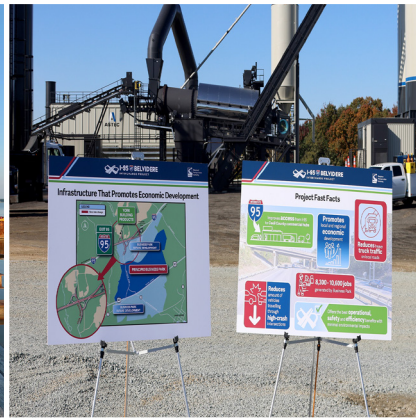
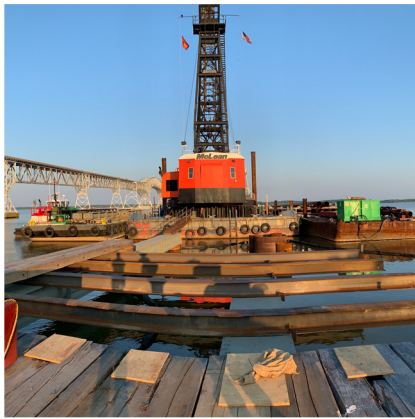




Maryland
Transportation
Authority



2024



**ENVIRONMENTAL, SOCIAL,
AND GOVERNANCE REPORT**



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Letter from MDTA's Executive Director



Bruce W. Gartner, Executive Director

I am pleased to introduce the Maryland Transportation Authority's inaugural Environmental, Social, and Governance (ESG) Report for 2024. This report marks a significant milestone in the MDTA's ongoing commitment to transparency, responsibility, and environmental stewardship, and provides a comprehensive overview of our organizational impacts and opportunities.

While management of ESG issues is integrated throughout MDTA's operations – from the responsibilities of the Executive Director and Chief Officers to the work that all our employees perform each day – in this report we clearly articulate how the MDTA is addressing critical ESG impacts including organizational governance, climate change, and interactions with our customers, communities, and suppliers. With that aim, in addition to describing how the MDTA is managing these issues, the ESG Report reflects on what we have accomplished in 2024 and highlights areas in which we aim to grow in the coming years.

Further, in providing transparency about our ESG practices to our stakeholders, this report works towards the MDTA's vision of being one team connecting our customers to what matters most, and demonstrates how we are working together to live our values – diversity, integrity, innovation, safety, and customer experience. The development of this report has been a collaborative effort, involving MDTA team members from every part of the agency. This process has not only enhanced our reporting capabilities but also strengthened collaboration within our agency.

Looking ahead, we recognize the importance of continuously advancing our ESG performance. In developing our first ESG report, we have set a foundation for our ESG efforts and uncovered areas where we can enhance the value and utility of our reporting to stakeholders. To that end, we strive to continuously mature our data and reporting capabilities in coming years. We also recognize that climate change continues to be a growing issue for society and our stakeholders. As such, in 2025, we will conduct a deeper analysis of climate change impacts and greenhouse gas emissions across our operations.

As we advance our ESG efforts, we will maintain our strong organizational governance, continue to provide top-tier infrastructure, and foster greater understanding and engagement with our customers and communities. Thank you for your continued support as we strive to make a positive impact for all.

Sincerely,

Bruce W. Gartner
Executive Director



ABOUT:

The Maryland Transportation Authority

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



TOLL FACILITIES

- 1 Thomas J. Hatem Memorial Bridge (US 40)
- 2 John F. Kennedy Memorial Highway (I-95)
- 3 Fort McHenry Tunnel (I-95, I-395)
- 4 Baltimore Harbor Tunnel (I-895)
- 5 Francis Scott Key Bridge (I-695)
- 6 Intercountry Connector (I-67)/MD 200
- 7 William Preston Lane Jr. Memorial (Bay) Bridge (US 50/301)
- 8 Governor Harry W. Nice Memorial/Senator Thomas "Mac" Middleton Bridge (US 301)

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

The MDTA's finances are accounted for as a proprietary-type enterprise fund using the accrual basis of accounting, similar to a private business entity. More than 80% of the MDTA's revenues originate from toll revenue and related fees collected at its eight toll facilities. Revenues from all facilities are pooled to fund operations, capital projects, and debt service on revenue bonds issued by the MDTA to help fund its capital program.

MDOT MISSION STATEMENT:

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

MDTA MISSION:

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

MDTA VISION:

One team connecting our customers to what matters most.

MDTA VALUES:

MDTA is **ONE TEAM** working together to:

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

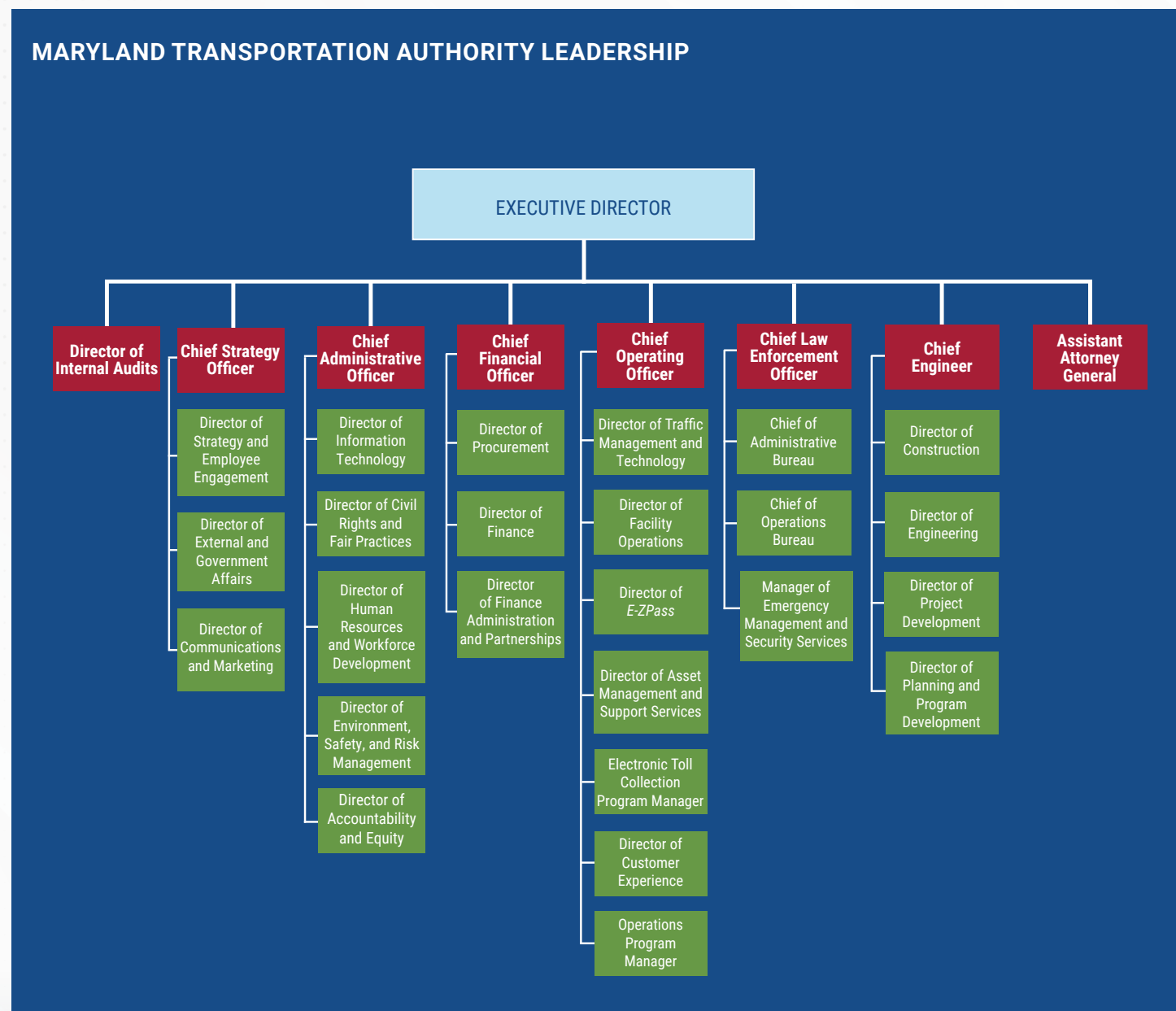
MDTA GOALS AND OBJECTIVES:

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

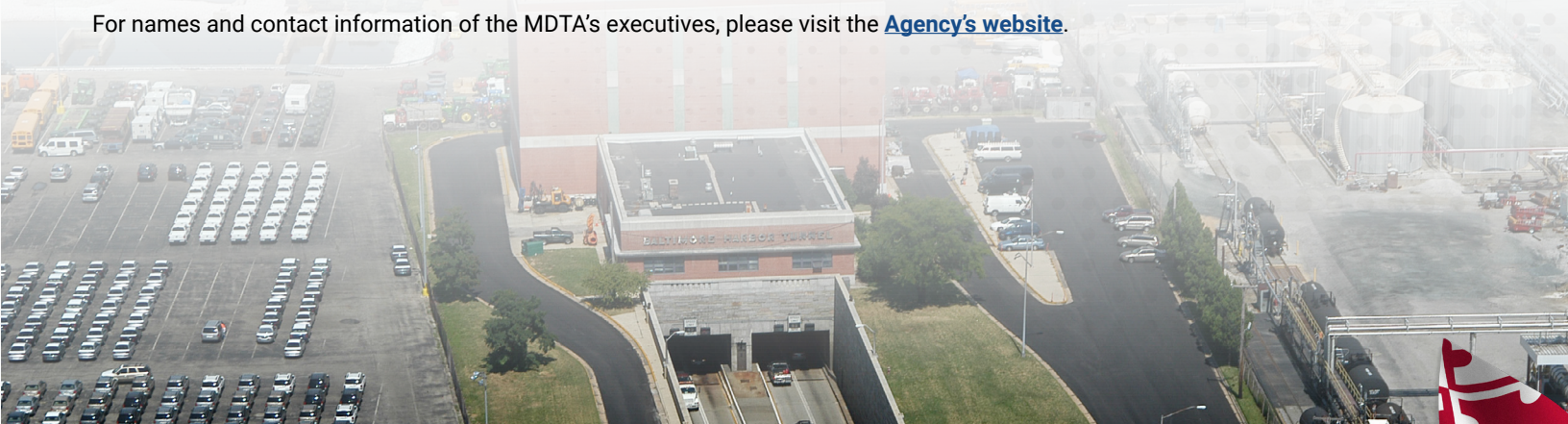
Organizational Structure

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

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



For names and contact information of the MDTA's executives, please visit the [Agency's website](#).



Governing Body

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

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

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

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

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

Each Committee meets monthly, and meetings are held in accordance with the Open Meetings Act. More information on the MDTA's Board meetings is on the [website](#).

TRUST AGREEMENT

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

MDTA's Sustainability Approach

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

The MDTA's Chief Financial Officer (CFO) has ultimate oversight over environmental, social, and governance (ESG) matters. The MDTA's CFO partners closely with the MDTA's Executive Director and Chief Officers, who oversee specific ESG topics that fall under their organizational domains. Working together, the CFO and Chief Officers collaborate across departments to develop and implement programs and practices to continuously improve the MDTA's sustainability and ESG practices.

THE MDTA'S ESG TOPICS AND DEFINITIONS

In 2024, the MDTA conducted an in-depth analysis of ESG topics relevant to public transportation agencies to inform development of our inaugural ESG report. The topics included in this report are informed by that analysis and have been reviewed and approved by MDTA leadership. The MDTA will continue to evaluate opportunities and trends to mature its ESG program and reporting over time.

MDTA BY THE NUMBERS

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

\$9.35B

Value of Assets¹

710.2

Miles of Roadway & Bridge Deck²

9

Number of Toll Facilities³

\$628.0M

Operating Budget & Debt Service⁴

1,697

Total Employees

\$935.9M

Investments Managed⁵

¹Current and noncurrent assets as of June 30, 2024.

²Lane miles.

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

⁴Fiscal year 2024 operating budget and debt service (\$485.1M Operating budget approved by the MDTA Board; \$142.9M annual debt service).

⁵Fair value as of June 30, 2024.

ESG TOPIC DEFINITIONS

CATEGORY	TOPIC	DEFINITION
GOVERNANCE	Cybersecurity, Privacy and Digitization	The protection of data and information, often involving protection against hackers or cyber criminals. Privacy involves an individual's right to manage their personal information, and security is the protection of this information.
	Ethics and Compliance	The framework for ensuring an organization conforms to applicable laws, policies, and procedures, both at the legal and organization level, and that an organization and its employees act and make choices with integrity.
	Long-term Monitoring and Maintenance	The long-term protection, mitigation, and enhancement measures of existing infrastructure.
ENVIRONMENTAL	Air Pollutants	The physical, chemical, biological, radioactive (including source material, special nuclear material, and byproduct material) substances or matter that are emitted into or otherwise enters the ambient air. For the MDTA, the main source is likely construction activities and roadways.
	Biodiversity and Ecosystems	The variety of ecosystems (natural capital) and species in a particular habitat. Ecosystems are essential to human well-being because they deliver services that sustain our economies and societies. For the MDTA, this includes biodiversity and ecosystems in vegetated areas near roads, facilities, and the organization's effect on these.
	Climate Resilience and Adaptation	The ability to make changes in processes, practices, and structures to moderate potential damages from hazards and stresses, including risks associated with climate change (both physical and transition). For the MDTA, this means maintaining resiliency to the impacts of extreme weather events and climate change as well as transition risks.
	Energy and Renewables	The measurement of energy consumption and implementation of initiatives to increase energy efficiency and decrease the use of fossil fuels. The energy resources derived from fossil fuels – such as coal and oil and gas – are non-renewable. The energy resources derived from natural sources that are replenished at a higher rate than they are consumed are renewable. For the MDTA, this means energy and renewables associated with the agency's fleet and operations.
	Environmental Justice	The concept that everyone, regardless of race, color, national origin, or income, has the right to the same environmental protections and benefits, as well as meaningful involvement in the environmental policies that shape their communities. For the MDTA, this involves identifying and addressing any disproportionate adverse effects of the agency's programs, policies, and activities on minority and low-income populations.
	Greenhouse Gas Emissions	The gases in the earth's atmosphere originating from human activities that trap heat and raise the temperature of the planet's surface. The MDTA's emissions mainly come from operations, services, and construction of roadways.
	Land Use and Natural Resources	The concept of how land and resources are managed and utilized, including critical dependencies and impacts for the MDTA's operations, construction, and users. For the MDTA, this involves the agency's land use and management practices.
	Noise, Light, and Vibration Pollution	The propagation of unwanted or excessive sound/light and/or physical oscillations with the potential to negatively affect human health and activity or animal life. For the MDTA, this involves the noise, light, and/or vibration pollution coming from construction activities and roadways.
	Waste and Circularity	The circular economy is a system where materials never become waste and nature is regenerated, decoupling economic activity from the consumption of finite resources. For the MDTA, this involves strategies and policies aimed at minimizing waste and maximizing resource efficiency.
	Water	The quantities of water withdrawn, used, and discharged; practices to conserve water; consideration of water sources that could be impacted by withdrawal or discharge; and potential water quality concerns. For the MDTA, this likely means water management and use in operations and construction.
SOCIAL	Accessibility	The ability of individuals to access and utilize products and services. For the MDTA, this involves the accessibility of roadways and facilities for those who need to use the MDTA's infrastructure.
	Customer and Community Engagement	The MDTA's customers and community are one and the same; as a public agency, the MDTA seeks to serve its community. As a result, engagement with users of toll roads and facilities, as well as initiatives undertaken for the purpose of improving customer welfare, also serve to engage the MDTA's community.
	Diversity, Equity, and Inclusion (DEI)	The policies and programs that promote the representation and participation of different groups of individuals. DEI encompasses people of different ages, races, ethnicities, abilities, disabilities, genders, religions, cultures, and sexual orientations. It also includes people with diverse backgrounds, experiences, skills, and expertise. For the MDTA, this means maintaining fair working practices that promote diversity, equity, and inclusion.
	Employee Engagement, Development, and Wellbeing	The practices in place to provide consultation and engagement with employees to understand their opinions on critical issues, enhance employee development, increase employee satisfaction, and influence retention rates and overall productivity.
	Employee Health and Safety	The policies and measures in place to ensure harm prevention, including the promotion of physical health, mental, and emotional well-being of employees and contractors. This includes reporting on injury rates and work-related fatalities.
	Public Safety	The policies and measures in place to prioritize and maintain customer and community health, safety, and well-being. This includes consideration for the wellness of external stakeholders at all stages of the project lifecycle. For the MDTA, this involves ensuring the safety of roads and facilities for travelers, as well as the safety of construction and other activities for customers and surrounding communities.
	Sustainable Supply Chain	The procurement of contractors and vendors, materials, goods, utilities, and services with positive environmental or social benefits. For the MDTA, this involves review and auditing of a supply chain to ensure vendors, contractors, and subcontractors are socially conscious, environmentally sustainable, and follow good governance/compliance measures.

Governance

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



Ethics and Compliance

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

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

MANAGEMENT OF ETHICS AND COMPLIANCE

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

Long-term Monitoring and Maintenance

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

The MDTA works closely with MDOT to establish long-term monitoring and maintenance priorities, which are currently outlined in the [2040 Maryland Transportation Plan \(MTP\)](#). The MDTA seeks to implement a balanced program that incorporates system preservation, expansion, and hybrid projects, and is currently executing on a draft six-year capital program for 2025 to 2030. The 2024 to 2029 program details spending of \$3.06 billion on preservation and improvement projects ranging from minor renovations to large-scale construction projects designed to secure, preserve, and enhance MDTA facilities for years to come.

Independent engineers or engineering firms or corporations with the appropriate skill and experience inspect MDTA's bridges, tunnels, roadways, lighting, and signage periodically in accordance with industry standards, after which reports with detailed findings are submitted to the MDTA. In 2023, all facilities were found to be maintained in good repair, working order, and condition. The MDTA inspected 326 bridges in accordance with the National Bridge Inspection Standards (NBIS), and all bridges allow for legally loaded vehicles, emergency vehicles, and school buses to traverse safely.

MANAGEMENT OF LONG-TERM MONITORING AND MAINTENANCE

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

Facility inspections include:

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

The following types of inspection are performed at various intervals for different types of assets throughout the facilities. Note that month intervals are shown for assets reported to FHWA:

Biennial Inspection (Routine Inspection): The biennial inspection is a hands-on inspection for all components of workhorse and complex bridge structures, as well as tunnels. It is performed in accordance with federal regulations every 24 months. The MDTA reports asset data such as overall condition of each structure to the FHWA each calendar year. Each year the FHWA uses all bridge and tunnel data to perform a compliance review in accordance with metrics unique to each asset.

Quadrennial Inspection: The quadrennial inspection is a hands-on inspection performed every four years to determine the overall condition of all non-bridge assets.

Risk Based Interim (RBI) Inspection: RBI inspections are voluntary inspections performed on any asset outside of the routine or quadrennial inspection interval, and as requested by the Structures Department. The MDTA uses these inspections when deficiencies are found during routine inspections and require repair through design. These deficiencies are forwarded to the Construction Department within a one-year timeframe or sooner. The MDTA elects to revisit these deficiencies during RBIs to monitor them while design is ongoing. RBI inspections are not required by the FHWA, and therefore are not reported; however, results are included in the MDTA's Annual Executive Summary report.

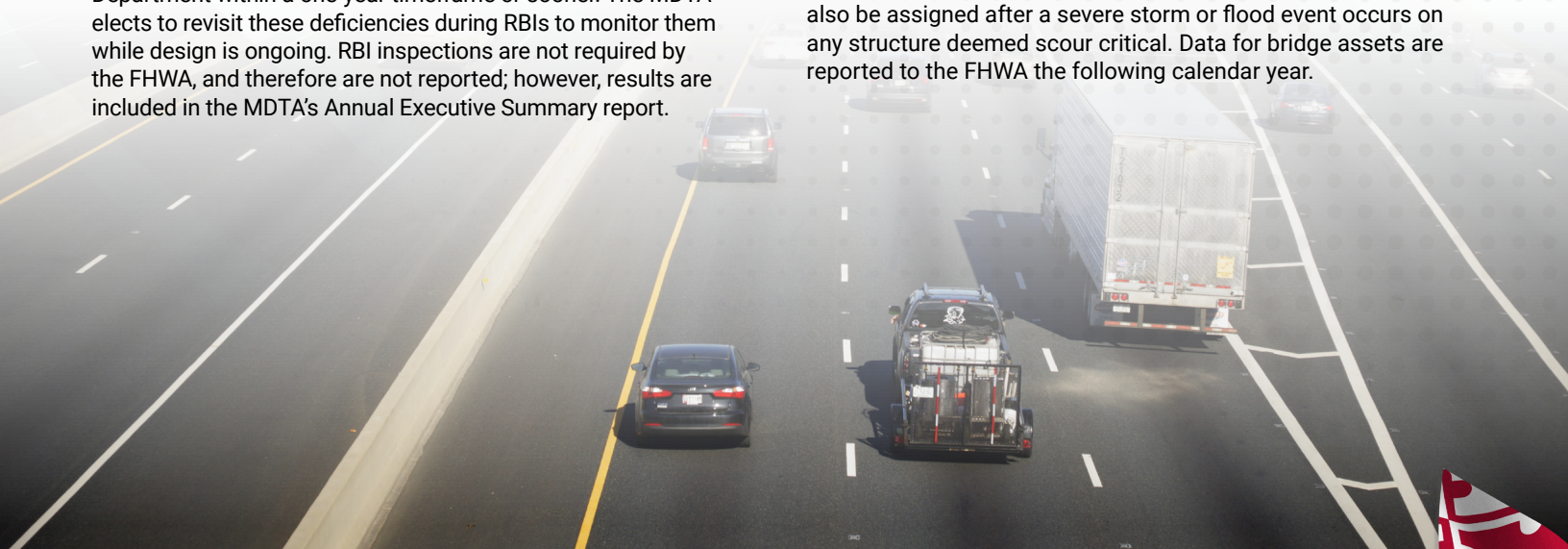
Visual Inspection: Visual inspections are performed on roadway pavement and traffic safety annually, consisting of a combined visual and hands-on inspection. For all other assets, a visual inspection is performed via visiting each asset to confirm its overall condition rating or NBIS rating, reported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

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

Special Inspection: Special inspections consist of visual and hands-on inspection of more significance than Priority 1 defects that often require monitoring, until remediation occurs. Special inspections may also result after an emergency inspection is performed whether or not a critical finding was found. A custom monitoring schedule for each special inspection is established by the Structures Department to ensure appropriate monitoring throughout the remediation process. Any data collected during a special inspection are reported to the FHWA after each interval until repaired or deemed not necessary.

In-Depth Mechanical/Electrical Inspection (applicable to the Curtis Creek Bridge and to Tunnels): An in-depth inspection is an inspection during which the mechanical and electrical parts of the movable portion of a bridge are dismantled, closely inspected, and reported on. In-depth inspections are performed every 72 months on the Curtis Creek Bridge and, as needed, post replacement and/or remediation of machinery parts within the tunnel vent buildings. In-depth inspection data are reported to the FHWA the following calendar year.

Underwater Inspection: This inspection is performed to evaluate and document the condition of structural elements located beneath the water surface that are not accessible by conventional inspection techniques. Underwater inspections are performed on a 48-month interval for all workhorse, complex bridge, and waterfront structures. Underwater inspections may also be assigned after a severe storm or flood event occurs on any structure deemed scour critical. Data for bridge assets are reported to the FHWA the following calendar year.



SUMMARY OF INSPECTION CYCLES FOR MDTA ASSETS

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

INDEPENDENT AND NATIONALLY CERTIFIED TEAM LEADER CREDENTIALS

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

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

Currently, the MDTA has approved more than 113 Nationally Certified Bridge Team Leaders and more than 50 Nationally Certified Tunnel Team Leaders.

ANNUAL FACILITY INSPECTION TEAM LEADER TRAININGS

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

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

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

FEDERAL HIGHWAY ADMINISTRATION (FHWA) METRICS FOR COMPLIANCE - BRIDGES

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

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

The MDTA was audited on several bridges reported during the 2023 inspection fiscal year. The audit involved was at an intermediate level, and the MDTA was found to be compliant in all metrics but Substantially Compliant in two. The MDTA and FHWA agreed on a short improvement plan that would fill the identified gaps, and review of the draft improvement plan in early August resulted in nearly 100% compliance. The MDTA is expecting formal results from the FHWA in March 2025.

FEDERAL HIGHWAY ADMINISTRATION (FHWA) METRICS FOR COMPLIANCE – TUNNELS

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

Both FHWA assessment levels and compliance results are the same for bridges and for tunnels. In 2022 and 2023, the MDTA was issued an audit at an intermediate level on all 15 matrices. In addition, neighboring FHWA Division Engineers from Pennsylvania and Virginia along with Maryland, conducted a multi-day field review. The MDTA was found Compliant in all metrics and Substantially Compliant in four. Undertaking an improvement plan for each matrix, new directives were issued into the Facility Inspection Manual to close any gaps, enhancements were made concurrently to the reporting of tunnel inspection functional systems, and conditions were reported. Similar to the compliance results for Bridges, the MDTA expects final results from the FHWA in March 2025.

LEAD AND ASBESTOS MANAGEMENT

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

Cybersecurity, Privacy, and Digitization

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

MANAGEMENT OF CYBERSECURITY, PRIVACY, AND DIGITIZATION

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

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

The MDTA's processes and systems fully align with State and federal regulations on digitization, privacy, and cybersecurity. Information security for the MDTA applies to all aspects (both internal and external) of its operations and employees.



Environment

As part of its commitment to sustainability and environmental responsibility, the MDTA actively monitors and manages its impact on the environment. The MDTA prioritizes energy efficiency, emissions reduction, and conservation efforts across its operations. Ongoing initiatives align with best practices and regulatory standards, ensuring a positive environmental footprint for the communities it serves.

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



The MDTA documents and tracks the organization's environmental performance through the agency's Environmental Management System (EMS). As a core component of the EMS, the MDTA implements an environmental statement, which is currently being refined to reflect the MDTA's structure and priorities and expected to be approved in 2025. The policy statement affirms the MDTA's commitment to sustainable development; climate resiliency; environmental compliance; stewardship; continuous improvement in environmental performance; and effective interaction with employees, other government agencies, and the community.

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

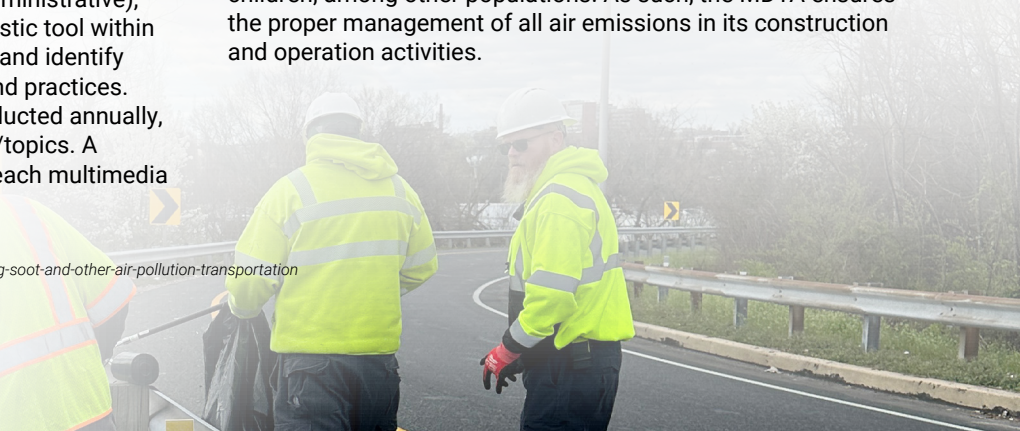
Pollution and Waste

AIR POLLUTANTS

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

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

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



Management of Air Pollution

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

- Standards of Performance for New Stationary Sources (40 CFR 60)
- National Emission Standards for Hazardous Air Pollutants for Asbestos (40 CFR 61)
- National Emission Standards for Hazardous Air Pollutants for Source Categories (40 CFR 63)
- State and Federal Title V Operating Permits (40 CFR 70 and 71)
- Protection of Stratospheric Ozone (40 CFR 82)
- Control of Emissions from New and In-Use Non-Road Compression- Ignition Engines (40 CFR 89)
- Permits and Registrations (COMAR § 26.11.01; § 26.11.02; §26.11.06; § 26.11.15)
- Toxic Air Pollutants (COMAR § 26.11.15)
- Small Fuel Burning Equipment (COMAR § 26.11.02; § 26.11.09)
- Motor Vehicle Fuel Dispensing (COMAR § 26.11.02; § 26.11.13)
- Gasoline and Volatile Organic Compound Storage and Handling (COMAR § 26.11.13)
- Mobile Sources (COMAR § 26.11.20)
- Clean Air Act, Section 608: National Recycling and Emissions Reduction Program

NOISE, LIGHT, AND VIBRATION POLLUTION

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

Management of Noise, Light, and Vibration Pollution

The MDTA tracks and monitors noise levels to ensure all construction activities comply with regulations. Where necessary, the MDTA conducts community outreach to build awareness

around the reasons for elevated noise, the type of construction, and expected duration.

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

WASTE AND CIRCULARITY

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

Management of MDTA's Waste

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

In accordance with the Maryland Recycling Act, the MDTA enables employees to recycle items such as paper products, glass and plastic bottles, aluminum and bi-metal cans, and cardboard. During recent years, the MDTA has strived to achieve the minimum recycling rate range of 15% to 30% of all waste collected. For 2023, the MDTA's recycling rate was 23.2%. By collecting these materials for recycling, the MDTA contributes to natural resource conservation and a reduction in waste to landfills.

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



YEAR-OVER-YEAR RECYCLING RATES

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

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

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

2023 CONSTRUCTION RECYCLING DATA

MATERIAL	TONS
Recycled steel/metal	10,036.53
Recycled concrete	19,652.09
Recycled asphalt	47,912.65
Other recycled demo material	1,504.69
Solid waste (landfilled)	661.66

Waste and Circularity Community Outreach

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

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

The MDTA also promotes community involvement through litter clean-up events. In April 2024, the MDTA held a stream clean-up of a key MDTA mitigation site. Additional community involvement includes a recycled and reused art contest, in which employees create art pieces using only repurposed materials. These artworks are judged by fellow employees based on overall appeal, creativity, and the variety of repurposed materials used.

Climate Change

ENERGY AND RENEWABLES

Burning of fossil fuels is the single greatest contributor to climate change. Although fossil fuels make up most of the energy consumed in transportation and electricity generation, use of renewable energy is growing quickly. The MDTA is doing its part to address climate change, working to reduce its fuel and energy use and developing plans to increase renewables and biofuels in its energy mix.

Management of Fuel, Energy, and Renewables

The MDTA understands that every effort—even small ones—can have a significant impact on reducing energy and saving money. Current efforts include the following:

- Retrofitted 8,680 fluorescent fixtures with light-emitting diode (LED) fixtures at the Fort McHenry Tunnel (I-95, I-395).
- Installed a simplified version of an Energy Management Control System to reduce electrical energy consumption and demand.
- Eliminated the use of potentially dangerous personal space heaters following an assessment of employee needs.
- Evaluating converting parking lot and other high intensity discharge light fixtures with LED fixtures. This conversion, where feasible, could result in wattage reductions from 400 to 100-watt units in some areas and a lamp life of 100,000 hours versus the current fixtures, which offer half that amount.
- Investing in solar panel light fixtures for warning signs located at ramp entrances and assessing its use in other areas, including bridge lighting, where solar or LED lights also may be utilized safely.
- Investigating the use of Plug Load Controls (PLC), which automatically shut off power to electrical equipment (computers, monitors, printers, calculators, task/desk lights, fans, etc.) while employees are away from their desks for an extended period.

Currently, the MDTA is developing a study to determine the technical feasibility of installing solar panels at MDTA-owned facilities. The agency currently has two existing projects with planned solar panel installations and is conducting a feasibility study to identify additional sites for future installations. The MDTA plans to work with The Secretary’s Office to transition current electricity contracts to Power Purchase Agreements (PPAs).

The MDTA also is in the design phase of a plan to upgrade existing tunnel lighting within the Baltimore Harbor Tunnel (BHT – I-895) to more energy-efficient LED lighting. Newly installed lighting will be monitored and controlled by an intelligent lighting control system with automatic dimming

capabilities for required nighttime and daytime luminance levels, which further improves energy efficiency. The new system is anticipated to offer energy savings around \$2 million within 10 years, and construction of this project is expected to begin in FY 2026. In addition to designing the Baltimore Harbor Tunnel LED project, the MDTA has replaced a total of 224 high-mast lighting fixtures during the past year on the Intercounty Connector highway, the MDTA's first all-electronic toll road. It is estimated that 165,112 kilowatt-hours of electricity will be saved annually, with cost savings of almost \$30,000.

Miniature-split HVAC systems also have been installed in several facilities of the John F. Kennedy Memorial Highway. A miniature-split is a type of HVAC system designed to provide heating and cooling without ductwork. These systems have improved energy efficiency of facilities, as they avoid energy loss associated with ductwork, and they also decrease operating costs and replacement costs of existing systems.

GREENHOUSE GAS EMISSIONS

According to the EPA, transportation is the largest contributor to US GHG emissions, accounting for 28% of the US total.² Managing GHG emissions is a crucial step in mitigating the most severe potential future impacts of climate change.

Management of Greenhouse Gases

Recently, the MDTA developed a Fleet Electrification Strategy that outlines a strategy for transitioning the MDTA's operational fleet to electric vehicles and installing required charging infrastructure. This approach will comply with the State Climate Solutions Now Act (enacted under Article II, Section 17(b) of the Maryland Constitution – Chapter 38) for adopting the measures for conversion of passenger cars and light-duty vehicles to be 100% emission-free with Zero Emission Vehicles (ZEVs) by 2031 and 2036, respectively. There are potential energy savings and reductions in GHG emissions with this transition. The fleet replacement and charger installation are planned to be implemented during the next 10 years.

Currently, the MDTA has Electric Vehicles Charging Stations (EVCs) for fleet use at Nice/Middleton Bridge Maintenance Building and Point Breeze Administration Building. Additionally, the MDTA has EVCs for public use at the Baltimore Harbor Tunnel, Fort McHenry Tunnel, and the Nice/Middleton Bridge campus facilities.

The toll plaza at John F. Kennedy Memorial Highway was updated to electronic tolling, which reduced carbon dioxide emissions significantly from vehicle idling, as vehicles are no longer required to reduce speeds when passing through the toll plaza. Instead, travelers remain at continuous speeds and pass under tolling gantries that scan vehicle license plates or E-ZPass devices.

To identify future GHG reduction opportunities, the MDTA conducts studies including GHG and Climate Change Analysis. For example, the Chesapeake Bay Crossing Study: Tier 2 NEPA, a National Environmental Policy Act (NEPA) study, will analyze alternatives to provide congestion relief and improve travel

reliability, mobility, and safety across the Chesapeake Bay. The Tier 2 Study is focusing on the Selected Corridor Alternative that was identified at the conclusion of the Tier 1 Study. Tier 2 NEPA will include a GHG and climate change analysis as well as an assessment of sea level rise in the engineering analysis and an environmental impact assessment.

CLIMATE RESILIENCE AND ADAPTATION

Even if all GHG emissions are halted today, there is a sufficient level of warming in the atmosphere to render some change in climate inevitable. Today, there are growing number of extreme climate events, such as hurricanes, flooding, and severe storms. As a result, the MDTA plans to incorporate climate resilience and adaptation across construction and operational activities. The MDTA is developing processes to systematically analyze and evaluate climate resilience across the agency's footprint.

The Environmental Discipline under the Office of Engineering and Construction is finalizing a Climate Resiliency Screening Protocol. The protocol describes a process for assessing an asset's exposure to climate stressors that include:

- I. Coastal Flooding, Sea Level Rise, and Storm Surge
- II. Extreme/ Inland Precipitation
- III. Extreme Heat
- IV. Extreme Wind

Currently, the focus is on new assets and existing ones that are part of planned construction projects and task orders. Once exposure to one or more stressors is determined, specific vulnerabilities of the asset will be studied and adaptations proposed.

One of the primary climate risks affecting Maryland is increased precipitation and severe weather. As such, the MDTA takes a systematic approach to managing stormwater runoff and building resilience across its facilities. The MDTA plans to report more on these efforts in the coming years.

The MDTA is committed to managing stormwater effectively and continues to strengthen and expand efforts to reduce stormwater runoff and pollution into the Chesapeake Bay and its tributaries. This includes:

- Maintaining an up-to-date Geographic Information System (GIS) database and mapping system of the agency's stormwater drainage network.
- Building and maintaining stormwater management facilities to treat, retain, and promote infiltration.
- Developing facility pollution prevention plans.
- Developing and implementing plans for erosion and sediment control on construction sites.
- Taking precautions to prevent fuel leaks.
- Controlling and limiting pesticide applications.

²<https://www.epa.gov/ghgemissions/sources-greenhouse-gas-emissions>



Nature and Land

BIODIVERSITY AND ECOSYSTEMS

Biodiversity – the variety of different forms of life – is critical to well-functioning ecosystems by providing species with diverse habitats and environments. Society, communities, and the economy depend on biodiversity and ecosystems to provide essential resources, including suitable land to grow food, pollinate crops, and maintain clean water.

Management of Biodiversity and Ecosystems

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

I-95 Northbound/Southbound Fort McHenry Tunnel (FMT) Pollinator Habitat Projects

In June 2024, the MDTA designated two locations, totaling 0.3 acres, within the plaza area of the FMT to provide diverse plantings that support pollinator habitat. The goal of the MDOT-MDTA Pollinator Habitat Plan is to enhance habitat areas for bees, butterflies, and other pollinators by planting native flowering plants that provide nectar, pollen, and reproductive habitat for pollinators. These habitats are located along I-95 Northbound and Southbound ramps. The MDTA developed a custom pollinator meadow seed mix to account for difficult conditions. Additional pollinator habitat projects are being investigated at the former toll plaza area along I-95 in Cecil County, Maryland, and currently the MDTA is using GIS to evaluate additional areas to establish pollinator habitats.

LAND USE AND NATURAL RESOURCES

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

Management of Land Use and Natural Resources

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

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



Facility Maintenance Best Practices and Management

The MDTA implemented new goals in fiscal year 2024 for maintaining stormwater and landscape areas along the right-of-way. The primary objective of these goals is to promote stewardship of green assets with effective operation and maintenance procedures. The MDTA's Natural Resource group, which includes the Office of Engineering and Construction as well as consultants specializing in natural resource management, conducted training courses with each facility operations group to educate employees on proposed implementations. Implementations included a reduced need for mowing, incorporating more naturalized areas, simplifying maintenance needs, and eliminating buffer strips.

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

Invasive Species Control and Maintenance

Invasive species are a major threat to ecosystems and economies. To combat them, the MDTA's land managers use a variety of control methods that can include mechanical, like mowing; chemical, involving herbicides; or biological, introducing natural predators. Additionally, prescribed burns or strategic replanting with native species are utilized to control invasive plants. The most effective strategies often combine multiple methods and controls and prioritize preventing the spread of new invaders. Invasive species can be either native or non-native species—native species are those that evolve naturally in an ecosystem. Poison ivy and fox grape are species native to Maryland but considered invasive because they overtake an ecosystem and imperil safety and maintenance on our roadways.



Planting Accomplishments

Throughout the 2024 fiscal year, the MDTA had more than 50 active projects, varying from highway construction to stream restoration. These projects resulted in the planting of 7,447 trees, 6,526 shrubs, and 32,428 herbaceous plants. Of the 50 active projects, 37 were under the reforestation and roadside tree laws. Reforestation projects accounted for 4,511 trees and 2,070 shrubs, whereas, roadside tree projects accounted for 291 trees, 694 shrubs, and 500 herbaceous plants.

Project Natural Resource Impact Mitigation

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

I-95 Express Toll Lanes Northbound Extension

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

- 22 acres of wetland restoration, enhancement, and preservation.
- 13,000 linear feet of streams restored.
- 6 noise walls constructed - 2 under construction, 4 planned.
- 72 acres of planted or protected trees, including 20 acres planted within the Express Toll Lanes project limits, 25 acres of reforestation in Baltimore County, 20 acres of existing forest on 3 MDTA properties will be protected with a restrictive covenant, and future reforestation of approximately 7 acres.

Critical Area Commission Banking

- Almost 2,000 trees have been planted for various projects within the Chesapeake Bay critical area.
- The MDTA is working with the Critical Area Commission to provide ecological uplift within MDTA-managed and surrounding land to promote a more biodiverse environment than previously approved tree mitigation.

WATER

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

Management of Water Sources

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

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

The Nice/Middleton Bridge Replacement Project incurred impacts in the Lower Potomac Watershed where the MDTA offset those impacts through off-site mitigation at a site located on a private parcel in Charles County. The MDTA required approximately 1,100 linear feet of stream restoration to meet Stormwater Management and Critical Area requirements established by the Maryland Department of Environment and the Critical Area Commission. The goals of the project were to protect drainage infrastructure via long-term stream/floodplain stability, reduce sediment and nutrient pollution from streambank erosion to improve surface water quality, and improve aquatic and terrestrial habitat. The project restored 3,026 linear feet of the existing unnamed tributary and created approximately 3 acres of wetlands, finishing construction in March 2024 and planting by May 2024. A total of 885 trees and 2,765 shrubs were planted on-site to meet reforestation goals.

Little Northeast Creek Mitigation Site

The Little Northeast Creek Mitigation site is a site located in the Northeast River catchment area within the Chester-Sassafras Watershed in Cecil County, Maryland. The 2.9-acre site provides off-site compensatory mitigation for unavoidable impacts to non-tidal wetlands and waterways associated with the Belvidere Road Interchange project. The mitigation site converted 1.6 acres of agricultural lands/reed canary grass monoculture to palustrine forested wetlands, enhanced 0.47 acres of existing wetlands and 0.83 acres of wetland buffer, and stabilized 700 linear feet of stream utilizing beaver dam analog structures to maintain grade and backwater the creek to raise the groundwater levels to support the created wetlands. The restored stream reach also provides measurable reductions in total maximum daily nutrient loads. The entire site was seeded and stabilized with native herbaceous plant species and replanted with native trees.

Environmental Justice

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



Social

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



MDTA Employees

ENGAGEMENT, DEVELOPMENT, AND WELL-BEING

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

Management of Employee Engagement and Well-Being

The MDTA enhances its employee experience continually through competitive benefits and programmatic engagement efforts. MDTA employees enjoy a robust compensation and benefits package and numerous development opportunities. The MDTA's employee engagement, development and well-being efforts help mitigate employee turnover and build a strong organizational culture.

Health Benefits

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

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

Retirement Benefits

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

EMPLOYEE TURNOVER RATE

	2021	2022	2023
Female	14.76%	12.21%	11.74%
Male	10.64%	13.14%	18.92%
Total	11.91%	12.85%	16.78%

Leave Benefits

The MDTA's employees receive annual leave; the amount of annual leave earned depends on the length of the employee's State service. Employees may carry over a certain amount of annual leave days from one calendar year to the next.

Full-time employees also are granted seven personal days per calendar year, which may be used for any purpose. Upon hire, new employees receive 1-7 days of personal leave. The amount granted is determined by the employee's date of hire.

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

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

Part-Time Employees

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

Other Benefits

One of the MDTA's key programs at the nexus of benefits and engagement is the Career Development Program. This program is available to all employees who seek continuing education and meet established program criteria. The program covers employees' eligible educational costs and manages partnerships with educational institutions that allow costs to be billed directly to the agency. The MDTA's direct partnerships with education institutions alleviates the burden of employees paying out of pocket and waiting for reimbursement. The MDTA tracks participation in the Career Development Program and aims to increase participation each year. In 2023, 60 employees participated in the program.



EMPLOYEE TRAINING AND DEVELOPMENT

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

The MDTA also develops and mandates numerous employee training courses with varying requirements for employees of different levels and functions, including systematic monitoring and tracking employee training and learning through the learning management system, Cornerstone. Cornerstone helps MDTA leaders assign training courses to employees, track progress and completion, and manage learning and development across the organization. In 2023, MDTA employees completed 2,560 hours of training. The MDTA continues to evolve its employee training offerings and creates new trainings frequently based on needs identified by senior management or employee feedback.

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

Mind of A Leader

This training is developed on the premise of mindfulness, selflessness, and compassion, and involves readings and discussions on current work situations and how improvements can be made. Recognizing that employees of all levels contribute to the success and happiness of the organization, the MDTA's goal is to have all employees participate in this training.

Leadership Investment for Tomorrow

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

Supervisory Training and Engagement Program

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

Supervisor Essentials Training

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

HEALTH AND SAFETY

The health and safety of MDTA employees is of the utmost importance to the MDTA. In addition to ensuring compliance with all State and local health and safety regulations, the MDTA employs multiple programs, trainings, and procedures that help ensure the holistic management of health and safety for each employee.

The MDTA's 2024 Strategic Plan was developed and is implemented continuously with the health, safety, and well-being of its employees at the forefront. Currently, the MDTA is updating its safety and health commitment statement with the expectation of availability in Q4 of calendar year 2024.

Management of Employee Health and Safety

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

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

Compliance

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

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

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

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

The MDTA has a dedicated office that develops, implements, monitors, and manages all health and safety programs at the agency in cooperation with its operational offices to bring a truly comprehensive, intelligent, and positive influence to the workplace. Health and safety professionals, working under the direction of executive management, always are available for consultation on complex problems, conducting random and scheduled inspections, planning and executing training programs, and working alongside all employees to promote the most healthful and safe workplace possible.

Environmental and Safety Committees

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

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



Injury and Illness Reporting

The MDTA has automated its workplace injury and illness reporting process by implementing an integrated software solution that allows for quick and efficient reporting and ease of case management. By streamlining the reporting process, MDTA employees can receive the best care so they may reenter the workforce as soon as possible.

Safety Expo

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

The MDTA's 2024 expo theme was "Making a Living Doesn't Replace a Life" and featured 15 vendors, 2 guest speakers, a K9 demonstration, and 2 grand door raffle prizes. It was well attended with 133 employees. Employees often report back having enjoyed the Expo, mentioning that they learned something new or became aware of a new and useful product for their workplace.

Inspections

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

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

Safety Spotlight Awards Program

The MDTA Safety Spotlight Awards Program encourages and recognizes outstanding individual and team safety contributions. These contributions in safety show the promotion of a strong safety culture that identifies, prevents, and corrects safety-related concerns. The program recognizes MDTA employees for excellence in preventive measures, hazard identification, and safety innovation. Any MDTA employee can nominate someone for a spotlight award through an online submission system.

Currently, the MDTA is reviewing reviewing the safety spotlight awards program to improve and enhance its impact. An updated version of the program is expected in 2025.

Continuous Improvement

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

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

The MDTA also is developing its agency-wide heat injury and illness prevention policy in response to OSHA's proposed rule on the subject, which was released in July 2024. Some employees work outdoors during heatwaves that are becoming increasingly intense, so this policy will be developed following a thorough examination of projected heat exposures using consensus standards and best practices.



DIVERSITY, EQUITY, AND INCLUSION

The MDTA's commitment to diversity, equity and inclusion (DEI) is central to its mission as a government agency to ensure that each member of the community has every opportunity to thrive. The MDTA values the people who comprise and strengthen the community and requires that all employees and customers are treated with dignity and respect and are not discriminated against.

Grounded in the agency's values and organizational culture, the MDTA is steadfast in its commitment to cultivating a workforce that delivers safe, sustainable, intelligent, exceptional, and inclusive transportation solutions for its customers. As an agency of the State of Maryland, the MDTA must be a model for respecting the dignity of each person and supporting a workforce that reflects the diversity of communities it serves and the State. The MDTA is responsible for creating an inclusive workplace free of discrimination, harassment, and retaliation, where integrity, equality, and teamwork thrive and where each employee knows they are welcomed and feel that they belong.

Tangible and intangible benefits of a more diverse, inclusive, and equitable organization include increased productivity, innovation, and employee morale – critical elements in maintaining a thriving workplace and organization. Integrating diversity and inclusion into organizational practices is a vital component for the success of the MDTA. Research shows that organizations are better able to attract and retain employees – and, as a result, perform at higher levels – when they embrace diversity and inclusion. It is essential that the MDTA recruits, hires, and retains talented individuals; solves problems using the diverse backgrounds and unique perspectives of its employees and contractors; and makes decisions and plans that are socially responsible and contribute to the welfare of all the communities the MDTA serves.

The MDTA affirms its commitment to ensuring all employees in the workplace embrace, celebrate, and fully integrate diversity, equity, and inclusion into business practices and organizational culture. Valuing individual uniqueness and talents will drive the MDTA toward greater success in serving Marylanders.

Oversight of Diversity, Equity, and Inclusion

In addition to complying fully with federal and State civil rights regulations, the MDTA is committed to promoting an inclusive workplace beyond compliance. The agency has established a DEI committee composed of employees across the organization, and the committee plays a crucial role in this effort. The DEI committee's activities include:

- **Assessing Benchmarks:** The committee issues an agency-wide DEI survey to assess current workplace inclusion metrics. This serves as a benchmark for organizational improvement.
- **Strategy Development:** The committee works to identify strategies to enhance workplace diversity and inclusion.
- **Best Practices Identification:** The committee works to identify best practices for recruiting, retaining, and promoting staff in alignment with DEI goals.

The MDTA seeks to standardize DEI practices across all MDOT modes and holds regular meetings with the diversity council composed of DEI leaders from across the MDOT.



Management of the MDTA's Diversity, Equity, and Inclusion Program

Currently, the MDTA is developing a strategic DEI plan that provides a roadmap for how the MDTA will execute the DEI program. A key part of this plan is to support the education of the MDTA's stakeholders in understanding DEI, how it helps to share culture, and how it is not just the right thing to do, but also has a direct connection to increased engagement and productivity.

The DEI program oversees the development of the MDTA's DEI vision, strategy, and goals to help promote a work environment that values and embraces the different ethnicities, races, cultures, ages, abilities, sexual identities, and systems of belief that comprise the MDTA community – including all protected classes. This unit develops and implements quantitative goals, policies, training, tools, strategies, metrics, dashboards, best practices, outreach, and accountability structures aligned with the MDTA strategic plan.

Additionally, the DEI program manager reviews departmental standard operating procedures, establishes regular status update meetings for senior staff, manages the employee DEI climate survey, and analyzes the survey data to determine critical equity or inclusion issues employees face. The DEI program manager partners cross-functionally and with executive leadership to realize the MDTA's DEI strategy, builds actionable tools, and creates resources to ensure a work environment where all employees feel they belong and can do their best work. The DEI program manager plays a lead role in creating DEI training materials and leading DEI training efforts throughout the agency, partners with internal stakeholders to evaluate our DEI efforts, makes recommendations as needed, serves as the Chair of the MDTA's DEI committee, and oversees the committee's monthly meetings and subcommittees.

The DEI program aims to integrate inclusion and belonging throughout the MDTA, foster cultural competence, drive organizational change, and implement DEI strategies that coincide with the MDTA's plan, mission, vision, values, and related goals.

The following are significant accomplishments for the DEI program:

DEI Commitment Statement: Drafted the MDTA DEI Commitment statement, received executive approval, and posted the message on the [MDTA's public website](#). Through this statement, the MDTA memorialized its commitment to supporting DEI publicly.

Established the MDTA DEI Committee: DEI Committee members represent the entire MDTA workforce and guide the MDTA on DEI matters. Committee members serve as organizational leaders supporting the advancement of the MDTA's intercultural competence so that its workforce can be:

- Responsive to, engaged with, and trusted by employees and the communities the MDTA serves.
- Effective in delivering high-quality programs and services.
- Supportive of a relationship-focused work environment where all employees feel valued and contribute their best.
- Competitive to attract and retain a highly skilled workforce.

DEI Climate Survey: The first confidential online DEI climate survey was launched in January 2023 to tap into all employees' perspectives and opinions about DEI. The survey results were distributed to all employees and posted to the DEI intranet page.

Other DEI activities: The DEI program established additional initiatives such as the DEI Lunch and Learn, the DEI intranet page, and the DEI Updates Newsletter.

- The DEI Lunch and Learn introduced the DEI program to all employees and served as an opportunity to share information, ideas, and experiences.
- The DEI intranet page offers a single source for employees seeking information about the DEI program. Employees can find information such as resources to increase their DEI knowledge, view the DEI commitment statement and climate survey results, and view a calendar of observances and heritage months.
- The DEI updates newsletter serves multiple purposes – education, awareness, and outreach. The newsletter offers monthly bundled messages such as a DEI word of the month, a breakdown of observances and heritage months, DEI history, general information, and an opportunity to spotlight employees' unique stories.

TITLE VI PROGRAM PLAN

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

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

The MDTA's Title VI Program Plan was approved for FY22-23 and is being updated at this time. Until the update is completed, the conditions and intent of the program are applicable.

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

To meet compliance requirements and to ensure its eligibility to receive future allocations of federal financial assistance, the MDTA developed a 2023 Title VI Civil Rights Program Plan, referred to as the "Plan." The Plan is intended to be a living document that serves as a technical resource and tool to assist MDTA personnel, sub-recipients, contractors, consultants, stakeholders, and other interested entities to understand their duties and responsibilities for compliance with Title VI, and related non-discrimination statutory regulations and executive orders.

MDTA Customers, Communities, and Suppliers

CUSTOMER AND COMMUNITY ENGAGEMENT

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

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

Management of Customer and Community Engagement

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

When preparing for an upcoming project, including replacing roads, bridges, or tunnels, or updating facilities, the MDTA establishes an engagement plan several months in advance. This ensures effective communication and engagement with customers, community members and other stakeholders regarding project activities and any potential impacts to the community.

Primary engagement activities include:

- Provide regular, timely, useful, and accurate information regarding current and upcoming construction activities and other aspects of projects to a variety of external audiences, including travelers, community members, elected officials and the media.
- Educate all stakeholders mentioned above on any traffic or waterway impacts, lane changes, or closures.
- Prepare responses to public concerns or complaints regarding construction activities.
- Respond to questions or concerns in a timely manner, promoting trust and credibility with the public and other stakeholders.
- Hold informational meetings with attendance from the public encouraged.

The MDTA community relations team uses multiple tools and event types to engage the public in ways that foster two-way communication and help build durable community relationships. These tools include development and maintenance of project websites; creation and distribution of driver's alerts; social media posts to show project progress; and public events such as open houses, industry forums, and grassroots pop-up attendance at local community events to connect with and provide information to users within project or study corridors. These engagement efforts focus on ensuring proper identification of affected or interested stakeholders and communities, timely and proactive gathering of public input on projects and studies, and efficient and effective communication of project information.

Francis Scott Key Bridge Rebuild



At approximately 1:30 a.m. on March 26, 2024, a cargo ship leaving the Port of Baltimore struck the Francis Scott Key Bridge, causing a collapse of the bridge. The MDTA team acted expeditiously to alert the public of the incident and the immediate traffic impacts and available detours. In the days and weeks that followed, the MDTA partnered with the State of Maryland and the Federal Government to initiate critical engagement with a call-to-action for all stakeholders to participate in the process of rebuilding the structure. Two websites were created to provide updates and reminders of traffic impacts. Tools and events to foster collaborative and informative engagement include a virtual industry forum, a virtual community update, the launch of a community resource and support survey, creation of a digital toolkit for ease of information dissemination, and continuous use of social media and news releases to keep stakeholders informed of major updates and key decision points.

Virtual Public Involvement Practices in the National Environmental Policy Act: MDTA Chesapeake Bay Crossing Study, Tier 1

The MDTA's Chesapeake Bay Crossing Study, Tier 1 was selected by the FHWA to be used as a case study of exemplary virtual public involvement. The Chesapeake Bay separates most of Maryland between Eastern and Western shores. Currently, the William Preston Lane Jr. Memorial Bridge (Bay Bridge) serves as the only crossing of the Chesapeake Bay in Maryland. The MDTA is following a tiered NEPA process to evaluate reasonable alternatives for providing adequate capacity and access to improve travel reliability, mobility, and safety across the Chesapeake Bay and along the US 50/301 corridor. This case study describes the Tier 1 portion of this effort, which took place from 2017 to 2022. The MDTA conducted initial assessments across a nearly 100-mile study area to select a corridor alternative for the new crossing.

The MDTA conducted an extensive outreach strategy to ensure that stakeholders knew about the study and how to provide comments. The strategy included advertisements in print and digital media, press releases, social media, email blasts, and paper mail. The study team also sent notices to elected officials and community leaders (such as places of worship, community centers, school officials, and Chambers of Commerce) to share with their communities.

The MDTA advertised widely to reach underserved populations and environmental justice communities. The study team ran ads in 23 newspapers, including four minority and Spanish-language papers as well as smaller papers, and digital ads on 13 websites, including four minority and Spanish websites. Visitors could view the study website in 59 languages and view the public hearing

displays in Spanish. For stakeholders without internet access, the MDTA offered hard copies of the Draft Environmental Impact Statement (DEIS) for viewing at 13 public libraries. The MDTA also arranged to deliver hard copies of the DEIS and additional information upon request. The MDTA ensured that community members without internet access could provide public testimony via phone at all virtual testimony sessions.

Nice/Middleton Bridge Project

The MDTA's major infrastructure project to replace the US 301 Nice/Middleton Bridge in southern Maryland spanned 2020 to 2024. A comprehensive outreach plan was developed to communicate information and project updates to local stakeholders and the traveling public. Engagement efforts were focused initially on the bridge's design and construction, including informing motorists and waterway users of significant travel impacts. As the project progressed, outreach efforts then focused on the completion and opening of the new bridge, and finally on the demolition of the old bridge.

Activities included launching a new website for the project; developing fact sheets and other informational materials; developing and distributing regular traffic and mariner alerts; managing a hotline and email box to handle public inquiries in real time; developing content for the MDTA's social media channels; routinely briefing various stakeholders, including first responders and Virginia government entities, on construction activities and impacts; conducting specialized Make No Wake safety outreach to boaters; holding a dedication ceremony for the opening of the new bridge; and coordinating with bicycle and pedestrian groups on the bridge's new safety technologies. All wrap-up for the project is expected to be complete in early 2025.



ACCESSIBILITY

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

Management of the MDTA's Accessibility

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

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

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

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

All-Electronic Tolling Conversion

In 2018, the MDTA began the process of moving towards cash-free tolling at its facilities. This next generation tolling system provides convenience and greater accessibility for travelers, less engine idling for better fuel efficiency and reduced emissions, decreased congestion, and increased safety. Since then, the MDTA began removing toll booths and converting the facilities to use overhead gantries to collect tolls through E-ZPass and video tolling. In August 2020, former Maryland Governor Larry Hogan announced that full-time all-electronic tolling would be permanent across Maryland. Many MDTA facilities have undergone this conversion to remove toll booths. Throughout construction, the public was made aware of the project construction schedule, driver's alerts for changing traffic patterns and locations of new gantries, images and renderings of existing and proposed conditions, and reminders to mount their E-ZPass transponder properly and keep their accounts up to date to receive the lowest toll rate.

SUSTAINABLE SUPPLY CHAIN

The MDTA is committed to upholding procurement practices and policies that promote the sustainability, resilience, and inclusivity across its supply chain. Notably, the MDTA has focused on supplier diversity as a way to promote inclusion and equity not only in operations, but in communities and society. The agency will continue to enhance sustainable supply chain practices and expand efforts into new areas where the greatest needs exist.

Supplier Diversity

The MDTA also promotes DEI through its Small and Minority-Owned business program, which supports businesses owned by minorities, veterans, and disadvantaged individuals. This is achieved through compliance with the Minority/Disadvantaged Business Enterprise Programs required by COMAR and the Code of Federal Regulations (CFR 49, Part 26).

The MDTA's Division of Civil Rights and Fair Practices (CRFP) is responsible for developing, overseeing, and administering the MDTA's State and federal socio-economic programs. These programs include the following:

- Disadvantaged Business Enterprise (DBE) Program
- Minority Business Enterprise (MBE) Program
- Certified Small Businesses (CSB)/Small Business Reserve (SBR) Program
- Veteran-Owned Small Business Enterprise (VSBE) Program

The Maryland General Assembly has mandated a goal-oriented program to achieve minority participation in the State's procurement activities. The MDTA developed this program by establishing a goal setting and contract compliance process that ensures maximum minority, disadvantaged, and veteran-owned business participation on all eligible procurements. MDTA believes in the value of working with small- and minority-owned businesses. In addition to formal programs, we strive to foster a culture that encourages the participation of small- and minority-owned businesses across MDTA's operations and projects.

PUBLIC SAFETY

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

Management of Public Safety

The MDTA abides by public health and safety regulations issued by the US Occupational Safety and Health Administration, the Maryland Occupational Safety and Health Program, and the US Department of Health.

Maintenance of MDTA roads and building facilities is an ongoing effort that bolsters the safety of Maryland's roadways and facilities. For maintenance needed before a full replacement, the MDTA has specific contracts in place outside of its Capital program to address needs that arise outside of planned Capital upgrades. Please read more in the Long-Term Monitoring and Maintenance section of this report.

MDTA Work Zone Safety Program

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

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

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

Auditing – Summary reports are generated on all TTC inspections completed by the Independent Quality Assurance Inspector. The process creates accountability of the MDTA/Consultant construction management and inspection staff assigned to specific projects.

The MDTA Temporary Traffic Control Inspection and Training Program has resulted in significant improvements in the implementation of TTC on MDTA roadways. In 2023 there were 2,230 inspections completed on construction contracts and annual facility inspections. Since Program inception, the average number of corrective actions per TTC inspection has decreased by 80%, improving work zone safety on MDTA roadways. The Program aligns with MDOT's mission, goals, and objectives by improving roadway safety for its customers through an intelligent transportation solution.

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

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

Facility Safety, Security, and Background Checks

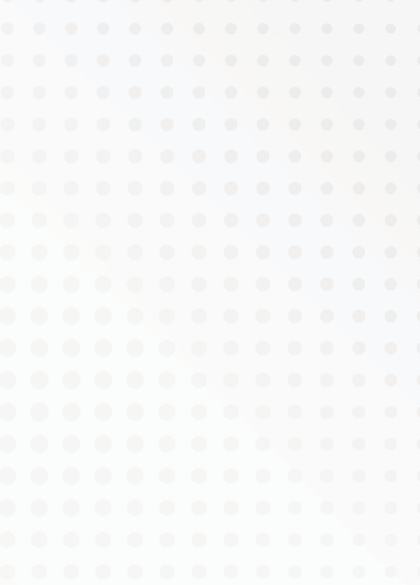
In 2020, the MDTA established a background check policy for the Inspection Program, in accordance with the annotated code of Maryland, adopted by the MDTA for criminal background check investigations.

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

MDTA Police

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

In addition to keeping our communities safe, the MDTA Police participate in a number of outreach efforts that emphasize relationship-building, service, and giving back. Officers proactively build connections and meet community members where they are by attending regularly scheduled community meetings, participating in school visits and demonstrations, and hosting large-scale community events like National Night Out, Faith & Blue, BWI Airport Safety Day, and Trunk or Treat. Additionally, officers act as a community resource. MDTA Police Officers serve as child safety seat installation technicians and lead free, lifesaving training including CPR and Citizen Response to Active Shooter Events (CRASE) classes. Finally, the MDTA Police prides itself on giving back throughout the year. In fiscal year 2024, these efforts included school supply collections and donations, charity patch and coin sales to benefit local causes, blood drives hosted at police headquarters, and the 34th consecutive year of MDTA Police Toys for Tots collections. By partnering with local communities, the MDTA Police are better able to serve our neighbors and those who use and work at MDTA facilities, BWI Airport, and the Port of Baltimore.



ENVIRONMENTAL, SOCIAL, AND GOVERNANCE REPORT



Maryland
Transportation
Authority