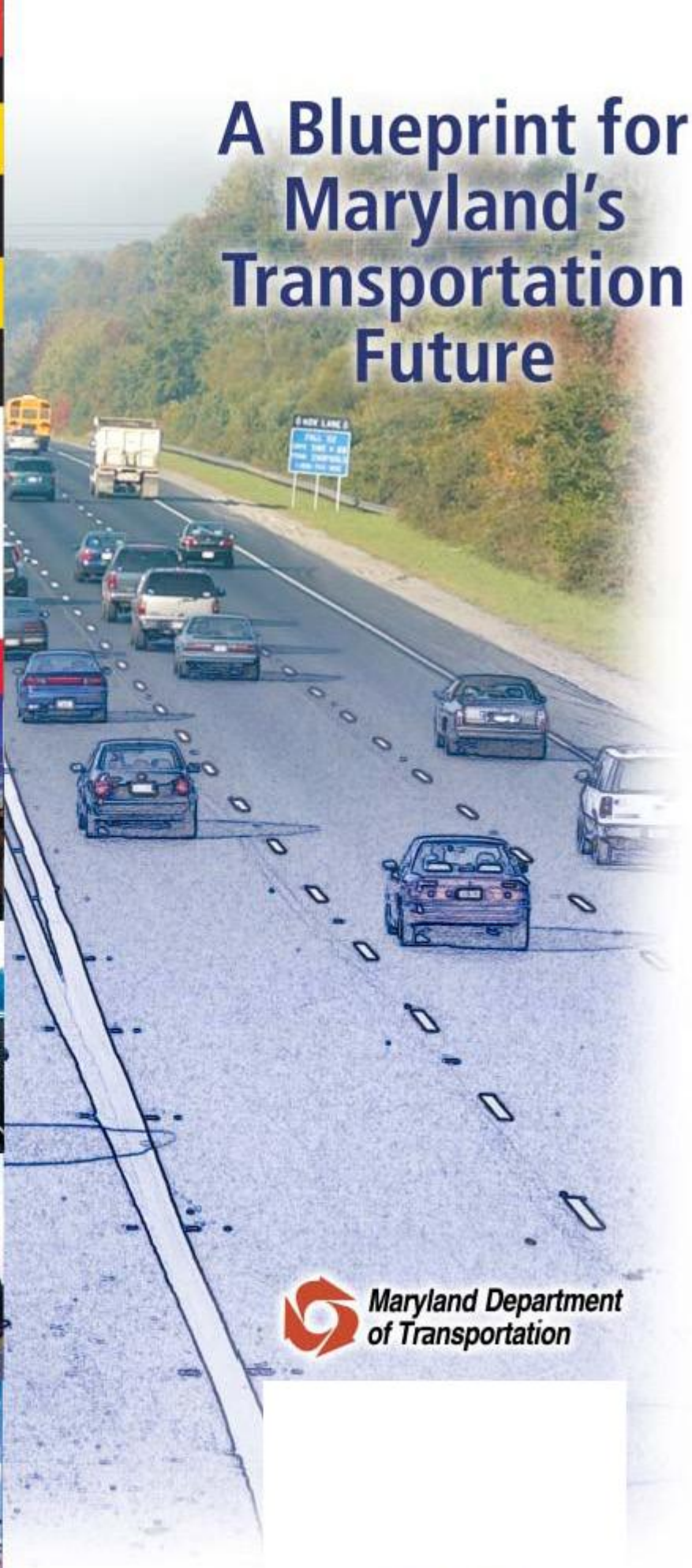
2004 Maryland Transportation Plan

# A Blueprint for Maryland's Transportation Future



Maryland Department of Transportation

January 2004

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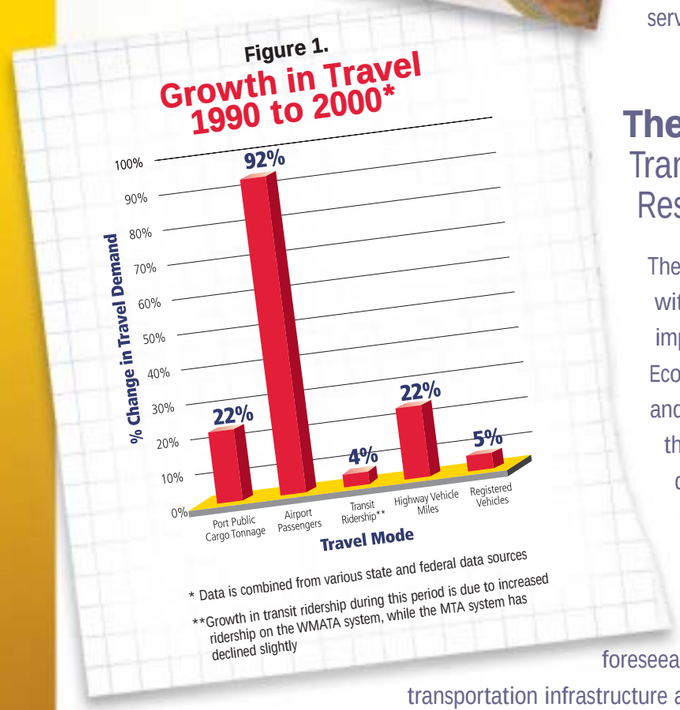
# Introduction

The Maryland Department of Transportation (MDOT) is the only transportation department in the country that directly provides its citizens with the complete range of modal choices. The Department's responsibilities span all major transportation modes – highways and bridges, transit and rail, airports, ports, and bicycle and pedestrian facilities – as well as operation of the State's Motor Vehicle Administration.

The Department's vision is ***to provide a transportation system that works for people*** and its fundamental mission is ***to facilitate the safe and efficient movement of people and goods across all transportation modes.*** To perform this mission and achieve the Department's vision, MDOT must operate, maintain, and preserve the State's existing transportation facilities as well as plan and implement system improvements. The Department also must provide convenient administrative services to Maryland's vehicle owners and operators.

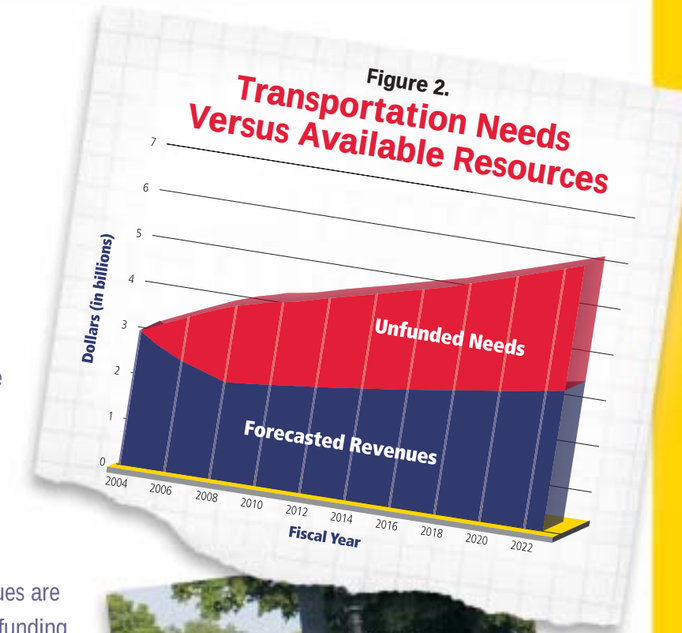



## **The Challenge:** Travel Demand, Transportation Needs, and Available Resources

The Department's most significant challenge is keeping up with the need for additional transportation capacity while improving the quality and performance of the current system. Economic expansion coupled with general transportation and population growth has led to significant travel growth throughout the transportation network. Since 1990, demand on State highways has grown by 22 percent. Baltimore/Washington International Airport (BWI) has seen unprecedented growth of 92 percent over the same time period *(see figure 1 for travel growth by mode)*. This trend is expected to continue for the foreseeable future, causing greater wear and tear on existing transportation infrastructure and driving the need for system improvements.



Growth in travel demand and the aging of existing facilities combine to generate daunting investment needs for the maintenance and expansion of Maryland's transportation system over the next 20 years. Based on estimates developed by each of the modal administrations, MDOT would need to spend nearly $89 billion between 2004 and 2023 to meet the preservation and expansion needs of the transportation system.




Over the same 20-year period, transportation revenues are expected to total less than $52 billion, leading to a funding gap of $37 billion *(see figure 2)*. Without both aggressive cost management and additional funding, including traditional revenues and new user fees, this gap is likely to grow larger as costs continue to increase with the expansion of the transportation network.

Given the projected funding shortfall, MDOT's ability to continue to improve service and facilities depends on making significant changes in business practices. In particular, the Department must balance the desire to provide meaningful transportation choices with the need to make the most cost-effective investment decisions. In addition, MDOT must take advantage of new, efficient approaches to project delivery and employ the latest cost saving and performance enhancing technologies throughout its programs.

The 2004 Maryland Transportation Plan (MTP) outlines how MDOT will accomplish this formidable task by focusing on four core goals:

- **Efficiency**
- **Mobility**
- **Safety and Security**
- **Productivity and Quality**

## What is the MTP?

The Maryland Transportation Plan is MDOT's blueprint for providing state transportation services and infrastructure over the next 20 years. The MTP serves as a starting point for development of strategic plans, programs, policies, and projects by MDOT's modal administrations and the Maryland Transportation Authority (MdTA). The resulting programs and projects are then funded through the Consolidated Transportation Program (CTP) and the Department's Operating Budget. To reflect the new direction of the administration at MDOT, this plan has been completed a year ahead of schedule.

Through the MTP and supporting activities, the Department aims to introduce a high level of accountability to the people of Maryland by establishing a framework for performance measurement and reporting. In particular, the MTP influences several important performance tracking documents, including:

- **Consolidated Transportation Program (CTP) –** A document, updated annually, that displays the budgetary resources and schedules for the projects that MDOT's modal administrations and the MdTA plan to construct, develop and prepare for construction, or evaluate over the next six years.
- **State Report on Transportation (SRT) –** A document that is prepared annually and distributed to the General Assembly, local elected officials, and interested citizens, which is comprised of the MTP and the CTP.
- **Annual Attainment Report –** A statutorily required report that contains a series of performance measures, tracking the Department's achievement of policy goals and objectives established in the MTP, and that is presented as a companion to the annual State Report on Transportation.
- **Managing For Results (MFR) –** Part of a statewide strategic planning approach, an annual document prepared by each state agency that summarizes the agency's mission, vision, and key goals and related performance measures and strategies. The agency's MFR submission includes quantifiable performance measures and data for the current and most recent budget cycle as well as two years of performance targets.

In addition to integration with these important performance reporting mechanisms, the MTP reflects the Department's commitment to ensuring consistency between the State's transportation investments and the State's growth policy.



## Opportunity for Citizens to Shape the MTP

As part of the development process for the 2004 MTP, the Department has undertaken an inclusive public participation process that includes:

- **1,050 telephone surveys**
- **Seven regional workshops**
- **An interactive MTP web page**
- **Tour meetings with local governments regarding the State Report on Transportation**

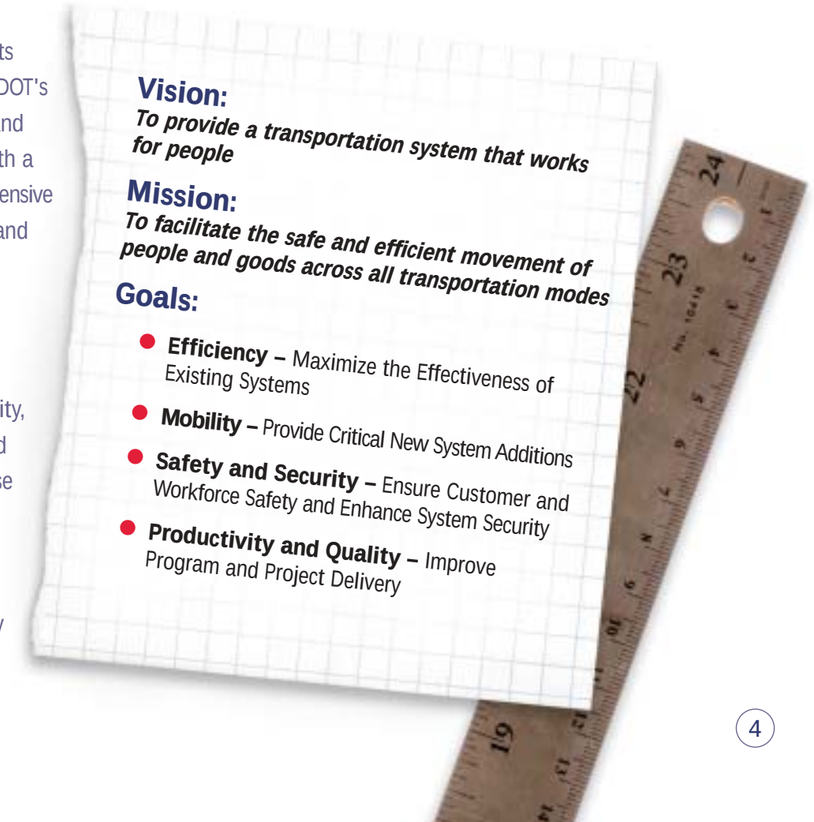
Input received through these public participation activities provided important guidance for development of the 2004 MTP. While the document is published and circulated to citizens, legislators, and all interested parties, it is intended to be a living document – made vital by the ongoing collaboration of Department personnel, policy makers, and transportation facility users throughout the State.

## This Plan's Goals and Objectives

The remainder of this document lays out the goals and objectives that, together, form the 2004 Maryland Transportation Plan. Each goal statement expresses the Department's overarching aim. Supporting objectives identify strategies the Department will employ to meet the core goals and achieve the Department's vision for transportation in the State of Maryland.

Throughout its pages, the MTP highlights projects and programs that exemplify MDOT's commitment to attaining stated goals and objectives. The document concludes with a discussion of how MDOT will use comprehensive performance measurement to manage and monitor implementation of the MTP.

As a departure from previous plans, the 2004 MTP focuses on the fundamental transportation goals of efficiency, mobility, safety and security, and productivity and quality. By directing its activities to these four core goals, MDOT will be better positioned to deliver on its promise to provide Marylanders with vital travel choices, meet current safety and security standards, and craft a transportation system that works for people.



# Goal 1: EFFICIENCY – MAXIMIZE THE EFFECTIVENESS OF EXISTING SYSTEMS

Maryland's multi-billion dollar transportation networks are vital State assets. These assets not only provide the means for personal travel throughout the State but also serve businesses and fuel the economy by meeting freight transportation needs. Keeping these assets in top-notch operating condition presents a continuing and significant maintenance challenge, especially as the system ages.

In the face of growing travel demand, increasing construction and equipment costs, and limited resources, MDOT must make the most efficient use of the existing system. This means MDOT must focus efforts on preserving the quality and extending the life of existing transportation assets. It also means MDOT must use technology and innovation to squeeze as much performance as possible out of the State's existing transportation network.

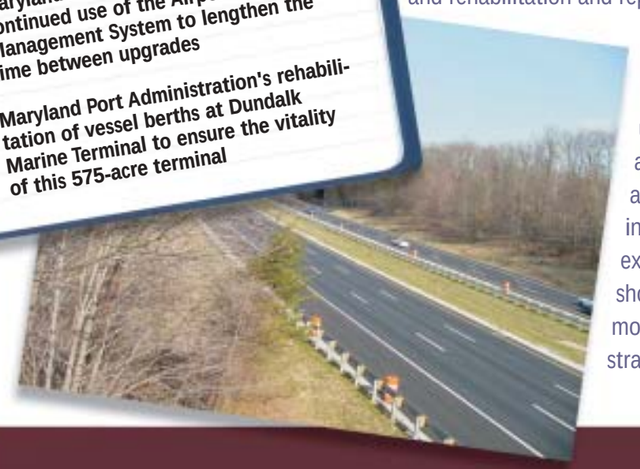
## OBJECTIVE: EXTEND THE USEFUL LIFE OF EXISTING FACILITIES AND EQUIPMENT

*The Department will place the highest priority on maximizing the useful life of existing assets and on keeping facilities in top condition to ensure service quality.*

To guarantee that Maryland's citizens receive the greatest possible benefit from past transportation expenditures, MDOT will expand its use of advanced "asset management" – strategies that extend the useful life of facilities based on state-of-the-art preventive maintenance, preservation, and rehabilitation and replacement techniques. For example, the State Highway Administration utilizes a highly cost-effective pavement resurfacing and rehabilitation system to extend the useful life of the State's roadways, avoiding high costs of rehabilitation and replacement. These strategies also incorporate flexible and multiple uses of existing facilities to alleviate the need for short-term replacement. All of the State's modal administrations are applying such strategies throughout their programs.

### HIGHLIGHTED PROGRAMS AND PROJECTS

- State Highway Administration's Pavement Resurface/Rehabilitation and Bridge Replacement/Rehabilitation Programs applied to extend the useful life of existing assets
- Maryland Transit Administration's MAXIMO Bus Maintenance System for scheduling and monitoring work and Metro Subway Railcar Mid-life Overhaul Initiative to preserve the capacity, comfort, and reliability of the transit system
- Maryland Aviation Administration's continued use of the Airport Pavement Management System to lengthen the time between upgrades
- Maryland Port Administration's rehabilitation of vessel berths at Dundalk Marine Terminal to ensure the vitality of this 575-acre terminal



## OBJECTIVE: MAXIMIZE THE OPERATIONAL PERFORMANCE AND CAPACITY OF EXISTING SYSTEMS

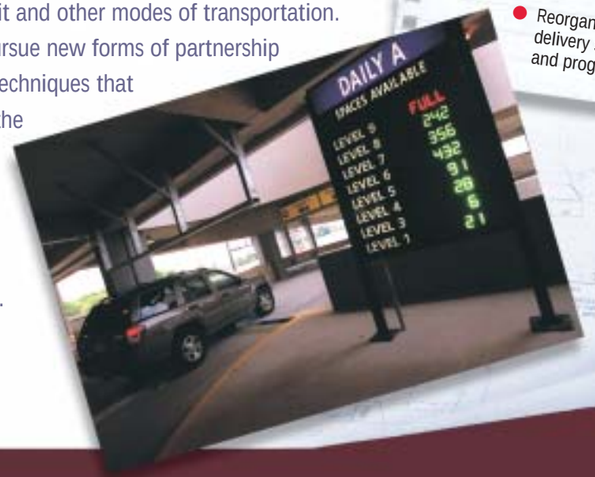
*The Department will focus resources on maximizing the operating performance and capacity of existing transportation assets before undertaking major new investments.*

The Department's modal administrations are national leaders in improving the operational management of existing systems and services. MDOT is committed to continued deployment of innovative approaches, such as the full application of "intelligent transportation systems" (ITS), to manage facilities and communicate with customers during times of peak demand or service disruptions. For example, MDOT recognizes the need to enhance its ITS program to address "incidents" – crashes, breakdowns, weather events, and construction – which now cause 50 percent of the delays on Maryland's major highways. By coordinating the quick response of public safety and highway personnel while alerting drivers to incidents ahead, these systems help to minimize disruptions to traffic flow.

Technology and management concepts are utilized throughout the Department to get the most benefit from existing assets. The Maryland Transit Administration, for example, is deploying a Smart Card fare collection system to improve movement between transit systems, and between transit and other modes of transportation. The Department also will pursue new forms of partnership and demand management techniques that help to reduce pressure on the transportation network, especially in congested corridors and at peak travel times, thus maximizing the value of the existing system.

### HIGHLIGHTED PROGRAMS AND PROJECTS

- Expanded coverage area of State Highway Administration's Highway Advisory System to take full advantage of current technologies to inform customers of current roadway conditions
- Maryland Aviation Administration's implementation of SmartPark, an automated parking guidance system at Baltimore/Washington International (BWI) Airport to increase parking space utilization from 85% to 95% and to improve public convenience
- Maryland Port Administration's purchase of 12 yard cranes that double capacity of Seagirt Marine Terminal by allowing containers to be stacked four high and six wide
- Expansion of on-line options for accessing Motor Vehicle Administration services, reducing the need for physical infrastructure and improving customer service
- Maryland Transportation Authority and State Highway Administration's Courtesy Patrol Program, providing assistance to disabled vehicles and quickly returning them to the roadway, reducing delays and the potential for secondary collisions
- Reorganization of the paratransit service delivery system to provide enhanced service and program accountability



# Goal 2: MOBILITY – PROVIDE CRITICAL NEW SYSTEM ADDITIONS

Transportation mobility – or the ease of movement from one place to another across a transportation network – is vitally important for both people and goods and for a wide range of purposes and destinations. The range of mobility needs in the State requires a multimodal transportation network that ensures easy access, allows people and businesses to travel or move goods without significant delays, and transfer seamlessly among complementary transportation systems and services. Optimized mobility also enables people to choose the travel method best fitting their individual needs and lifestyles.

**HIGHLIGHTED PROGRAMS AND PROJECTS**

- Expedited delivery of the Intercounty Connector (ICC) and priority status for the Hughesville Bypass and improvements to I-695, I-81, I-70, I-270, and US 29 to alleviate congestion on other facilities and improve travel options
- Assessment of a Bi-County Transitway, Baltimore Region Transit Plans, and I-270 Corridor Cities Transitway to provide residents with more transit options and to relieve congestion on parallel roads
- Parking expansion at the Odenton and Point of Rocks MARC Stations to improve customer service and facilitate multi-modal travel
- Terminal roadway improvements at BWI Airport to enhance customer convenience by increasing roadway capacity in front of the terminal and expanding terminal curbside access
- Continued provision of curb-to-curb paratransit services for residents who, due to disabilities, are unable to use regular bus, Metro subway, or light rail service
- Port channel dredging to remove restrictions to navigation and to reduce travel time between the Port and ocean

The Department of Transportation finds itself at a crossroads, facing key gaps and bottlenecks within the State's transportation systems that are known to cause delay and congestion. Critical system additions are essential to improve the operations of the various network components and to facilitate overall mobility.

## OBJECTIVE: RELIEVE CONGESTION BY ADDING KEY SYSTEM LINKS

*The Department will minimize congestion by eliminating system gaps and providing critical missing network elements.*

The high costs and challenging physical constraints of adding new facilities mean that MDOT must identify the most cost-effective steps to relieve congestion system-wide – for highways and bridges, transit, airports, and ports. Construction of key missing links is sometimes the most cost-effective approach to eliminating bottlenecks and improving regional transportation service. These investments must be evaluated and prioritized based upon clear and demonstrated customer needs. In addition, designs and technologies must be selected in a manner that is consistent both with the level of customer demand and with budget realities. The process of selecting the most appropriate and cost-effective design option is often referred to as "value engineering."

The Department has identified expedited delivery of the Intercounty Connector (ICC) between I-270 and I-95/US 1 as its highest priority and has given priority status for other highway improvements critical to travelers all around the State of Maryland. At the same time, the Department is advancing plans to improve rapid transit options for citizens throughout the State and, through expansion of parking facilities at a number of stations, facilitating travel that includes both automobile and bus or rail. To improve intermodal connectivity, provide customers with improved access, and alleviate congestion on airport roadways, BWI Airport is moving ahead with planning for a regional intermodal transportation center and an automated people mover system.

## OBJECTIVE: SUPPORT VARIED MODAL NEEDS WITH COST-EFFECTIVE OPTIONS

*The Department will deliver transportation choices to Maryland travelers and businesses – while constantly keeping an eye on resource and cost considerations.*

Maryland's citizens want and deserve a reasonable choice of transportation modes and services. A "one-size-fits-all" approach will not meet the needs of MDOT's varied customers or suit the character of Maryland's diverse travel corridors and activity centers. To satisfy the unique requirements of Maryland's customers and locales, MDOT must evaluate different mode, design, and service options and implement the most appropriate options for each setting.

For any mode, there are design options appropriate to realistic expectations of how facilities and systems would actually be used by the State's travelers. Given limited public resources and significant investment needs, there is no room for "gold-plated" designs or wishful thinking about radical changes in consumer behavior.

In meeting the challenge of providing the best mix of options, MDOT will explore alternative approaches and select the most efficient means of meeting customer expectations and needs. Application of cost-effective design alternatives, such as bus rapid transit (BRT) versus rail service, offers one example of this strategy. Another is the provision of managed, priced, or special purpose facilities based on users' willingness to pay for service.

**HIGHLIGHTED PROGRAMS AND PROJECTS**

- Consideration of bus rapid transit (BRT) as a viable alternative to provide realistic solutions to customer needs in corridors throughout the State
- Consideration of a variety of dredged material placement sites to provide cost-effective capacity options and to ensure shipping channels are maintained and improved for safe, unimpeded access to the Port
- Study of traditional toll facilities and price-managed lanes to advance needed improvements
- Inclusion of pedestrian and bicycle accommodations in highway improvements where appropriate and feasible
- Completion of the Port Deposit Jetty Project under the Enhancement Program to provide pedestrian walkways and a link for boaters to the revitalized riverfront and, ultimately, to support a major waterfront attraction and tourist destination at Marina Park

# Goal 3: SAFETY AND SECURITY – ENSURE CUSTOMER AND WORKFORCE SAFETY AND ENHANCE SYSTEM SECURITY

Providing safe and secure travel for Maryland residents and visitors is of vital importance. Enhanced safety has been a transportation priority for as long as Maryland has had a transportation program. After September 11, 2001, threats to the personal security of travelers and transportation assets themselves have received heightened attention.

## OBJECTIVE: REDUCE INJURIES, FATALITIES, AND RISKS

*The Department is committed to providing safe travel to all transportation system customers and to ensuring the safety of the Department's workforce and contractors.*

Safety considerations are integral to all MDOT design and operational activities. Throughout the Department's history, this emphasis has paid off in reduced travel and worker accidents and fatalities. A re-commitment to safety considerations in engineering, enforcement, and education can continue to improve the Department's safety record.

The Department's safety focus will include driver safety improvement targets for key vehicle, experience and behavioral groups, and for increased worker safety in specific work settings. Further, the Department is committed to a higher level of safety through intensive and high-level coordination among transportation, law enforcement, motor vehicle, and emergency response agencies.

### HIGHLIGHTED PROGRAMS AND PROJECTS

- Motor Vehicle Administration's programs to advocate safe driving habits to all new drivers and to intervene with high-risk drivers
- State Highway Administration's public relations campaigns for seat belt use, aggressive driving intervention, and pedestrian safety
- State Highway Administration and Maryland Transportation Authority's Traffic Incident Response Programs to remove driving hazards and avoid further crashes
- Maryland Transportation Authority's Traffic Safety Initiative to reduce unlawful and dangerous driving behavior on roadways
- Partnerships with schools, other state agencies, and local governments to implement Safe Routes to School programs, including modifying streets around select schools, educating and training the students how to walk and bike safely to school, and enforcing the traffic laws in and around school zones
- Upgrades to Maryland Transit Administration's Metro Subway fire and safety management systems to reduce the risk of safety incidents and improve the response when an incident does occur

## OBJECTIVE: ENSURE SECURITY OF THE PUBLIC

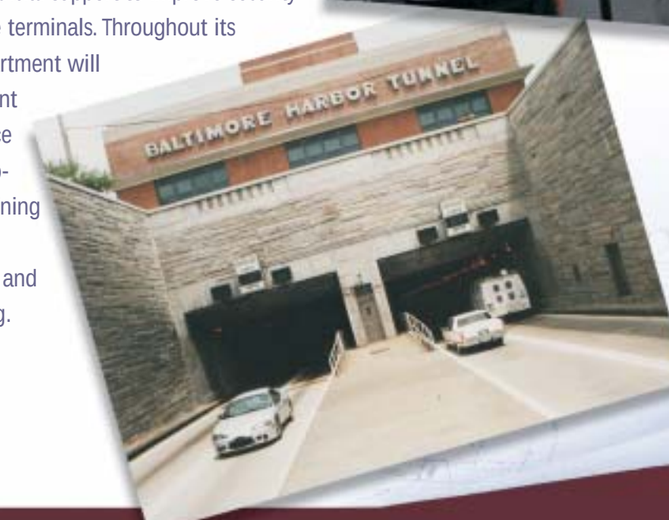
*The Department will take advantage of new technologies and cost-effective countermeasures to reduce transportation system vulnerabilities and plan emergency response efforts.*

Personal security is a fundamental expectation of Maryland's transportation system customers. The Department recognizes the critical need to deter crimes against travelers and its facilities. Since September 11, 2001, MDOT has taken aggressive steps to provide improved terrorism-related security for passengers and freight to and through the State's intermodal facilities, including airports and port facilities, and for high-profile transportation facilities throughout the State.

Carrying out the Department's security-related responsibilities will require enhanced detection and enforcement activities and incorporation of cost-effective countermeasures. Facilities with a high concentration of travelers, such as BWI Airport, and other transportation-critical assets, such as key bridges and tunnels, are receiving special attention. The Maryland Port Administration, for instance, will maximize federal financial support to improve security at the State's marine terminals. Throughout its operations, the Department will continue to implement enhanced surveillance and enforcement programs as well as training and coordination for emergency response and contingency planning.

### HIGHLIGHTED PROGRAMS AND PROJECTS

- Expansion of Bridge and Tunnel Surveillance and Security Programs to ensure safety of facility users and of the assets themselves
- Partnerships between Maryland Aviation Administration, Maryland Transportation Authority, and the federal Transportation Security Administration to ensure the safe movement of passengers and cargo at BWI Airport by expanding security checkpoints, installing labor-saving inline explosive detection baggage screening systems, and maximizing police presence
- Maryland Port Administration's implementation of Federal Seaport Security Grants to secure marine terminals against intrusion and cargo-related threats
- Implementation of enhanced transit vehicle and station video surveillance to better monitor movements throughout transit facilities
- New Motor Vehicle Administration security-enriched and tamper-resistant licenses and identification cards with direct links to federal databases for verification
- Maryland Transportation Authority's initiatives to develop security enhancements based on vulnerability studies and terrorism prevention initiatives



# Goal 4: PRODUCTIVITY AND QUALITY – IMPROVE PROGRAM AND PROJECT DELIVERY

More than ever, Marylanders rely on the Department of Transportation to do more with less. Recognizing that long project completion schedules introduce escalating costs and postpone vital service improvements, the Department must continue to streamline the project delivery process for high-priority projects while maintaining the Department's strong environmental stewardship ethic and minimizing construction-related disruption.

### HIGHLIGHTED PROGRAMS AND PROJECTS

- Application of streamlined environmental and regulatory processes to expedite approvals for system improvements
- Award-winning design-build partnership for US 113 in Worcester County, delivering the project 18 months earlier than traditional contracting processes
- Innovative design-build contracting for the relocation of MD 216 between I-95 and US 29, with design complete in only nine months and the project scheduled to be complete in spring of 2005
- Process improvements to facilitate transit-oriented development in Baltimore and Washington metropolitan regions
- Innovative Master Plan for John F. Kennedy Highway (I-95) from the City of Baltimore north to the Delaware state line, setting forth a 20-year management strategy for this heavily traveled stretch of I-95, vital for both personal travel and freight movements along the East Coast

## OBJECTIVE: REDUCE PROJECT IMPLEMENTATION TIME THROUGH PROCESS IMPROVEMENTS

*The Department will deliver transportation projects faster.*

The Department recognizes the need to step up streamlining efforts that help shorten the time that passes between project definition and construction. Unnecessary delays in completing projects must become a thing of the past.

The Department is already demonstrating the benefits that can be achieved from improved process management of major projects. Eliminating unnecessary steps, engaging in early and effective coordination with partner agencies, and communication with key stakeholders have all helped expedite delivery of projects around the State.

For the future, expedited environmental review presents a significant opportunity to speed up project delivery. Changes in business processes – such as the use of alternative contracting methods – also offer streamlining opportunities. The Department has demonstrated this potential in expediting the $2.5 billion Woodrow Wilson Bridge Project in the most timely and cost-effective manner possible.

Going forward, the Department will set clear project delivery priorities and experiment with new approaches to move vital transportation projects from plan to reality.

## OBJECTIVE: INCORPORATE ENVIRONMENTAL STEWARDSHIP INTO ALL PROJECTS AND ACTIVITIES

*The Department is committed to protecting Maryland's human and natural environment and supporting local land use plans and economic development initiatives in Priority Funding Areas.*

In Maryland, stewardship of the human and natural environment is an integral component of the planning, design, and operation of transportation projects and services. Similarly, using transportation projects and programs to reinforce local land use and economic development initiatives is an established MDOT responsibility. First-class practices are no longer "extras" to be considered separately, but rather integral components of the Department's routine business. Tending to this management responsibility in a proactive and efficient manner enhances MDOT's ability to deliver quality transportation projects quickly and cost-effectively.

In many cases, MDOT has adopted environmental policies and procedures that exceed federal and state requirements and that produce net environmental gains. For example, major projects often include wetlands mitigation efforts that result in a net gain of wetlands to the State. Meanwhile, context-sensitive design standards are applied to all major projects and help to ensure that projects are better suited to the communities through which they pass.

Where ecological and air quality challenges remain, the Department must continue to develop and pursue clear and effective plans of action. Examples include commuter and business programs aimed at reducing peak period travel and close coordination with neighboring jurisdictions to implement regional strategies to reduce overall emissions.

### HIGHLIGHTED PROGRAMS AND PROJECTS

- Maryland Port Administration and the Army Corps of Engineers' rebuilding Poplar Island to original mid-1800s size, providing for placement of dredged material and serving as a wildlife habitat once completed
- Ongoing Chesapeake Watershed Revitalization/Restoration Programs to return the Chesapeake Bay to its past vitality and to enhance and protect the aquatic ecosystem
- Planning for the Intercounty Connector (ICC) to enhance the environment
- Active consideration of bus rapid transit (BRT) on managed highway lanes to lower vehicle-related emissions and improve regional air quality while providing viable new transportation alternatives to Maryland's commuters
- Partnerships among Maryland Aviation Administration, Anne Arundel County, and the Federal Aviation Administration to reduce birdstrike hazard potential through stormwater management and landscape practices in areas around BWI Airport
- State Highway Administration's award-winning use of alternative construction techniques and a trestle bridge (later serving as the platform for the permanent bridges) rather than a conventional causeway through the wetlands to construct the Salisbury Bypass without disturbing the wetland
- Use of innovative "bio-retention" to manage runoff from Maryland Transit Administration parking facilities

# Goal 4:

(Productivity and Quality Continued)

## OBJECTIVE: CONTAIN COSTS AND LEVERAGE RESOURCES WITH BUSINESS-LIKE ORGANIZATION AND INNOVATIVE APPROACHES TO FUNDING AND SERVICE DELIVERY

*The Department will employ a full range of available strategies to reduce costs, capitalize on valuable assets, and augment conventional revenues.*

Today's economic climate requires a dual focus on containing costs and maximizing available resources. While the Transportation Trust Fund is a strong and viable resource that has served the Department's multi-modal transportation system well, the State's expanding and diversifying needs require a continuous search for new resources and approaches, including innovative finance and project delivery approaches.

The Department's core mission requires that each modal administration find new ways to improve the services provided to its customers. At the same time, modal agencies must go beyond "business as usual" and draw upon the full range of technological advances and management concepts to deliver more with less.

The Department is working to establish new forms of partnership with the private sector that can expand the range of services available to customers, including outsourcing where efficiencies can be achieved. The Department also is focused on maximizing opportunities for cost savings – and improved customer service – through the use of technology. For instance, the Motor Vehicle Administration has plans to expand the availability of online services to reduce waiting times at state facilities. The Maryland Transportation Authority has initiated a program to partner with private sector businesses to provide pre-paid tolls that encourage movement of traffic from peak to off-peak hours. In conjunction with *E-ZPass*, the State is pursuing opportunities to make more efficient use of fixed commercial vehicle weigh stations and inspection facilities as well as improve customer service through an electronic screening program for commercial vehicles.

### HIGHLIGHTED PROGRAMS AND PROJECTS

- Strategic sale of surplus property owned by MDOT to raise new money for critical departmental activities and simultaneously free up valuable assets for effective use by private interests throughout the State
- Maryland Transportation Authority's consideration of expansion of private advertising opportunities to improve user information and generate revenues
- Partnership between Maryland Aviation Administration and rental car companies to construct and operate a Consolidated Rental Car Facility at BWI Airport to provide customers with a more user-friendly experience, improve car rental operational efficiencies, free up parking spaces near the terminal building, and reduce congestion on airport roadways
- Application of technology solutions such as commercial vehicle electronic screening (e-screening) to make more efficient use of limited fixed weigh station and inspection resources, also reducing carrier operating costs, improving traffic flow, and increasing overall safety

# Closing: MAKING THE PLAN A REALITY

The 2004 Maryland Transportation Plan reflects MDOT's commitment to focus all departmental activities on the fundamental mission of **facilitating the safe and efficient movement of people and goods across all transportation modes.** To fulfill this mission, MDOT must target resources on core activities of greatest service to its customers. It also requires MDOT to do business in a more efficient and cost-effective manner, while still providing Marylanders with vital transportation choices. In short, the MTP provides a guideline for how MDOT and its modal administrations will strive to do more with limited transportation resources.

Articulation of the Department's core goals and objectives is only the first step toward improving performance. To ensure continuous improvement, MDOT will need to set clear performance standards and hold itself accountable to the public for attaining these standards.

The Maryland Department of Transportation actively employs performance measures to review performance against established goals and to identify areas for continued improvement. The Department regularly updates the set of performance measures it uses to track performance against the MTP *(see figure 3 for a representative sample of performance measurement focus areas).* Each year, through the Annual Attainment Report, MDOT will review its performance against pre-established performance measures and set new measures for the subsequent year.

Through this process, the Department will make the vision of **a transportation system that works for people** a reality.

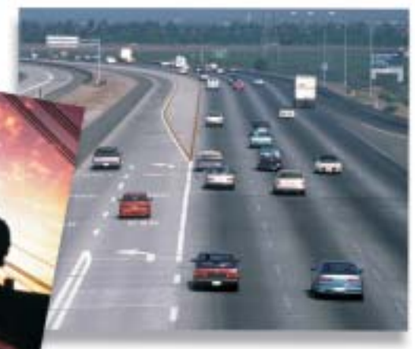


**Figure 3.**

## Linking Performance Goals and Measures

| Performance Goal | Sample Performance Measurement Focus Areas |
|---|---|
| Efficiency | ● System preservation and operating condition of state highway and transit systems and the Port of Baltimore<br>● Expanded transportation services and improved throughput gained through new technologies |
| Mobility | ● Management of congestion on state highway, transit, and aviation systems<br>● Increased transportation capacity available through new technologies<br>● Use of cost-effective transportation modes |
| Safety and Security | ● Compliance with federal safety and security guidelines<br>● Motorized and non-motorized fatality and injury trends |
| Productivity and Quality | ● Customer satisfaction with delivery of Maryland's multi-modal transportation system<br>● Cost-effectiveness of transportation service delivery<br>● Protection of Maryland's environment |

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