



GOAL: Promote Fiscal Responsibility



Ensure responsible investment and management of taxpayer resources to add value and deliver quality transportation improvements through performance-based decision making and innovative funding mechanisms and partnerships

OBJECTIVES:

- Accelerate project completion through improved and efficient use of alternative project delivery methods and strategic partnerships
- Provide transportation services and solutions that maximize value
- Ensure a consistent revenue stream and ample financing opportunities

As financial stewards of the taxes and user fees that fund Maryland’s transportation system, MDOT must maximize the value of its transportation investments while addressing the needs of all users. Fiscal responsibility is realized through effective project management tactics, innovative project delivery methods, active funding management and reallocation, and customer service improvement. To this end, MDOT is constantly seeking ways to modernize the project delivery process and fund projects that are determined to be cost effective and of highest value to the public. MDOT MVA is one example of this charge. With the updated Vehicle Emissions Inspection Program (VEIP) test regulations, new vehicles have a deferred inspection date while pre-1996 light-duty vehicles will not have to be tested again. Beyond that, MDOT MVA has been heavily marketing its Alternative Service Delivery (ASD) methods such as kiosks and online services. Allowing customers to conduct MDOT MVA business via alternative methods not only improves customer perception, but it saves costs for MDOT in the long run.

Within MDOT, MDOT SHA pioneered a cost plus time approach to project procurement and delivery. This A+B bidding process is utilized to minimize travel disruptions, a key aspect of MDOT SHA’s mission, and emphasizes faster completion of projects than by the traditional low-bid method. Projects selected for A+B bidding have been identified as projects that can benefit in schedule through innovation by the contracting industry but also not place MDOT SHA at undue risk of claims due to uncontrollable or unforeseen circumstances.

Public-Private Partnerships (P3s) are an innovative way that MDOT maintains its fiscal responsibility charge to taxpayers. P3s are formed between a public agency and a private entity (or group of private entities), and certain project-related costs are shared between the partners.

Federal agencies also offer competitive discretionary grants to supplement its guaranteed funding. These grants require that applicants meet certain eligibility criteria and are generally open to state agencies at the highest level. Many grants are also open to regional and local agencies, thus MDOT often collaborates with these agencies to construct competitive grant application packages. As of 2019, some examples of this include MDOT MAA’s Taxiway Improvement Grant for BWI Marshall Airport and MDOT MPA’s Berth Improvement Grant for Seagirt Marine Terminal.



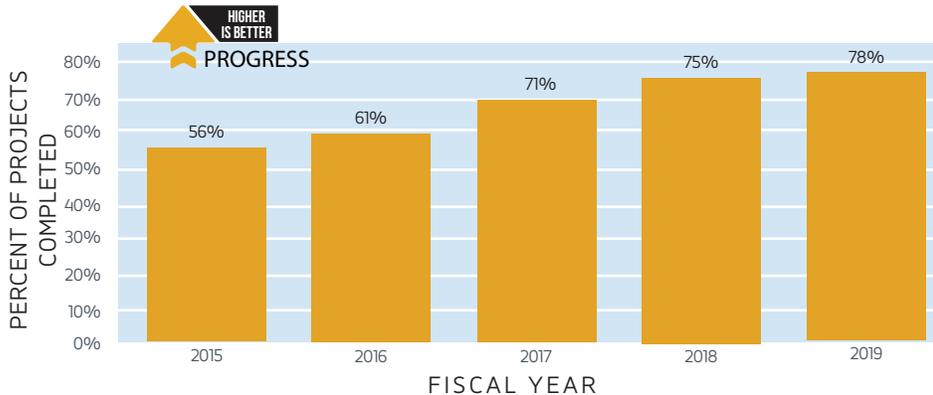
OBJECTIVE:

Accelerate project completion through improved and efficient use of alternative project delivery methods and strategic partnerships

PERCENT OF PROJECTS COMPLETED BY ORIGINAL CONTRACT DATE



This measure illustrates MDOT's efficiency in managing and delivering contracts and services. It is calculated by assessing contracts completed by their established commitment date or slated project completion date. Project completion is based on when stakeholders are able to receive benefit from the project, such as when a new pedestrian path is opened to the public.



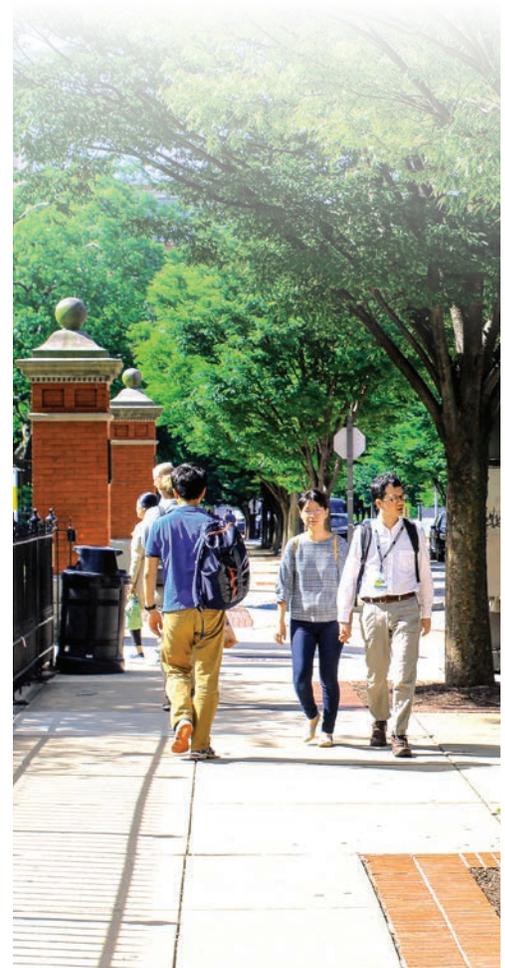
Target: 87% of contracts MDOT-wide are completed on a timely basis

Why Did Performance Change?

- Increased coordination with contractors and utilities
- Encouraging contractors to develop detailed plans prior to construction
- Adopting strategies such as A+B Bidding, which factor completion time as well as price in evaluating bids
- Utilizing Time of Year Letting strategies, which foster economies of scale
- Review active projects on an ongoing basis for adherence to completion schedule

What Are Future Performance Strategies?

- Continue to conduct a post-completion "lessons learned" process
- Continue to monitor the design process to account for potential challenges and define the project scope
- Continue to ensure that prior contract obligations are completed, such as coordinating with affected communities and utility companies



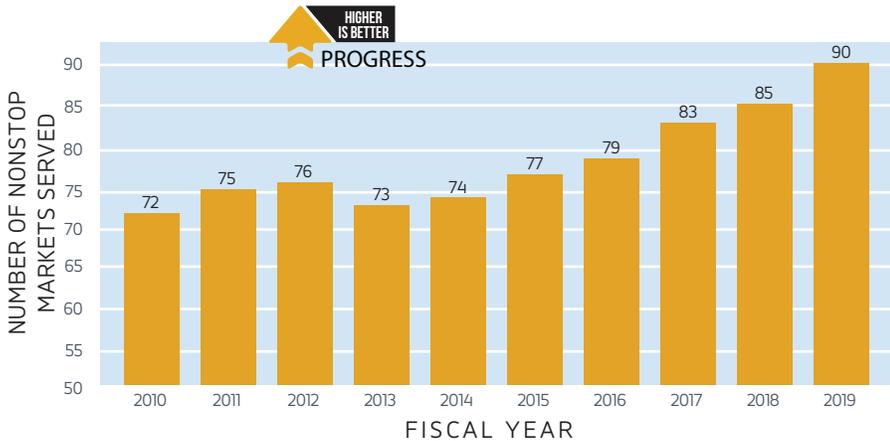
OBJECTIVE:

Provide transportation services and solutions that maximize value

NUMBER OF NONSTOP AIRLINE MARKETS SERVED



The number of nonstop airline markets served is an example of Maryland's reach regionally, nationwide, and globally. Growth in the number of nonstop destinations served opens up markets to the State's businesses and residents. As more entities fly through BWI Marshall Airport, it becomes a more attractive option in the mid-Atlantic and reflects the success of MDOT MAA's marketing efforts to make it a more competitive airport.



Target: 73 nonstop markets served

Why Did Performance Change?

- The number of nonstop markets served from BWI Marshall Airport increased in FY 2019 as several airlines added routes to domestic and international destinations in Mexico, Canada, Cayman Islands, Florida, Texas, California, North Carolina, South Carolina, and Tennessee

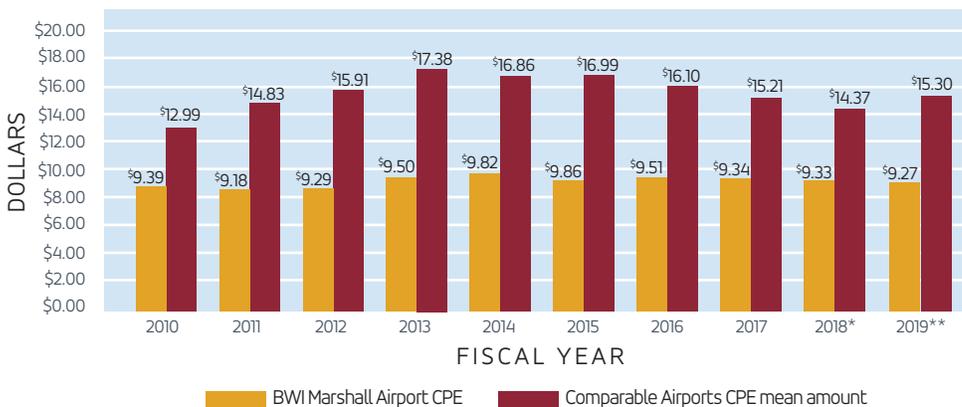
What Are Future Performance Strategies?

- Promote BWI Marshall Airport advertising programs and awareness campaigns to passengers on the advantages and options the airport offers, such as air service, parking, and ground transportation services
- Continue to highlight BWI Marshall Airport as the "Easy Come, Easy Go," gateway to the Baltimore and Washington, D.C. region
- Continue coordinating with existing carriers and potential new entrants to expand service and expand access

AIRLINE COST PER ENPLANED PASSENGER (CPE)



Airline operation costs such as landing fees, fuel flowage fees, and terminal rents, support BWI Marshall Airport's competitiveness in a highly competitive region. BWI Marshall Airport is in a region with Ronald Reagan Washington National, Washington Dulles International, and Philadelphia International. The cost per enplaned passenger (CPE) at BWI Marshall Airport continues to be the lowest in the mid-Atlantic and is below the mean of comparable airports.



Target: BWI Marshall Airport CPE below the mean CPE of comparable airports***

*2018 CPE mean amount is revised from previous report.

**2019 data is preliminary and subject to change.

***Comparable airports are defined as Washington Reagan National, Washington Dulles International and Philadelphia International.

Why Did Performance Change?

- Revenues increased due to negotiated terms, implemented facility improvement projects, and reviewed operational cost allocation to airline cost centers

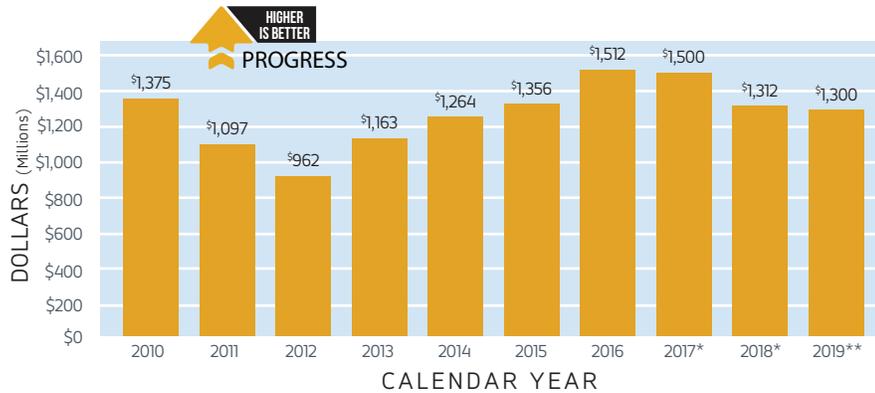
What Are Future Performance Strategies?

- Continue to review the cost effectiveness of capital projects before moving forward with design and construction and strategically implement capital projects that will continue making BWI Marshall Airport an attractive option for airline carriers
- Maintain collaborative relationships with airlines and continue to seek additional airline service/routes and regional market share

USER COST SAVINGS FOR THE TRAVELING PUBLIC DUE TO INCIDENT MANAGEMENT



Reduced delay on Maryland roadways reflects the tangible effects and benefits of the Coordinated Highways Action Response Team (CHART) incident management program. This in turn saves money for motorists and commercial carriers such as passenger coach buses and freight trucks.



Target: \$1,300 (\$1.3 billion) million annually

*2017 and 2018 data is revised from previous report.

** 2019 data is preliminary and subject to change.

Why Did Performance Change?

- Saved roadway users \$1,300 million and managed 151,955 events, including incident responses, assistance with disabled vehicles, and traffic management operations for special and weather-related events
- Collaborated with the Office of Maintenance and the Office of Planning and Preliminary Engineering (OPPE) Data Governance Division to provide a public information source for winter operations, called Statewide Transportation Operations Response Map (S.T.O.R.M.)
- Coordinated 56 Strategic Highway Research Program (SHRP2) Traffic Incident Management (TIM) Responder training sessions statewide, of which CHART directly facilitated 21, training 827 responders; CHART conducted one Train-the-Trainer session, certifying 13 new instructors, resulting in a grand total of 7,542 Maryland responders trained since the program began
- Collaborated and supported the Maryland State Police (MSP) to develop and implement an Unmanned Aerial System (UAS) Program for Crash Reconstruction
- Began coordination with the Office of Highway Development (OHD) and provided operations support on the I-270 Innovative Congestion Management (ICM) project
- Began deployment of a pilot consisting of 52 Mobile Road Weather Information Sensors (MARWIS) on MDOT SHA's vehicle fleet

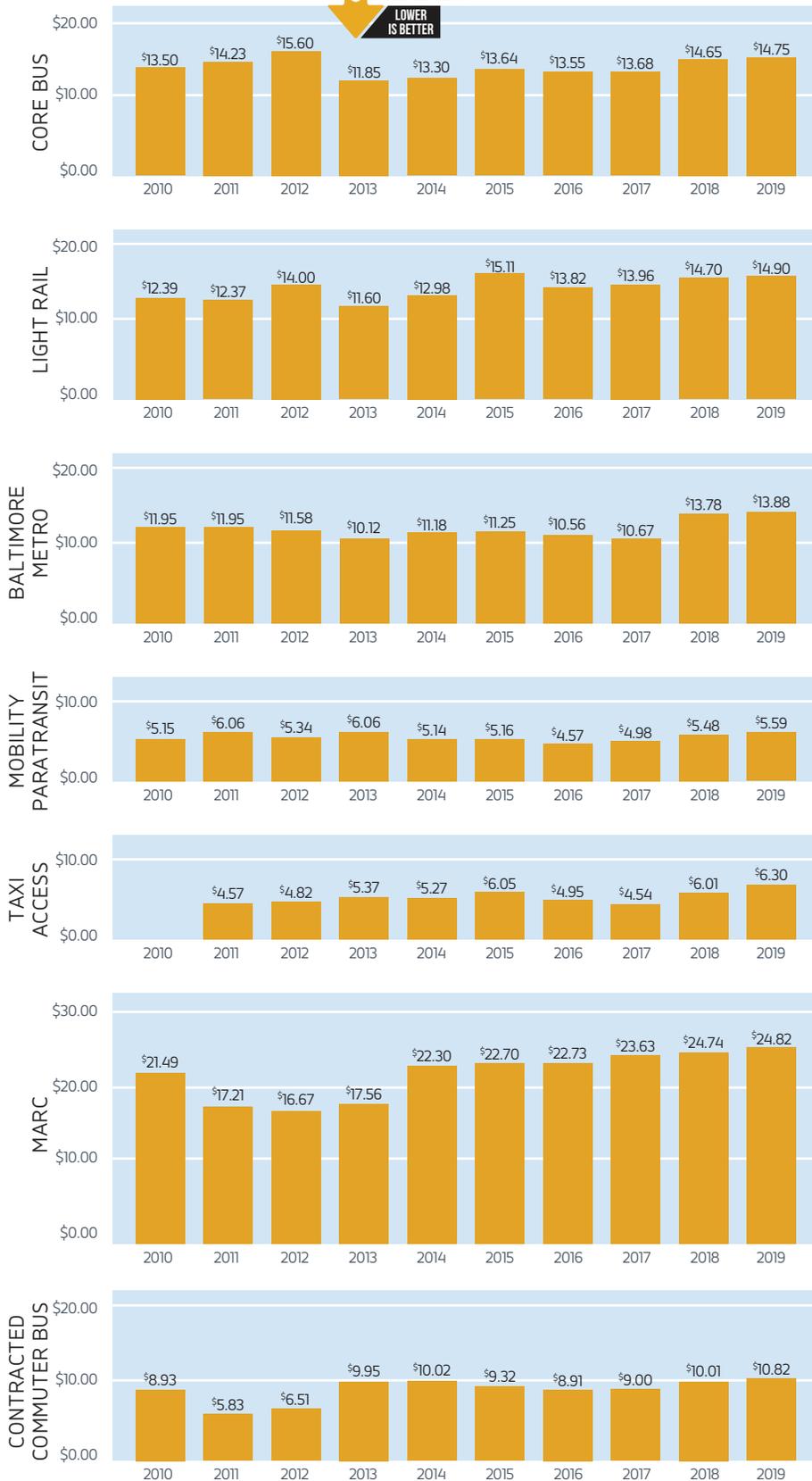
What Are Future Performance Strategies?

- Develop a common operating platform for MDOT operations as part of the One MDOT Multimodal Incident Management effort
- Continue to coordinate with OHD and provide operations support on the I-270 ICM project
- Provide SHRP2 TIM training to partner organizations in Maryland
- Draft and collaborate on legislation to limit liability for tow companies to clear disabled vehicles and cargo from the travel lanes
- Complete development and engineering design of the US 1 Innovative Technology Corridor Pilot Project and advertise a contract for its construction and implementation
- Continue supporting the CHART patrol program and analyzing its process to provide improvements in reduction in roadway delays and user cost savings





PROGRESS
LOWER IS BETTER

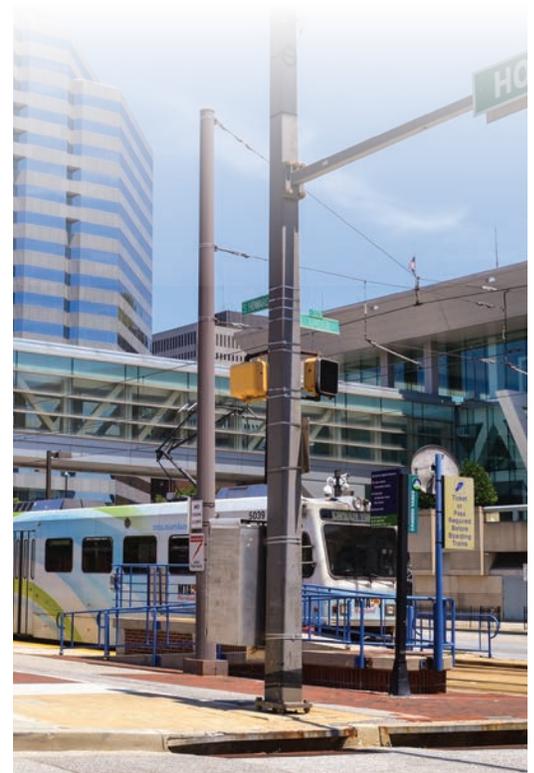


Why Did Performance Change?

- The cost to operate transit services was comparable to the year before, increasing only slightly from 2018
- Cost per trip displayed the most significant increase (8%) for contracted commuter buses from FY 2018 to FY 2019
- An increase in overtime hours drove up the operating cost
- Across all modes the costs per revenue vehicle mile increased by 2% or less

What Are Future Performance Strategies?

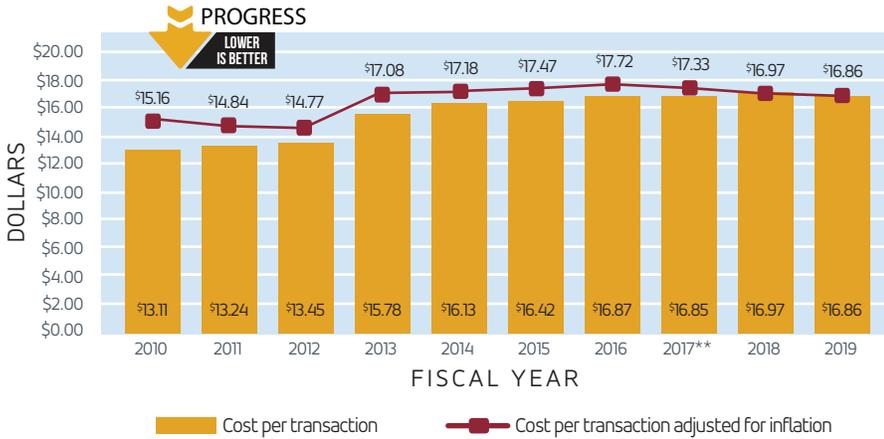
- Strive to implement cost savings strategies while maximizing existing services and equipment
- Invest in increasing system reliability to improve on time performance (OTP)
- Implement more efficient ticketing, such as mobile ticketing
- Improve the accuracy of the real-time passenger information on MDOT MTA's transit services to improve customer experience
- Use Rate-Your-Ride app data to identify areas of improvement and use customer input to make relevant improvements



MDOT MVA COST PER TRANSACTION*



This measure indicates whether MDOT MVA's business practices and programs are cost effective. Cost effectiveness is realized through improved technology and operational practices.



*Includes all transactions (e.g. licensing, registration, titling).
 ** 2017 data is revised from previous report.

Why Did Performance Change?

- The increase in transactions due to cyclical renewals and Real ID compliance has been a minimal contributing factor to the increase in cost per transaction
- MDOT MVA continues to partner with other agencies and develop the infrastructure to communicate with these agencies; as MDOT MVA is better able to coordinate with our government partners, we can offer more services to customers

What Are Future Performance Strategies?

- Review and revise budget to reflect shared resources with other State agencies where appropriate
- Promote the use of ASD methods such as self-serve kiosks at MDOT MVA locations and online services
- Continue improving the information sent to the customers via mail and email, and information available on the MDOT MVA website to more effectively serve and inform customers prior to a branch visit
- Modernize technology and resources available to MDOT MVA employees to improve the customer experience and increase efficiency



OBJECTIVE:

Ensure a consistent revenue stream and ample financing opportunities

Part of MDOT's charge is to raise funds in tandem with applying for funds from various sources. As such, MDOT actively seeks out discretionary grants to bolster guaranteed funding. These grants are competitive and require applicants meet specific eligibility criteria, and are sometimes limited to state agencies. Other grants are open to local and regional agencies as well, so MDOT will often coordinate with these smaller agencies to make their applications as competitive as possible.

MDOT MAA has received a \$13.2 million Federal Aviation Administration (FAA) grant to reconstruct taxiway pavement at BWI Marshall Airport. MDOT MPA has received a \$32.8 million Better Utilizing Investments to Leverage Development (BUILD) grant to modernize Seagirt Marine Terminal. As of December 2018, the City of Baltimore and MDOT MTA secured a \$678,000 Transportation Investment Generating Economic Recovery (TIGER) grant to improve the North Avenue transitway. MDOT MPA also secured a \$125 million grant through the Infrastructure For Rebuilding America (INFRA) Grant Program to facilitate double-stack container movement in the Howard Street Tunnel in Baltimore.

P3s are another funding method MDOT actively pursues. The innovative Purple Line being one example of this. MDOT is collaborating with private developers to improve the efficiency of project delivery, while making the whole project more cost effective. These types of partnerships allow for more funding flexibility than traditional methods, translating to overall user savings.

