction Type	Start	End
4/26/2021	ICC	NG	All except ICC	Image	3/2/2021	3/15/2021				
5/3/2021	ICC	NG	All except ICC	Image	3/16/2021	3/29/2021				
5/10/2021	ICC	NG	All except ICC	Image	3/30/2021	4/12/2021				
5/17/2021	All	NG			4/13/2021	4/26/2021				
5/24/2021	All	NG			4/27/2021	4/28/2021				
5/24/2021	All	3G			4/29/2021	5/10/2021				
5/31/2021	All	3G			5/11/2021	5/24/2021				
6/7/2021	All	3G			5/25/2021	6/7/2021				
6/14/2021	All	3G			6/8/2021	6/16/2021				
6/21/2021	ICC	NG	FSK, TJH, ETL, Bay	Image	7/21/2020	7/27/2020	All	3G	6/17/2021	6/23/2021
6/28/2021	ICC	NG	FSK, TJH, ETL, Bay	Image	7/28/2020	8/3/2020	All	3G	6/24/2021	6/30/2021
7/5/2021	ICC	NG	FSK, TJH, ETL, Bay	Image	8/4/2020	8/10/2020	All	3G	7/1/2021	7/7/2021
7/12/2021	ICC	NG	FSK, TJH, ETL, Bay	Image	8/11/2020	8/17/2020	All	3G	7/8/2021	7/14/2021
7/19/2021	ICC	NG	FSK, TJH, ETL, Bay	Image	8/18/2020	8/24/2020	All	3G	7/15/2021	7/21/2021
7/26/2021	ICC	NG	FSK, TJH, ETL, Bay	Image	8/25/2020	8/27/2020	All	3G	7/22/2021	7/28/2021
7/26/2021			All except ICC	Image	8/28/2020	8/31/2020				
8/2/2021	ICC	NG	All except ICC	Image	9/1/2020	9/7/2020	All	3G	7/29/2021	8/4/2021
8/9/2021	ICC	NG	All except ICC	Image	9/8/2020	9/14/2020	All	3G	8/5/2021	8/11/2021
8/16/2021	ICC	NG	All except ICC	Image	9/15/2020	9/21/2020	All	3G	8/12/2021	8/18/2021
8/23/2021	ICC	NG	All except ICC	Image	9/22/2020	9/28/2020	All	3G	8/19/2021	8/25/2021
8/30/2021	ICC	NG	All except ICC	Image	9/29/2020	10/5/2020	All	3G	8/26/2021	9/1/2021
9/6/2021	ICC	NG	All except ICC	Image	10/6/2020	10/12/2020	All	3G	9/2/2021	9/8/2021
9/13/2021	ICC	NG	All except ICC	Image	10/13/2020	10/19/2020	All	3G	9/9/2021	9/15/2021
9/20/2021	ICC	NG	All except ICC	Image	10/20/2020	10/26/2020	All	3G	9/16/2021	9/22/2021
9/27/2021	ICC	NG	All except ICC	Image	10/27/2020	11/2/2020	All	3G	9/23/2021	9/29/2021
10/4/2021	ICC	NG	All except ICC	Image	11/3/2020	11/9/2020	All	3G	9/30/2021	10/6/2021
10/11/2021	ICC	NG	All except ICC	Image	11/10/2020	11/16/2020	All	3G	10/7/2021	10/13/2021
10/18/2021	ICC	NG	All except ICC	Image	11/17/2020	11/23/2020	All	3G	10/14/2021	10/20/2021
10/25/2021	ICC	NG	All except ICC	Image	11/24/2020	11/30/2020	All	3G	10/21/2021	10/27/2021
11/1/2021	ICC	NG	All except ICC	Image	12/1/2020	12/7/2020	All	3G	10/28/2021	11/3/2021
11/8/2021	ICC	NG	All except ICC	Image	12/8/2020	12/14/2020	All	3G	11/4/2021	11/10/2021
11/15/2021	ICC	NG	All except ICC	Image	12/15/2020	12/21/2020	All	3G	11/11/2021	11/17/2021
11/22/2021	ICC	NG	All except ICC	Image	12/22/2020	12/28/2020	All	3G	11/18/2021	11/24/2021
11/29/2021	ICC	NG	All except ICC	Image	12/29/2020	1/4/2021	All	3G	11/25/2021	12/1/2021
12/6/2021	ICC	NG	All except ICC	Image	1/5/2021	1/11/2021	All	3G	12/2/2021	12/8/2021
12/13/2021	ICC	NG	All except ICC	Image	1/12/2021	1/18/2021	All	3G	12/9/2021	12/15/2021
12/20/2021	ICC	NG	All except ICC	Image	1/19/2021	1/25/2021	All	3G	12/16/2021	12/22/2021
12/27/2021	ICC	NG	All except ICC	Image	1/26/2021	2/1/2021	All	3G	12/23/2021	12/29/2021
1/3/2022	ICC	NG	All except ICC	Image	2/2/2021	2/8/2021	All	3G	12/30/2021	1/5/2022
1/10/2022	ICC	NG	All except ICC	Image	2/9/2021	2/15/2021	All	3G	1/6/2022	1/12/2022
1/17/2022	ICC	NG	All except ICC	Image	2/16/2021	2/22/2021	All	3G	1/13/2022	1/19/2022
1/24/2022	ICC	NG	All except ICC	Image	2/23/2021	3/1/2021	All	3G	1/20/2022	1/26/2022
1/31/2022							All	3G	1/27/2022	2/2/2022

Definitions: (1) **All**: includes 9 MDTA facilities; (2) **3G**: Includes *E-ZPass* (transponder & plate based (ITOLS)), Pay-by-Plate, Video; (3) **NG**: includes *E-ZPass* (transponder & plate based) & Video; and (4) **Image**: includes ITOLS that post to an *E-ZPass* account & Video Tolls

## Video Toll Mailings

# Approach (continued)

- Prior to resuming mailing Notice of Toll Due or Citations, TransCore will handle unprocessed operational tasks remaining from the NG system (e.g., payments, transponders, refunds, etc.)
  - Estimated Completion: Mid May
- Resume the issuance of Citations (except for aged out)
  - Estimated Start: Mid May (immediate after payment backlog processed)
- Resume mailing Video Toll Notice of Toll Due (NOTD) on a ramp-up basis
  - Estimated Start: Late May
  - Ramp-up over 3 months

Days	Mailings per month
1 to 30	30 days
31 to 60	45 days
61+	60 days

- NOTD mailings are estimated to be current in Spring 2022
- Volume of notices mailed will be impacted by the responsiveness of customers paying online and taking advantage of the early NOTD payment discount (15% up to \$5.00)

Transaction Processing Working Schedule  
Transactions Posted to Customer Accounts

Week of	Backlog						Current			
	Facility	Transaction Type	Facility	Transaction Type	Start	End	Facility	Transaction Type	Start	End
4/26/2021	ICC	NG	All except ICC	Image	3/2/2021	3/15/2021				
5/3/2021	ICC	NG	All except ICC	Image	3/16/2021	3/29/2021				
5/10/2021	ICC	NG	All except ICC	Image	3/30/2021	4/12/2021				
5/17/2021	All	NG			4/13/2021	4/26/2021				
5/24/2021	All	NG			4/27/2021	4/28/2021				
5/24/2021	All	3G			4/29/2021	5/10/2021				
5/31/2021	All	3G			5/11/2021	5/24/2021				
6/7/2021	All	3G			5/25/2021	6/7/2021				
6/14/2021	All	3G			6/8/2021	6/16/2021				
6/21/2021	ICC	NG	FSK, TJH, ETL, Bay	Image	7/21/2020	7/27/2020	All	3G	6/17/2021	6/23/2021
6/28/2021	ICC	NG	FSK, TJH, ETL, Bay	Image	7/28/2020	8/3/2020	All	3G	6/24/2021	6/30/2021
7/5/2021	ICC	NG	FSK, TJH, ETL, Bay	Image	8/4/2020	8/10/2020	All	3G	7/1/2021	7/7/2021
7/12/2021	ICC	NG	FSK, TJH, ETL, Bay	Image	8/11/2020	8/17/2020	All	3G	7/8/2021	7/14/2021
7/19/2021	ICC	NG	FSK, TJH, ETL, Bay	Image	8/18/2020	8/24/2020	All	3G	7/15/2021	7/21/2021
7/26/2021	ICC	NG	FSK, TJH, ETL, Bay	Image	8/25/2020	8/27/2020	All	3G	7/22/2021	7/28/2021
7/26/2021			All except ICC	Image	8/28/2020	8/31/2020				
8/2/2021	ICC	NG	All except ICC	Image	9/1/2020	9/7/2020	All	3G	7/29/2021	8/4/2021
8/9/2021	ICC	NG	All except ICC	Image	9/8/2020	9/14/2020	All	3G	8/5/2021	8/11/2021
8/16/2021	ICC	NG	All except ICC	Image	9/15/2020	9/21/2020	All	3G	8/12/2021	8/18/2021
8/23/2021	ICC	NG	All except ICC	Image	9/22/2020	9/28/2020	All	3G	8/19/2021	8/25/2021
8/30/2021	ICC	NG	All except ICC	Image	9/29/2020	10/5/2020	All	3G	8/26/2021	9/1/2021
9/6/2021	ICC	NG	All except ICC	Image	10/6/2020	10/12/2020	All	3G	9/2/2021	9/8/2021
9/13/2021	ICC	NG	All except ICC	Image	10/13/2020	10/19/2020	All	3G	9/9/2021	9/15/2021
9/20/2021	ICC	NG	All except ICC	Image	10/20/2020	10/26/2020	All	3G	9/16/2021	9/22/2021
9/27/2021	ICC	NG	All except ICC	Image	10/27/2020	11/2/2020	All	3G	9/23/2021	9/29/2021
10/4/2021	ICC	NG	All except ICC	Image	11/3/2020	11/9/2020	All	3G	9/30/2021	10/6/2021
10/11/2021	ICC	NG	All except ICC	Image	11/10/2020	11/16/2020	All	3G	10/7/2021	10/13/2021
10/18/2021	ICC	NG	All except ICC	Image	11/17/2020	11/23/2020	All	3G	10/14/2021	10/20/2021
10/25/2021	ICC	NG	All except ICC	Image	11/24/2020	11/30/2020	All	3G	10/21/2021	10/27/2021
11/1/2021	ICC	NG	All except ICC	Image	12/1/2020	12/7/2020	All	3G	10/28/2021	11/3/2021
11/8/2021	ICC	NG	All except ICC	Image	12/8/2020	12/14/2020	All	3G	11/4/2021	11/10/2021
11/15/2021	ICC	NG	All except ICC	Image	12/15/2020	12/21/2020	All	3G	11/11/2021	11/17/2021
11/22/2021	ICC	NG	All except ICC	Image	12/22/2020	12/28/2020	All	3G	11/18/2021	11/24/2021

11/29/2021	ICC	NG	All except ICC	Image	12/29/2020	1/4/2021	All	3G	11/25/2021	12/1/2021
12/6/2021	ICC	NG	All except ICC	Image	1/5/2021	1/11/2021	All	3G	12/2/2021	12/8/2021
12/13/2021	ICC	NG	All except ICC	Image	1/12/2021	1/18/2021	All	3G	12/9/2021	12/15/2021
12/20/2021	ICC	NG	All except ICC	Image	1/19/2021	1/25/2021	All	3G	12/16/2021	12/22/2021
12/27/2021	ICC	NG	All except ICC	Image	1/26/2021	2/1/2021	All	3G	12/23/2021	12/29/2021
1/3/2022	ICC	NG	All except ICC	Image	2/2/2021	2/8/2021	All	3G	12/30/2021	1/5/2022
1/10/2022	ICC	NG	All except ICC	Image	2/9/2021	2/15/2021	All	3G	1/6/2022	1/12/2022
1/17/2022	ICC	NG	All except ICC	Image	2/16/2021	2/22/2021	All	3G	1/13/2022	1/19/2022
1/24/2022	ICC	NG	All except ICC	Image	2/23/2021	3/1/2021	All	3G	1/20/2022	1/26/2022
1/31/2022							All	3G	1/27/2022	2/2/2022

#### Definitions

All	Includes 9 MDTA facilities
3G	Includes E-ZPass (transponder & plate based (ITOLS)), Pay-by-Plate, Video
NG	Includes E-ZPass (transponder & plate based (ITOLS)) & Video
Image	Includes ITOLs that post to an E-ZPass account & Video Tolls

# **TAB 3**



MARYLAND TRANSPORTATION AUTHORITY

# RESOLUTION

Recognizing the Services of

## Lynne Outerbridge-Gardner

MDTA Toll Operations Manager

**WHEREAS**, *Lynne Outerbridge-Gardner began her career with the Maryland Transportation Authority as an MDTA Toll Collector I on June 23, 1986, and*

**WHEREAS**, *Ms. Outerbridge-Gardner continued to progress in the toll collection field and became an MDTA Toll Collector II on December 30, 1987, and an MDTA Toll Collector III on January 10, 1990, and*

**WHEREAS**, *Due to her knowledge and dedication, Ms. Outerbridge-Gardner was promoted to MDTA Toll Sergeant on April 12, 1995, and to MDTA Toll Collection Shift Supervisor on June 1, 2003, and*

**WHEREAS**, *With leadership and experience, Ms. Outerbridge-Gardner was promoted to MDTA Toll Collection Assistant Manager on March 3, 2011, and to MDTA Toll Operations Manager on February 28, 2018, and*

**WHEREAS**, *She is an invaluable member of the team, and her coworkers expressed the fact with an Appreciation Letter on November 23, 2004, for her dedication and professionalism during repair work and daytime lane closures at the Bay Bridge. Then-MDTA Chairman Robert Flanagan and his fellow Board Members recognized and appreciated her long hours worked, teamwork, cooperation and patience shown to frustrated motorists. Her dedication, personality and calm demeanor will be missed, now*

**THEREFORE BE IT RESOLVED**, *On the occasion of Lynne Outerbridge-Gardner's retirement from her distinguished career of exemplary service, the Chairman and Members of the Maryland Transportation Authority Board hereby express to Ms. Outerbridge-Gardner their most sincere appreciation for her excellence and commitment, and*

**BE IT FURTHER RESOLVED**, *That this Resolution be entered into the minutes of the MDTA Board meeting of April 26, 2021, and a copy, appropriately framed, be presented to Ms. Outerbridge-Gardner as an expression of the MDTA Board's appreciation and esteem.*

\_\_\_\_\_  
Gregory Slater, *Chairman*

\_\_\_\_\_  
Dontae Carroll, *Member*

\_\_\_\_\_  
Mario J. Gangemi, P.E., *Member*

\_\_\_\_\_  
William H. Cox, Jr., *Member*

\_\_\_\_\_  
Cynthia D. Penny-Ardinger, *Member*

\_\_\_\_\_  
William C. Ensor, III, *Member*

\_\_\_\_\_  
Jeffrey S. Rosen, *Member*

\_\_\_\_\_  
W. Lee Gaines, Jr., *Member*

\_\_\_\_\_  
John F. von Paris, *Member*

\_\_\_\_\_  
James F. Ports, Jr., *Executive Director*

MARYLAND TRANSPORTATION AUTHORITY

RESOLUTION

Recognizing the Services of

Bryant C. Talley

Facility Maintenance Technician III

**WHEREAS,** *Bryant C. Talley began his career with the Maryland Transportation Authority as an Grounds Mechanic I on November 18, 1988, and*

**WHEREAS,** *Mr. Talley continued to progress in the maintenance field and became a Facility Maintenance Technician I on April 25, 2018, and to Facility Maintenance Technician II on August 7, 2019, and*


**WHEREAS,** *Due to his hard work and dedication, Mr. Talley was promoted to Facility Maintenance Technician III on April 25, 2020, and*

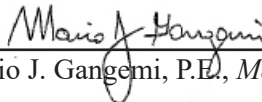
**WHEREAS,** *He is an invaluable member of the team, and his coworkers expressed the fact that his dedication, personality and calm demeanor will be missed, now*

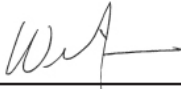
**THEREFORE BE IT RESOLVED,** *On the occasion of Bryant C. Talley’s retirement from his distinguished career of exemplary service, the Chairman and Members of the Maryland Transportation Authority Board hereby express to Mr. Talley their most sincere appreciation for his excellence and commitment, and*

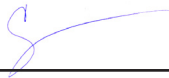
**BE IT FURTHER RESOLVED,** *That this Resolution be entered into the minutes of the MDTA Board meeting of April 26, 2021, and a copy, appropriately framed, be presented to Mr. Talley as an expression of the MDTA Board’s appreciation and esteem.*

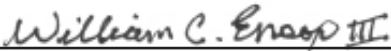
  
Gregory Slater, *Chairman*

  
Dontae Carroll, *Member*


  
Mario J. Gangemi, P.E., *Member*

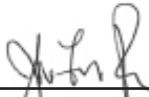
  
William H. Cox, Jr., *Member*


  
Cynthia D. Penny-Ardinger, *Member*

  
William C. Ensor, III, *Member*

  
Jeffrey S. Rosen, *Member*

  
W. Lee Gaines, Jr., *Member*

  
John F. von Paris, *Member*

  
James F. Ports, Jr, *Executive Director*

# **TAB 4**

**VERBAL**

# **TAB 5**

**VERBAL**

# **TAB 6**

**CLOSED SESSION**



# **TAB 7**

**CLOSED SESSION**