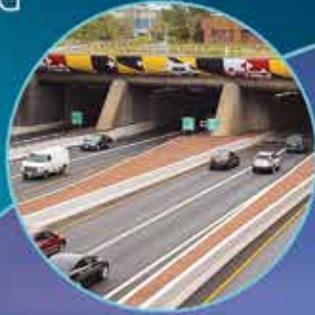# MDTA Strategic Plan

Moving Forward

MDTA
Maryland Transportation Authority

VERSION 1.2

GOVERNOR'S MESSAGE

Since day one, our administration has been committed to delivering real, common-sense solutions for Marylanders, including moving forward on nearly all of the highest-priority transportation projects in every jurisdiction across our state—an unprecedented and historic investment in both transit and roads. Through careful research and cutting-edge innovations, we have supported our state's growing economy by facilitating better travel while reducing tolls and fees.

Together, we have made the State of Maryland's transportation infrastructure an example for the rest of the nation, and we must continue to build an intermodal network that will serve many generations to come. I'd like to thank the MDTA for their incredible work in preparing this Strategic Plan, and the entire team at the Maryland Department of Transportation for their continued commitment to ensuring the long-term viability, safety, and comfort of travel throughout Maryland. This strategic plan helps us build upon the tremendous progress we have made, prepares us for the unexpected, and will guide us as we adapt to new challenges and seize new opportunities that lie ahead.

Together, we have put Maryland on a new path. Let's keep moving forward as we continue to change Maryland for the better.

Larry Hogan
Governor

CHAIRMAN'S MESSAGE

Since being sworn in as Maryland's Transportation Secretary and Maryland Transportation Authority (MDTA) Chairman, I have seen our transportation landscape face unprecedented challenges. However, under the leadership of Governor Hogan and thanks to the tireless work of our frontline team members, our transportation agencies have adapted to overcome these unique difficulties.

The MDTA has undergone a remarkable transformation since its early days, when it was charged with the maintenance, operation and improvement of toll facilities. Today, the MDTA is bringing state-of-the-art technology to our customers and improving the quality of life for communities and commuters statewide. All-electronic tolling (AET) is just one example – providing convenience for motorists, less engine idling for better fuel efficiency and reduced emissions, decreased congestion, and increased safety.

Although the MDTA has seen many changes over the years, our commitment to customer service has been constant. We are on the job day and night to provide our customers the seamless experience they deserve and are working alongside local stakeholders and residents to understand the unique needs of each community.

This Strategic Plan is our road map to help our agency navigate the challenging road ahead, while delivering exceptional customer service at every turn.

Gregory Slater
Chairman

EXECUTIVE DIRECTOR'S MESSAGE

Transformational change is happening at the MDTA, as we build on the foundation of providing safe and reliable transportation options for the customers we serve. The MDTA is a self-sufficient agency, which receives no Transportation Trust Fund or General Fund dollars. MDTA's facilities are fully financed, operated, maintained, improved and protected with toll revenues paid by our customers using those facilities.

This updated Strategic Plan will help the MDTA understand where to allocate its resources, in order to deliver safe, sustainable and exceptional transportation solutions for Maryland. This plan will allow us to manage a wide array of projects while working toward the same goals.

Despite the changing landscape of today's transportation environment, we will remain focused on providing the best customer service to our motorists. Most notably, our switch to all-electronic tolling (AET) will improve the customer experience by providing a safer, faster and more reliable driving experience, while providing a safer work environment for our employees. The state's transition to AET along with a new and improved website, Drive*EZ*MD, will enhance the customer experience with convenient payment options. The Drive*EZ*MD system, with its new website, will provide a seamless experience for customers using *E-ZPass*, Video Tolling and the new Pay By Plate option.

I want to recognize all of the MDTA Team Members whose feedback and expertise have produced this comprehensive, revised plan. The MDTA is fortunate to have such a dynamic and resilient workforce, that continues to deliver innovative solutions despite unprecedented obstacles. This outstanding team, armed with the clear vision of a Strategic Plan, will ensure the MDTA maintains its standing as a national leader in tolling operations.

This Strategic Plan will allow the MDTA to continue its mission of providing its customers outstanding customer service, technology improvements and facilities built for the future.

James F. Ports
Executive Director

WHO ARE WE?

Financed by toll revenue without relying on State tax dollars, the Maryland Transportation Authority (MDTA) was established in 1971 by the Maryland General Assembly to finance, construct, operate, preserve and improve the State's toll facilities, as well as to finance new revenue-producing transportation projects. The MDTA's toll facilities — two turnpikes, two tunnels and four bridges — connect Maryland to life's opportunities.

The MDTA's revenues are separate from the State's General Fund and Transportation Trust Fund and are reinvested into our facilities to operate and maintain them. The MDTA's Trust Agreement, for the benefit of its bondholders, outlines how these funds may be used as the MDTA develops and finances transportation solutions for Maryland's citizens. For more than 45 years, the MDTA has provided Maryland's citizens and visitors with safe, secure, reliable and convenient transportation facilities. We are committed to preserving our vital infrastructure and to quality and excellence in customer service. We rely on our organization's values, traditions and — most importantly — our employees, to achieve these goals.

WHY ARE ROADS TOLLED?

The construction and maintenance of many roads in Maryland have typically been paid for with State and federal taxes. However, while transportation needs have increased, government budgets have decreased. Toll roads offer a way to meet transportation challenges without raising taxes. Only those who use the facilities are charged for their upkeep and maintenance. Roads are tolled for three basic reasons — to pay for a road that can't be built soon enough with available resources, to pay for the continued maintenance and operation of a roadway and to pay for other transportation improvements in the area, such as work on highways, bridges and tunnels, travel plazas or toll facilities. Toll roads offer economic, quality of life and safety benefits that can be delivered years in advance of using other funding methods.

MDTA'S STRATEGIC PLAN

A strategic plan helps leaders and employees determine where to spend time, money and resources. It establishes priorities across the organization, and it helps select and rank projects and investments that need to be made. A strategic plan provides the MDTA with a roadmap for the future and helps everyone move the MDTA in the same direction.

The Strategic Plan puts into writing what the MDTA stands for, what is important and what the MDTA is doing to be successful. It is dynamic and will be reviewed as goals are achieved to maintain a forward focus.

For many years, the MDTA has seen itself, first and foremost, as a toll agency. Tolls are the financial means that support the MDTA's operations and services provided to its customers. However, the MDTA understands that its core mission goes beyond collecting funds. Today, the MDTA strives to provide its customers with an improved quality of life and to make the added expense of a toll well worth the money spent. The MDTA of tomorrow is going to be different from the MDTA of today, and this Strategic Plan outlines how that change will occur.

MDTA'S GUIDING PRINCIPLES

The MDTA's activities, actions and culture are driven by its Mission, Vision, Purpose and Values. These guiding principles form the foundation of the Strategic Plan.

MARYLAND DEPARTMENT OF TRANSPORTATION

MISSION STATEMENT

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

MDTA VISION

The MDTA will improve the quality of life and create time for the customers we serve by revolutionizing customer service, delivering premium transportation alternatives and providing a safer, faster and more reliable driving experience.

MDTA PURPOSE

Maximizing Safety and Reliability

Delivering Excellent Customer Service

Transforming the Workforce of Tomorrow

Advancing the Future of Transportation

MDTA VALUES

Accountability: Team members and individuals hold each other responsible for the commitments they have made.

Communication: We encourage healthy discussion built on shared information and knowledge throughout the organization. We clearly, effectively and deliberately share information with and receive feedback from stakeholders.

Employee Empowerment: We encourage employees to take initiative to accomplish outcomes using the strategies they determine are best. We provide opportunities to all employees.

Innovation: We are a national leader in applying state-of-the-art technology to revolutionize transportation operations and enhance customer service.

Safety: We are a provider and partner of safe, reliable and resilient transportation services to our employees, customers and community.

Stewardship: We promote and protect the social, environmental, ethical and financial well-being of our employees, our customers, our agency, our community and our State.

Transparency: As an organization and individuals, our actions and outcomes are upfront, truthful and visible.

Trust: Our teams are open, honest and vulnerable without fear of repercussions. Our external stakeholders know that we are taking actions that are in their best interests.
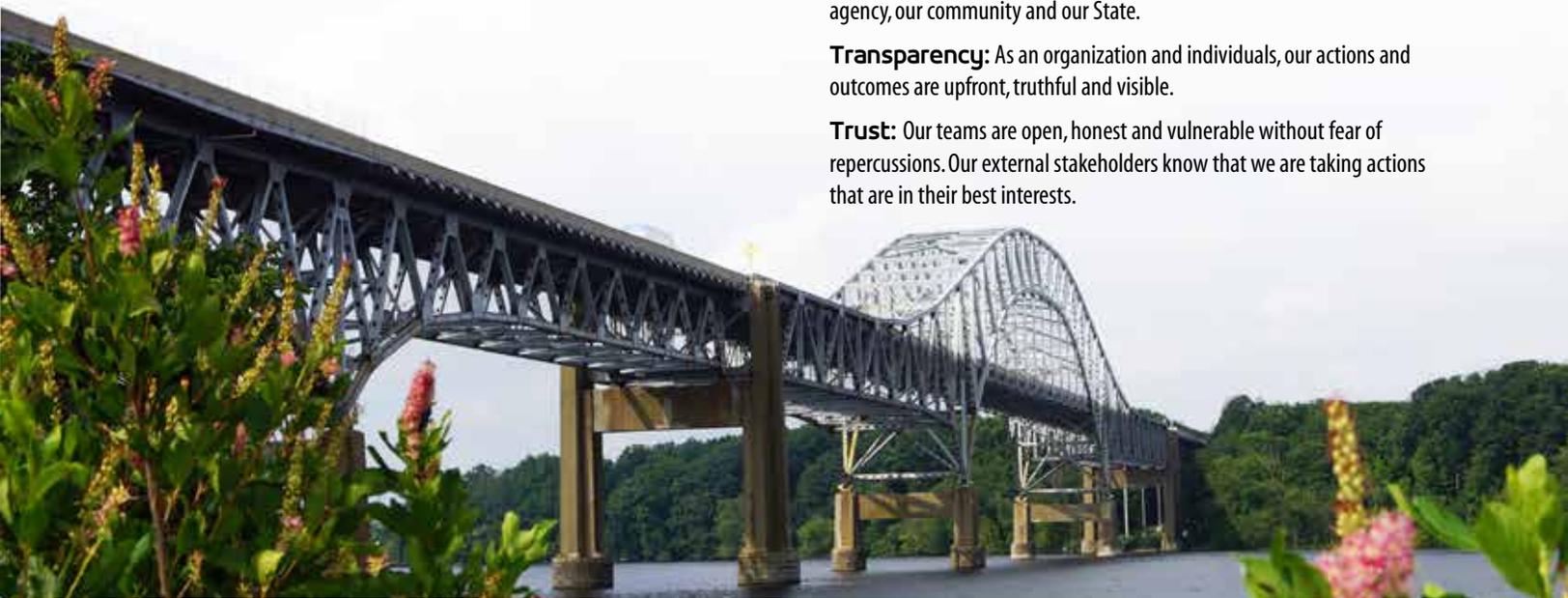
MDTA'S FACILITIES

MDTA's toll facilities provide vital links in Maryland's transportation network. Covering more than 775 road miles of major highways, MDTA's tolling system consists of two turnpikes, including Maryland's first all-electronic toll facility (the Intercounty Connector (ICC)/MD 200) and the I-95 Express Toll Lanes (ETL); two tunnels and four bridges. These facilities provide customers with travel options and help keep traffic moving in Maryland. The MDTA Police provide law-enforcement services on MDTA facilities and at BWI Thurgood Marshall Airport and the Port of Baltimore.

PRESERVE AND IMPROVE FACILITIES

As MDTA's facilities continue to age, it faces intensive investments to preserve and extend the life of the assets. MDTA will continue to utilize its enhanced facility inspection program as part of a system-wide preventative maintenance and preservation focus, to ensure that MDTA infrastructure is in good working order and safe for our customers.

CENTRAL REGION

Baltimore Harbor Tunnel (I-895)
▶ Crosses under the Patapsco River and provides key connections for major north/south highways and many arterial routes in Baltimore City's industrial sections

Fort McHenry Tunnel (I-95)
▶ Crossing under the Patapsco River south of Fort McHenry and connecting the Locust Point and Canton areas of Baltimore, the tunnel is a vital link in I-95, the East Coast's most important interstate route

Francis Scott Key Bridge (I-695)
▶ Spans the Patapsco River and serves as the outermost of the three toll crossings of Baltimore Harbor; the bridge and approaches provide the final links in Interstate 695 (the Baltimore Beltway)

SOUTHERN REGION

William Preston Lane Jr. Memorial (Bay) Bridge (US 50/301)
▶ Crosses the Chesapeake Bay along US 50/301. Its dual spans provide a direct connection between Maryland's Eastern Shore and the metropolitan areas of Baltimore, Maryland and Washington, D.C.

Governor Harry W. Nice Memorial/Senator Thomas "Mac" Middleton Bridge (US 301)
▶ Spans the Potomac River providing a key link between Newburg, Maryland and Dahlgren, Virginia

Intercounty Connector (ICC)/MD 200
▶ Maryland's first all-electronic toll facility connects I-370 in Montgomery County and US 1 in Prince George's County, delivering dependable travel times with a relatively congestion-free highway

NORTHERN REGION

Thomas J. Hatem Memorial Bridge (US 40)
▶ Spans the Susquehanna River between Havre de Grace (Harford County) and Perryville (Cecil County) and is the oldest of the eight toll facilities

John F. Kennedy Memorial Highway (I-95)
▶ Designated Interstate 95 as part of the national highway interstate system, this 50-mile section runs from the northern Baltimore City line to the Delaware state line

I-95 Express Toll Lanes (ETL)
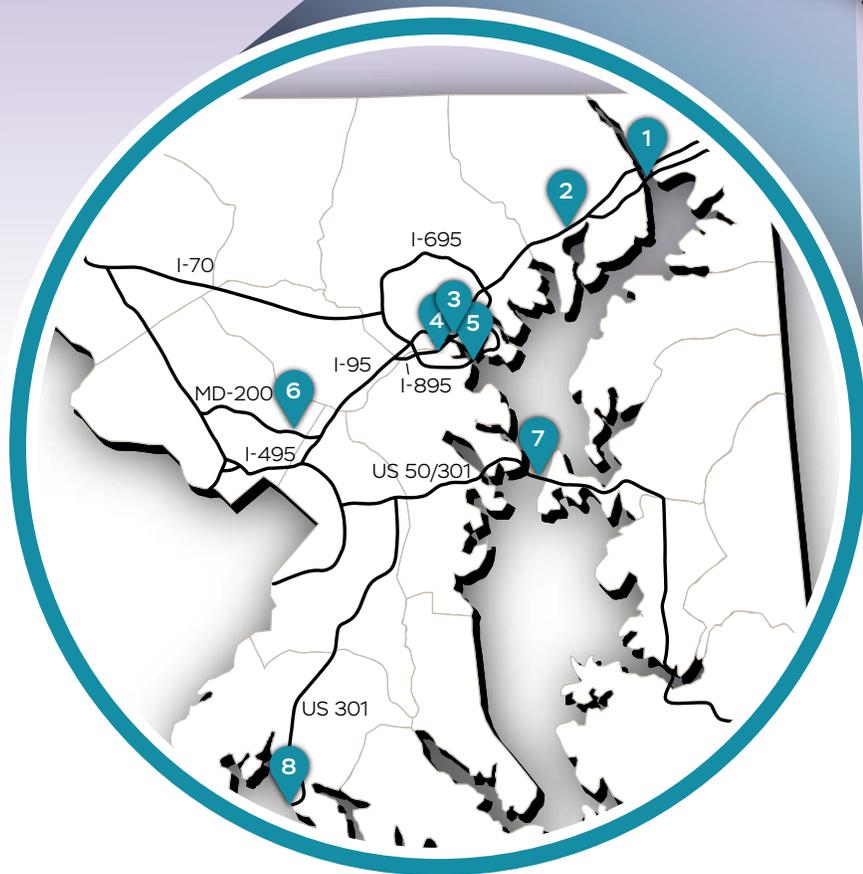▶ Provides eight miles of additional travel lanes on I-95 between Baltimore City and White Marsh, Maryland

TRAVEL PLAZAS

Maryland House Travel Plaza
▶ I-95 at mile marker 82 between Exit 80 (MD 543) and Exit 85 (MD 22) in Harford County, Maryland

Chesapeake House Travel Plaza
▶ I-95 at mile marker 97 between Exit 93 (MD 222) and Exit 100 (MD 272) in Cecil County, Maryland

TOLL FACILITIES

Thomas J. Hatem Memorial Bridge (US 40)	**1**
John F. Kennedy Memorial Highway (I-95)	**2**
Fort McHenry Tunnel (I-95, I-395)	**3**
Baltimore Harbor Tunnel (I-895)	**4**
Francis Scott Key Bridge (I-695)	**5**
Intercounty Connector (ICC)/MD 200	**6**
William Preston Lane Jr. Memorial (Bay) Bridge (US 50/301)	**7**
Governor Harry W. Nice Memorial/ Senator Thomas "Mac" Middleton Bridge (US 301)	**8**

MAXIMIZING SAFETY AND RELIABILITY **D**ELIVERING EXCELLENT CUSTOMER SERVICE
TRANSFORMING THE WORKFORCE OF TOMORROW **A**DVANCING THE FUTURE OF TRANSPORTATION

4

MDTA'S STRATEGIC GOALS

GOAL: ADVANCE THE FUTURE OF TRANSPORTATION

The MDTA is poised to become a leader in shaping and enhancing Maryland's transportation network by supporting the delivery of innovative solutions and projects – big and small – in less time. These opportunities will occur in several areas:

- ▶ Mobility
- ▶ Innovation
- ▶ Quality Project Delivery and Sustainable Development

GOAL: PROVIDE EXCEPTIONAL CUSTOMER SERVICE

The MDTA will develop a reputation among its customers by being an honest and transparent agency.

- ▶ Communication
- ▶ Travel Experience

GOAL: MAXIMIZE SAFETY AND RELIABILITY

The MDTA's most-critical responsibility is providing safe and reliable movement of people and goods and ensuring the safety of its employees and contractors. The MDTA will continue to do this by reducing crashes, identifying criminal activities and preparing for natural and man-made hazards.

- ▶ Crash Reduction
- ▶ Work-Related Incident Reduction
- ▶ Risk Management
- ▶ Deterrence

GOAL: MAINTAIN A STRONG FINANCIAL POSITION

The MDTA will operate efficiently so that the revenue collected through tolls provides the maximum amount of services and benefits. It will maintain its strong credit rating to ensure that borrowing costs are as low as possible.

- ▶ Fiscally-Sound and Innovative Financial Systems and Planning
- ▶ Asset Management

## GOAL: CREATE TOMORROW'S WORKFORCE TODAY

The MDTA will become an agency composed of individuals and teams who develop innovative solutions, are empowered to make continuous improvements and strive to provide internal and external customers with exceptional service.

- ▶ Training and Development
- ▶ Allocation of Workforce
- ▶ Internal Communication
- ▶ Employee Empowerment

LARRY HOGAN
Governor
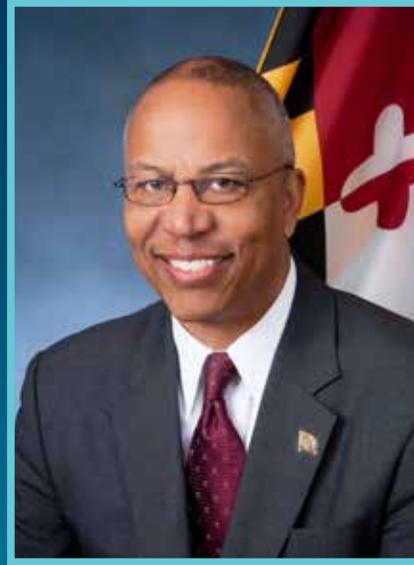
BOYD K. RUTHERFORD
Lt. Governor

GREGORY SLATER
Chairman

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