

## Business Plan Performance Report

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### **Section 1: Leadership**

The Authority's Leadership has demonstrated its commitment to quality and performance improvement through several acts including quarterly reports to the senior management committee, annual planning retreats, and the existence of the Division of Strategic Development. The Authority has continued to focus on the accomplishments of its objectives to attain its vision through a review process that is guided by a Performance Management Team (PMT). This team is comprised of representatives from each of its key Divisions. They meet monthly to review the progress of twenty-three (23) objectives, submit a quarterly progress report to the Senior Management Team and will soon prepare a final report summarizing the progress and accomplishments for the Fiscal Year 2010 Business Plan.

The Authority's twenty-three objectives were developed at a retreat attended by the Senior Management staff. The objectives are used by each Division to develop the Divisions' work plans, assuming that tasks for the years were in line with the goals and objectives of the agency. The Division work plans will then be used to develop the individual staff work plans that serve as one of the foundations for the personnel evaluations.

Processes have been established for quarterly reporting and evaluation of capital and operating budget spending and forecasts. These quarterly checks provide valuable opportunities for communication throughout the agency in addition to the opportunities to assure accountability that tie into the progress towards the agency's goals and objectives.

Throughout this year, there have been some structural changes within the Authority, including the Deputy Executive Secretary's position. The Authority was without a Deputy for awhile, until the Director of Operations was appointed to the position. This leadership change took an adjustment period, but did not cause any problems within the three functions important to leadership. The structural changes within the organization did cause worry to some, but for the most part, the changes within leadership went over smoothly. In addition to the above discussion of how leadership affects the agency's performance, it is important to mention that overall the three functions important for leadership in regards to the accomplishment of the Business Plan are communication, motivation and engagement. These three are so important that one can not be successfully accomplished without the other two. The Authority's Senior Management Team has been engaged in the formation of the agency's Goals and Objectives that make up the Business Plan. This has been accomplished through the two way communication between the Senior Management Team and their staff. The information flow affects motivation by providing the staff with the knowledge of how each of their contributions affect their Divisions' and the agency's performance.

## **Section 2: Strategic Planning**

The Authority's most recent strategic plan was updated for the first time since 2006 in 2010. The Authority has created a business plan annually to outline the strategies to realize its strategic plan. At the beginning of the fiscal year, the Performance Management team met with members which are made up of representatives from throughout the Authority to develop the 2011-2012 year Business Plan. In this year Business Plan there were two new goals added; another Financial and Environmental. The Financial goal represents MDTA as a business with the intent to earning money; while the Environmental goal represents MDTA's desire to develop and implement environmental programs. We developed 23 objectives that covered the entire agency to include, Administration, Finance, Operations, Engineering as well as Capital Planning, Strategic Development, and the newly developed division of Procurement & Statutory Contract Compliance. The goals were in concert with the Authority's Vision and Mission statement. The time table for completion was set for the end of fiscal 2010 with the intent that some measures will be incorporated into the fiscal 2011-2012 plan.

At the request of the Executive Secretary, a management retreat was conducted to discuss the previous year accomplishments and upcoming management challenges. The results of the retreat provided a framework for the 2011-2012 business plan development. The Division of Strategic Development and the PMT were then given the opportunity to develop the first draft of the plan based on the management committee's input. The updated plan integrates all of the Authority's performance management reporting requirements including MFR and StateStat. The plan than was sent back to each division for review, revisions and strategy suggestions. The plan will ultimately be reviewed and approved by the Executive Secretary before its implementation.

There is a Standard Operating Procedure (SOP) developed for Strategic Planning and Development, which was followed throughout the development of the Business Plan.

## **Section 3: Customer Focus**

The Authority has established numerous listening and learning methods to engage its customers/stakeholders. Numerous websites are maintained to support communication for the Authority's major operations including the Bay Bridge, I-95 ETL project, and the ICC. The Authority's Division of Communication and Division of Capital Planning maintain relationships with stakeholders through a number of methods including the following:

- Email blasts regarding the Bay Bridge and Hatem Bridge preservation projects, significant issues and traffic incidents (issued approximately 100 in FY 09).
- Stakeholder groups like the Bay Bridge Reconstruction Advisory Group (BBRAG) and project-planning focus groups.
- Outreach at community events (Harford Live!, Kent Island Day, etc.) and community meetings (Broadneck Federation, Eastern Shore groups).

- Media and elected-official outreach (issued approximately 200 news releases and handled more than 900 media contacts in FY 09).
- Public meetings or hearings for projects/studies (JFK Toll Plaza Planning Study).

The Division of Operations oversees contracted services to maintain E-ZPass customer service centers, and The Division of Engineering and Construction Management maintain a project office near the I-95 ETL project to facilitate customer contacts. Those efforts resulted in the following:

- Addressing customer emails, phone calls and letter correspondence and communicating customer issues to responsible senior managers DOC handled more than 1,000 emails, 700 telephone calls and nearly 400 pieces of correspondence during FY 10 (uncompleted report).
- Meeting guidelines for majority of customer contacts: emails within three business days, letters within seven business days.
- Close coordination on customer issues with contractors such as ACS.

The Authority worked through several major incidents to maintain relationships with customers. During the Aug 10 Bay Bridge crash and the related parapet repairs, the Authority engaged its customers and stakeholders through numerous press-releases, media interview, telephone calls, e-mails, and public meetings. During the cost recovery initiative the Authority duplicated those efforts and created personal responses to more than 2900 customer contacts. Those responses were collected and analyzed to provide information to the Members and senior leaders. Minor adjustments directly attributed to customer feedback were made to the cost recovery initiative.

The Authority has worked to continue to maintain current customers and attract new customers through it listen methods and through active marketing. Improved 1-877-BAYSPAN messaging was developed based on customer feedback. Customers voiced concerns over not hearing “no delays in either direction” when the construction message was activated. Staff recorded new construction messaging that allowed for the “no delays” message as needed and included additional “reasons” for operators to select when posting delays and lane closures. Marketing efforts were made to reach a broader audience by expanding Bay Bridge media outreach during summer months to neighboring states. In spite of increases in fees and negative publicity, the Authority has increased *E-ZPass* toll transactions by 2% over the past fiscal year. Future efforts in the area of customer management include an updated and frequent E-ZPass Customer Satisfaction Surveying effort, and the Freight Carrier Survey.

#### **Section 4: Measurement and Analysis**

Currently performance management data is collected, analyzed, benchmarked, and redistributed by the Division of Strategic Development. The Division measure, analyzed and improved organizational performance through the use of statistics and tangible data that was collected especially in the areas of Police and Operations. For those items that we could not collect tangible data, it was listed as complete or not complete. Items are

discussed monthly during the PMT, and are reported quarterly to the management committee. During this FY 2010 the PMT members reported data based on exceptions. This reporting method is intended to allow the data owners to look at the data more closely and notice any differences within the data.

During last year, a priority project was launched to improve the Authority's data collection and reporting efforts. Authority Track, as the project is titled, is intended to automate the collection of our routine performance metrics from various legacy systems and consolidate the data in a single SQL database. Future phases of the project will facilitate web-based management reporting of performance data. The project is still in the being developed, but has completed some of its benchmarks. Authority Track has been put on hold due to limited resources in both the financial and human aspect.

The PMT has identified the lack of measures for several key processes and lack of documentation related to the operational definitions for several others. The Division of Strategic Development has identified a measure for most of the missing indicators. The 2010-2011 business plan required the PMT to document each and every performance indicator. Standard data profiles were introduced and are being completed by the data owner. The profiles will be utilized to ensure consistent formatting, and operational definitions will be drafted to ensure terms are utilized consistently throughout the organization.

The Executive Secretary requested between 15 and 20 metrics that would provide him with an overview on how the Authority is doing. The PMT developed their list of what they thought would provide the best overview. During the Management Retreat, the Management level was asked to develop a list also, that could be compared to the list developed by the PMT. Management developed a list of 11 metrics. The Executive Secretary also provided his list, but did not want that to be shared. The Division of Strategic Development compared each of the list together. There were minimal differences, which showed that everyone was on the same page of what was deemed to give the overall picture of the Authority. Now that the list is development, an overview will be provided to the Executive Secretary monthly.

### **Section 5: Workforce Focus**

The MDTA engaged its workforce to achieve organizational and personal success on several programmatic levels. The end of FY08 and beginning of FY09 saw the culmination of its Supervisory Training and Management Development Programs. The Mentorship, Police Executive Development and Operations Leadership Programs had full participation. Committee was formed and met to plan for a new comprehensive management leadership development program integrated across all Divisions. Formal higher education opportunities are made available through the Career Development Tuition Reimbursement Program. OHRAWD responded to special requests by Division managers for specific and customized training. Core skills classes were conducted Authority-wide primarily to non-management employees on an open enrollment basis. Training resources, such as training videotapes and DVDs on a variety of topics, are

available by loan to employees. Core competencies were developed to provide the foundation for a newly revised Supervisory Training Program. Parallel preparatory work was done by an inter-divisional committee for the upcoming Management Leadership Development Program.

The MDTA has a program in place called “Make a Difference.” The Make a Difference program has been in effect since November 2005. Originally called the “What If...” program, the program was renamed. A new agency commitment was established to revitalize this important program throughout the agency. Over the past year, *hundreds?* of ideas have been received by the program, including many that have improved the way we work here at MDTA. Ideas have come from employees within all job classifications and Divisions throughout the Authority. The program provides an opportunity for MDTA employees to provide a valuable contribution to the agency by submitting their innovative and creative ideas to help improve the way we operate. Ideas can be implemented not only throughout the MDTA, but in some cases statewide.

Multiple employee development opportunities were created by a myriad of programs and work-related experiences, including employee team projects to identify and then present MDTA work problems with proposed solutions and implementation plans. The Supervisory Training, Management Development, Mentorship, Police Executive Development and Operations Leadership Programs had full participation. An inter-divisional committee planned for a new MDTA integrated comprehensive management leadership development program. Formal higher education opportunities were utilized with 275 Career Development Tuition Reimbursement requests.

Recruitment and Examination works with designated hiring managers to plan recruitment strategies. Recruitments for MDTA positions may be MDTA Promotional, MDOT Promotional, Statewide Promotional, or Open Recruitments. All recruitments are publicly advertised on the MDOT and DBM websites, as well as, local colleges, universities, Monster.com, CareerBuilders.com, and, when economically feasible, local newspapers. Our job announcements list employee benefits to help attract new members to our workforce. Career Development and tuition reimbursement are tools used to enhance and retain the workforce. After completion of the probation period, employees are afforded the opportunity to apply for re-assignment within the Authority.

The MDTA Risk Management Office provides services to address workplace environmental factors as well as workforce health and safety issues. In addition, there is some Risk Management training provided as a segment of the HR Orientation Program for new employees, and mini-block trainings are provided on an as needed basis. There are directives in place to explain the general safety procedures of the facility that can be located online under the MDTA intranet. Managers also have paper copies of these documents for easy reference. The Risk Management Office also provides surveys throughout the year from a number of risk managing agencies. One example is the IWIF Noise Survey, which was performed to assist with assessment of the level of noise employees are subjected to in an 8-hour work shift. Though no immediate problems were found, the agency, which follows OSHA standards, was proactive in supplying

employees with earplugs and earmuffs to assist with the prevention of future noise problems. The agency also was provided with a “clean bill of health” from MOSH, IWIF, and JHU via various independent exams for its tollbooths and associated work areas.

The Risk Management Office also provides “Block Training” annually for its employees. Block consists of legally mandated subject training as well as additional special topic training. Mandated training consists of topics such as Hazard Communications, Blood Borne Pathogens, and PPE Hazard Guide training. The block training is also followed by tests, which are administered to the employees to make sure they have a general understanding of the materials being taught in the training. Other training includes Safe Driving, Seatbelt Safety, Lock Out Tag Out, and Vehicle Lights. During block training there may be special topics introduced such as heat stroke prevention, back strain prevention and/or ground keeping training. Some areas (such as Northern Region) also provide their staff with specialized equipment to do their jobs. One example is the Stihl PPE system used by employees who work on tree cutting jobs. This equipment contains a [hard] hat with a strap and a face shield and ear buds that help to protect the employee from any noise or tree damage that can be caused by falling limbs or loud noise from the cutting equipment.

The Risk Management Office staff is continuously trained on safety measures, either through an online service that provides notification of changes in safety issues and a safety library that allows the staff to look up information on the go. They attend safety presentations such as the SERMA Conference held each year, MOSH Seminars, and events held by the Chesapeake Safety Council. The Office also maintains a Safety Challenge Newsletter, which is provided as an additional link to the agency’s Connections Issues that comes out each month. (Paper copies are also distributed). The Office supplies employees with various flyers from OSHA, MOSH, IWIF and other safety agencies providing information on topics such as the swine flu, Lyme disease, driving safety and other important issues that are of concern to employees. They also arrange random drug and alcohol tests, and provide referral information for employees who may need assistance from other areas such as the EAP Program or the Workplace Violence Program.

As a measure of security the MDTA has in place a system that is monitored by electronic key cards. To enter the agency facilities the employee must have access via their individual key cards. For example, to enter the toll tunnel from the employee break room and employee would need access on their key card. This card also helps the agency to track when and where an employee enters or leaves a particular area. A different level of security would be needed to enter the money room, and so forth. The tollbooth areas have significant lighting that helps to deter any criminal activity and provides additional safety to the toll collectors along with cameras that are installed in various areas throughout the agency to help provide another layer of security. There are emergency alarms installed in the tollbooths and also an intercom system for employees to notify someone should the need arise. The MDTA Police are housed at each of the facilities and patrol the areas 24/7.

## **Section 6: Process Management**

As a result of a comprehensive study, the Authority has identified the need to identify and document its key work processes. A sophisticated system for developing Standard Operating Processes (SOPs) was developed. Our SOPs are drafted by subject matter experts and then reviewed with a professional SOP revision team. Once the author and the team decide the SOP accurately reflects the process, the SOP is then sent to the entire operations management team for their feedback. Once feedback is received and incorporated into the document, it is sent to upper management for final approval.

The Authority ensures its work system and workplace preparedness for disasters through its Continuity of Operations Plan (COOP). The Authority's COOP plan is developed and has been vetted and approved by MEMA, who is the lead agency for all state agency COOP plans. A fundamental part of the COOP process after development and approval is exercising the plan. Tabletop exercises are generally acceptable for this process. The Authority has not yet conducted such a program. Periodic reviews and updates are required for COOP; MDTA is in compliance with this requirement. Currently the Authority is updating the Pandemic annex to the COOP plan which was to be submitted to MDOT by August 14<sup>th</sup> 2009. Several SOPs are in place and in development relating to the activation, staffing and running of the various Emergency Operations Centers which require MDTA attendance.

Work processes are improved through a number of methods to keep processes current with business needs and directions. An integral part of the aforementioned SOP Process is that each SOP is reviewed on an annual, or sooner basis. The Authority continues to use continuous quality improvement teams to evaluate process improvements identified by employees. The performance management team has also been utilized to identify the need for and to evaluate process improvements. Work process costs are controlled through the Authority's budget process.

Our budgets are reviewed both monthly, and then quarterly as a group. In order to ensure we are at or below budget, we continually search for more cost-effective ways to conduct our business.

## **Section 7 Business Results**

***Goal 1: Efficient and Effective Performance: Moving people and goods.***

**(1) Increase the percentage of tolls collected via *E-ZPass*® to 70 percent by the end of 2013**

Percentage of *E-ZPass* transactions was an estimated 62% of all transactions for the year (72,348,941 transactions). *E-ZPass* transactions accounted for more than 60% of total transactions for each of the final six months of the fiscal year. The number of active *E-ZPass* accounts has increased to 541,685 which are up from the 536,463 reported at the mid-point of the year. The Authority has continued to increase its goal to increase *E-*

*ZPass* transactions over the years. The goal was revised in the 2010-2011 business plan to reflect growth projections based on recent policy changes and planned facility openings.

**(2) Maximize throughput of vehicles on the Authority facilities through appropriate use of *E-ZPass*® technology, Open Road Tolling, facility modifications and signing upgrades to delay or avoid additional major capital expenses to increase capacity.**

Transactions for the year ended at 117,114,097 (not audited) and were down 1.9% from last year's total of 117,136,238. 2-Axle transactions were 108,758,994 this fiscal year to date, up 0.3% from last year. The throughput of vehicles is up slightly from the first quarter at 1,452,193 to 1,474,970 at the fourth quarter. Similarly, FHWA has reported minor reduction in the national total VMT over the past few months compared against corresponding periods last year. Commercial transactions were down .04 million or 4.4% from last year. This fiscal year to date had a total of 8,354,956 compared to last years at 8,741,394.

**(3) Reduce travel delays and traffic congestion associated with traffic incidents and construction activities.**

Significant process improvements have been made in our efforts to measure travel delays and traffic congestion. After careful evaluation of 'queuing lengths' for each facility, we have decided that it was not a useful measure. Future reports will utilize 'travel time index' as a measure of congestion and travel delays. Travel time index is a simple measure for the public to understand and is now being utilized by FHWA for congestion measurement in addition to level of service. Travel time index is defined as a measure of congestion that focuses on each trip and each mile of travel. The ratio of travel time in the peak period to travel time in free-flow. A value of 1.30 indicates a 20-minute free-flow trip takes 26 minutes in the peak. The Baltimore region peak period TTI was 1.1 and the worst hour TTI was 1.24. The national average was 1.08. Future efforts will focus on Authority specific TTI reports. **\*Mention signs with travel time\***

Drivers have been requesting travel time information, so they can plan their trip accordingly. Within the last six (6) months travel time information has been made available to MDTA's customers and other drivers by State Highway Administration. The travel time and other messages relating to the roadway are placed on the Highway Message Boards. This information has proven very useful to customers and drivers, preparing them for the conditions ahead and on other roads.

Authority response teams delivered services to 56,212 vehicles. That number is up from 22,595 in fiscal year 2009 which is over a 100% increase in services delivered. While transactions and VMT are both down for the year, the increase in response teams is significantly higher. One contributing factor may be the intense winter weather Maryland experienced this year. Although cars and trucks have improved over the years

in terms of durability and technology, instances still occur that require roadside assistance.

**(4) Preserve the maintenance of pavement for acceptable ride quality**

Progress was made this year to gather this pavement quality data for future reports. The Authority is working with SHA's Pavement Management Section to gather data utilizing their Automatic Road Analyzer (ARAN) vehicle. Data is collected from April to November and posted quarterly in SHA's database. All of the Authority's roads are currently in the database, and the results are being reviewed to establish baseline data. Future performance measures will consist of the International Roughness Index and Friction Number. International Roughness Index is a worldwide standard for measuring pavement smoothness. The index measures pavement roughness in terms of the number of inches per mile that a laser, mounted in a specialized van, jumps as it is driven across the interstate and expressway system. The lower the IRI number, the smoother the ride. Pavement friction values are used in network surveys for pavement management, evaluation of surface restoration, specifications for new construction, crash investigations, and winter maintenance on highways, amongst other purposes.

**(5) Annually maintain and/or improve facility conditions through timely and appropriate response to needs identified during inspections.**

Progress was made this year to maintain and/or improve facility conditions that were identified from inspections and to respond to recommendations from the 2009 Peer Review Group. The items identified from the inspections were categorized in order of importance. Each month the list is reviewed to see how many items have been addressed. Some items are done in-house by those who are specialized in the task, other items are contracted out.

**(6) Maintain actual to budget ratio between 90% and 100% for operating and capital funds**

**(7) Complete the internal processes necessary to complete the travel plaza redevelopment project by the publicly advertised opening date**

The travel plaza redevelopment project is on track and moving forward. The request for proposal (RFP) was sent out. The RFP was made available online to those interested in the project to review and submit questions or comments. The website for questions and comments is monitored weekly and those questions and comments are answered.

**(8) Complete the internal processes necessary to open the ICC/MD200 project by the publicly advertised opening date.**

***Goal 2: Safety and Security: Enhancing Customer and Employee Safety while protecting people and property***

**(1) Annually maintain the fatal and injury crash rates on Authority facilities at a rate lower than the national average.**

The collision rate for MDTA facilities for calendar year 2009 is 16.01. This is determined by (fatal + personal injury) / (vehicle miles traveled/100). Federal and State benchmark data will lag by fourteen to eighteen months.

Over the last fiscal year there has been a 31% reduction in personal injury collisions, going from 117 in the first quarter to 47 in the fourth quarter. The Maryland Transportation Authority Police (MDTAP) continues to keep MDTA's facilities and roadways safe. Routine patrol by police personnel provides a visible presence and that visible presence is accentuated when officers are at roadside conducting traffic stops and the emergency lights on the patrol vehicle are activated. Passing traffic vehicle operators see the police vehicles and see not only marked patrol vehicles but see unmarked and unconventional police vehicles as well. MDTAP conducted 77,945 patrol checks through June FY 2010 and conducted 123,329 traffic stops for the same time period. Though these patrols and traffic stops 867 DUI arrests were made, which is 5% reduction from last fiscal year over the same period. There were also 659 criminal arrests made from those checks and stops, which is a 17% from last fiscal year.

Through June FY 2010 the police issued 61,711 citations which is a 14% increase from FY 2009 over the same time period. The MDTAP also issued 93,776 warnings along with 11,727 safety equipment repair orders (S.E.R.O's).

**(2) Maintain and evaluate annually all bridges along Maryland Transportation Authority (MDTA) Network, including any identified as weight restricted or structurally deficient, so that there is no adverse effect on their safe use by emergency vehicles, school buses, and vehicles servicing the economy of an area.**

MDTA has 12 structurally deficient bridges, but it is not anticipated to increase over the next years. The structurally deficient bridges increase by 4 due to an enhanced inspection program and continued aging of facilities. All of MDTA bridges will allow for a legally-loaded vehicles, emergency vehicles and school buses to traverse safely. Over the next few calendar years, MDTA will be adding a number of bridges due to the InterCounty Connector/MD 200 and ETL project on 95. The bridge count will increase by 48 going from 254 to 302.

In keeping with MDTA's Trust Fund Agreement requirement of annual condition inspections, the MDTA has overhauled and enhanced their inspection program over the past several years to better identify, report and address inspection findings. Some of these improvements are A Comprehensive Facility Inspection Program Strategic Plan, implementation of an integrated facility management software, and completion of a comprehensive inspection manual specific to MDTA.

Inspections have been conducted on all of MDTA's facilities. From these inspections Engineering and Operations have assigned each repair a category level. Based on the category level, the repairs are completed in order of necessity. Both the Bay Bridge and Hatem have been receiving repairs through May FY 2010. The Bay Bridge under went re-decking on the West bound span as part of the system preservation, this project was completed in late April. The Hatem Bridge is also undergoing repairs consisting of re-decking as part of the system preservation projects.

**(3) Annually, implement measures to reduce employee lost-time work injuries and achieve or exceed the State Injured Worker Insurance Fund (IWIF) goals**

The data available shows that over the past fiscal year employee safety has increased in awareness to reduce the employee injuries. Risk Management continues to release a monthly Safety Challenge Newsletter. In the newsletter there is a statistics section which shows the number of work injury cases for the month, a safety tip and news section along with the safety question. Through June FY 2010 there have been 319 safety visits conducted, which is a 29% increase compared to FY 2009, along with 59 safety related training experiences. For same period in FY 2009 there were a 224 safety visits conducted and 63 safety related training experiences. There have been 935 employees trained in safety related experiences, compared to 735 for the same period in FY 2009, which is 21% increase.

Through Fiscal Year 2010 there have been 157 instances of FROI to IWIF, during the same time period of FY 2009 there were 154 instances, which is less than 1% increase. There have been a total of 59 cases of FROI lag > 24 hours and a total of 55 cases of FROI lag > 3 days for FY 2010. There was a 22% decrease for the lost-time cases in fiscal year 2010 compared to fiscal year 2009. In fiscal year 2010 there were 35 lost-time cases, while in fiscal year 2009 there were 43 lost-time cases.

***Goal 3: Strategic Financing/ Financial Stewardship- Invest, finance and build new transportation facilities with the Maryland Department of Transportation and Other agencies to meet Maryland's transportation needs***

The ratios reported for fiscal year 2010 are unaudited numbers and will not be accurate until the audit is completed which is usually around December.

**(1) Annually maintain a minimum debt service coverage of 2.0**

The actual fiscal year 2009 debt service coverage is 5.11. The unaudited FY 2010 ratio is 4.20.

**(2) Annually maintain a minimum cash/toll revenue ratio of 1.0**

The actual fiscal year 2009 cash/toll revenue ratio is 3.22. The Debt Policy was amended in September 2009 by Authority Members to add a minimum required balance of \$350 million in unrestricted cash at the end of each fiscal year. For FY 2009 is at a balance of

\$775 at the end of the fiscal year. The unaudited FY 2010 ratio is 2.43 with the unrestricted cash balance at fiscal year end (in millions) is \$593.

**(3) Annually maintain the minimum legal coverage ratio of 1.0**

The actual fiscal year 2009 legal coverage ratio (rate covenant) is 1.96. The unaudited ratio for FY 2010 is 1.43.

**(4) Achieve or exceed State established MBE and SBR goals for all standard procurement categories**

Due to lag in data pertaining to MBE and SBR, a complete report is not available at this time.

MDTA has a goal of 25% MBE participation.

**(5) Achieve effective cost containment of capital projects**

**(6) Optimize the Authority's energy footprint, and reduce current fleet costs**

Due to lag in data pertaining to environmental, a complete report is not available at this time.

The costs for fleet and electrical expenditures have decreased steadily since the first quarter. The fleet expenditures for FY 2010 have experienced a 64% reduction since the first quarter from \$342,197 to \$122,436.84 to the fourth quarter. The electrical expenditures have decreased from \$956,583.00 in the first quarter to \$70,000.00 in the fourth quarter, which is a 92% reduction. The usage of fuel increased in the third quarter due to the snow storms. In both the first and second quarter the fuel usage was staying in the 80,000 – 90,000 gallon range, but has decreased to 62,893 gallons in the fourth quarter.

**(7) Achieve effective containment of workforce costs**

MDTA had an average of 1610 employees, not including contractual throughout FY 2010. There was an average of 35 full-time contractual employees throughout FY 2010. The number of contractual employees has been decreasing slowly throughout FY 2010, there has been a 14% reduction since the first quarter. During FY 2010 there were 24 positions vacant for over a year, and 44 positions vacant for over 6 months. Due to the snow this winter, the amount of overtime earned is much higher than in previous years. In the beginning of the calendar year there were 368 names on the overtime cash comp list, but now there are 261 names, which is roughly 17% of the employee base. MDTA had an average of 1610 employees throughout FY 2010.

There was a total of \$6,473,545.10 spent in overtime. It was broken up between Administration (\$27,349.68) down 17%, Operations (\$3,006,727.98) up 2%, Patrol

(\$3,104,853.18) down 1% and Engineering (334,614.26) down 4% from FY 2009. The hour's equivalent to those expenditures is 889.9 for Administration, 93,388.60 for Operations, 73,399.30 for Patrol and 10,442.60 for Engineering. The total amount of sick leave hours used for FY 2010 is 151,655.30. Administration took 14,955.10 hours of sick leave, Operations took 84,198.20 hours of sick leave, Patrol took 48,446.90 hours of sick leave and Engineering took 4,055.10 hours of sick leave. Throughout FY 2010 there was 17,880.30 hours of comp time used, Administration (6,203.90), Operations (4,394.90), Patrol (4,045.00) and Engineering (3236.50).

***Goal 4: Customer Service. Improving external and internal customer service and performance***

**(1) Achieve overall customer satisfaction of 80 percent or higher on customer satisfaction surveys by June 2009**

During FY 2010, MDTA conducted both an *E-ZPass* and Freight Customer Satisfaction Survey. The *E-ZPass* customer survey was postponed from last year to this year, because of the Cost Recovery Initiative. This year was the first time a survey had been given to freight customers. Both surveys received a decent amount of response back from customers.

The *E-ZPass* customer survey was distributed through US Postal mail and email. There were 35,792 surveys distributed and 8,117 surveys were returned. This is a participation rate of 23%, which is a slight reduction compared to the survey given in 2007, in which 27% of customers participated. The result of the survey found that there was an increase in services (Customer Service Representatives, Stop-in Centers and website) by *E-ZPass* customers. The survey also indicated that 86% of customers were satisfied with *E-ZPass*.

The freight customer satisfaction survey was distributed to freight operators and trucking companies who use MDTA facilities. There were two approaches to this survey, on-line and in-person. The in-person surveys were done at seven different locations. From the 506 surveyed in-person and 594 surveyed on-line responded with overall satisfaction of the services that MDTA provides.

**(2) Monitor and maintain a workforce that meets the strategic objectives of the Authority**

|                                     |             |
|-------------------------------------|-------------|
| <b>Number of Employees (Avg)</b>    | <b>1610</b> |
| <b>Resignations</b>                 | <b>67</b>   |
| <b>Retirements</b>                  | <b>44</b>   |
| <b>Terminations</b>                 | <b>43</b>   |
| <b>Other Losses</b>                 | <b>6</b>    |
| <b>Retention Rate (Avg)</b>         | <b>99%</b>  |
| <b>Employees with 20+ years</b>     | <b>19%</b>  |
| <b>Equal Opportunity Complaints</b> | <b>4</b>    |

|                             |           |
|-----------------------------|-----------|
| <b>Number of Grievances</b> | <b>22</b> |
|-----------------------------|-----------|

|                       |             |
|-----------------------|-------------|
| <b>Empress Rating</b> |             |
| <b>Outstanding</b>    | <b>2%</b>   |
| <b>Exceeds</b>        | <b>20%</b>  |
| <b>Meets</b>          | <b>78%</b>  |
| <b>Unsatisfactory</b> | <b>.34%</b> |

**(3) Draft Use new and emerging communication technologies to provide responses to XX% our stakeholders' correspondence within X business days.**

**Draft**

Due to lag in data pertaining to communication, a complete report is not available at this time.

This was a new objective for the business plan; the Division of Communications (DOC) collected the amount of correspondence for each month. Only the data for seven months of FY 2010 has been reported. Correspondence can be in the form of official correspondence, customer emails, telephone calls, email alerts, media inquires, and press releases. From the data that is available, we can tell that most of the correspondence MDTA receives comes from customer emails or telephone calls.

It was noted by the DOC that there was a spike in correspondence for the first quarter due to the *E-ZPass* fees, proposed tolls for the ICC and the crash on the Bay Bridge. There was a spike in press releases, media inquires, telephone calls and customer emails. During the second quarter the correspondence decreased some due to the end of the summer traveling season, which is expected.

**(4) Increase the Authority's recycling by 5% annually over the 2008 amount of 8.8%**

This metric is measured over calendar year, not fiscal year. For calendar year 2009 the Authority's recycling program was at 11.34%, an increase of 2.54% from 2008. MDTA has made it easier to recycle paper, cans and bottles. There are bins for these items located within each area/division.

**(5) Annually incorporate two new green products into the Authority's supply system**

Throughout fiscal year 2010, three green products have been undergoing a pilot program and will slowly be implemented throughout the Authority. These three products are biodegradable trash bags, asphalt cold patch and cleaning products.

Over the past fiscal year, the Authority has begun to implement a few "green" programs and increasing outreach. The Authority realizes the importance of sustainability and

reducing its costs and footprint. In these times, it makes much sense to make better choices especially in terms of the choices that effect the environment. Along with implementing new “green” ideas throughout the Authority, employees are being made aware of what they can do to help reduce the energy footprint. Emails are sent around informing employees of little things that can make a difference, such as bringing a cold lunch instead of a hot lunch that needs to be warmed up. The Authority has also increased their environmental outreach; mostly through articles in *Connections*.