



Highlights of the 2017 STATE REPORT ON TRANSPORTATION

Larry Hogan / **Boyd K. Rutherford** / **Pete K. Rahn**
Governor / Lt. Governor / Secretary



“Maryland is open
for business!”

A Welcome Message from Governor Larry Hogan

Everyone in Maryland relies on our transportation network to take them to where they live, work, and play.

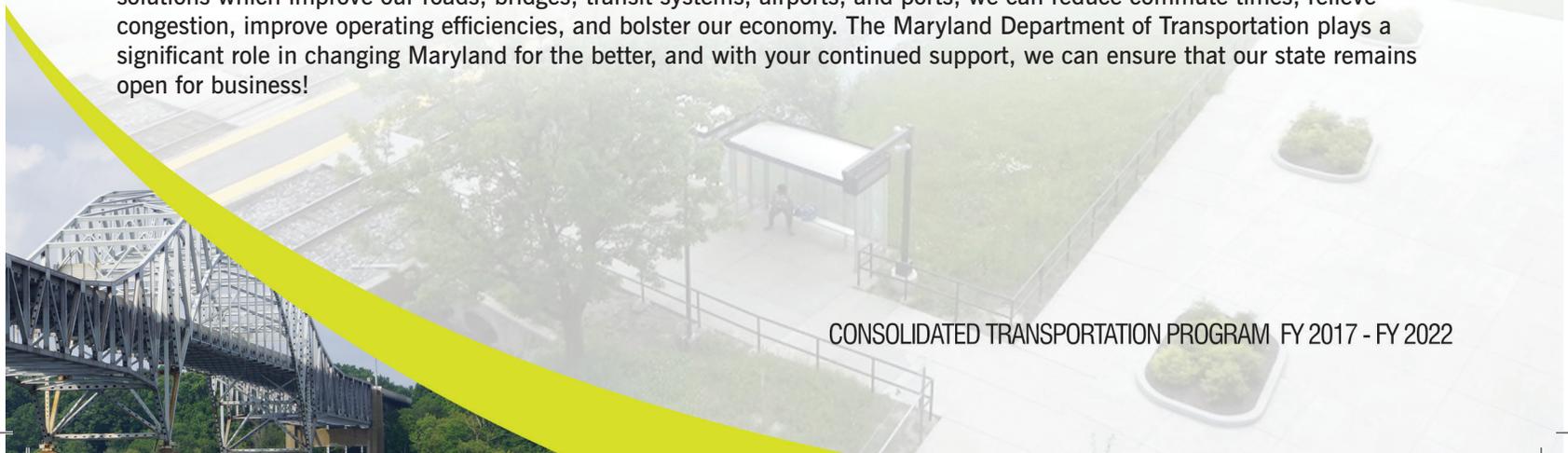
From highways and public transit, to the state’s economic engines that are the Helen Delich Bentley Port of Baltimore and the Baltimore/Washington International Thurgood Marshall Airport, the Maryland Department of Transportation plays a key role in changing Maryland for the better by providing safe, sustainable, and innovative transportation solutions.

When I took office more than a year ago I declared that Maryland is open for business, and an effective transportation system attracts and retains businesses, spurs economic development and job creation, and improves the quality of life for all. In the past year, our administration has taken significant steps to make our transportation infrastructure even better. We have committed an unprecedented \$2 billion in shovel-ready infrastructure projects, and have proposed restoring hundreds of millions of dollars in highway user revenues to local governments. In addition, we are replacing or repairing every structurally-deficient state-owned bridge while continuing to find innovative ways to address the congestion that plagues drivers every day.

We are also committed to supporting our extremely busy international seaport—the Helen Delich Bentley Port of Baltimore—and our rapidly growing international airport—BWI Marshall. The Port supports more than 130,000 jobs in our state, has more cars cross its docks than any other U.S. port, and was named the most efficient port in the nation by the *Journal of Commerce*. BWI Marshall continues to reach new milestones, recently experiencing eight straight monthly records for passenger traffic and setting a new all-time passenger record with nearly 24 million passengers. In the years to come, our administration will continue to work to provide the support needed to maintain and improve these incredible resources.

It is vital to maintain a balanced transportation system in every jurisdiction, and we are working to provide affordable, reliable, and safe public transit in our state. From delivering the transformative BaltimoreLink – our long-term commitment to transit in the Baltimore region – to a cost-effective Purple Line light-rail, we will provide residents with the right transit options where they are needed the most.

The projects we are moving forward with are improving the lives of our citizens across the state. By providing effective solutions which improve our roads, bridges, transit systems, airports, and ports, we can reduce commute times, relieve congestion, improve operating efficiencies, and bolster our economy. The Maryland Department of Transportation plays a significant role in changing Maryland for the better, and with your continued support, we can ensure that our state remains open for business!





A Message from the Secretary of Transportation: Pete K. Rahn

Dear Fellow Maryland Travelers,

What an exciting time to be in the world of transportation in the great state of Maryland. Thanks to Governor Larry Hogan, a leader who understands how important all forms of transportation are to the citizens and businesses of our state, the Maryland Department of Transportation (MDOT) has a clear understanding of what needs to be done.

MDOT has launched the largest number of construction projects in the state's history. As you drive from the mountains of Western Maryland to the far edges of the Eastern Shore, you can see that MDOT is repairing, replacing and/or expanding roads and bridges in every corner of our state. There are 1,037 transportation projects at a cost of \$7.9 billion currently underway. There are big public transit programs being launched, from constructing the Purple Line light rail project in the national capital region, to the largest revamping of an urban transit system in the U.S. with the exciting plans coming soon for BaltimoreLink.

MDOT also has launched customer-focused new projects at the Port of Baltimore, BWI Marshall Airport and the Motor Vehicle Administration. Thanks to Governor Hogan, Maryland motorists have enjoyed a full year of lower tolls all across the state. With such a large and fulfilling task put before us, we at MDOT have launched a performance management program known as the *Excellerator* to give us the framework to ensure that we are delivering what we promised our customers – you, the taxpayers of Maryland. The name of the program, *Excellerator*, is our commitment to keeping our feet on the accelerator while we excel at meeting your transportation needs.

While you have enjoyed savings at the gas pump with lower fuel prices, this has caused MDOT to take a hard look at our revenue and expenses. We don't receive our funding from the General Assembly but rather through fuel taxes and vehicle registration fees into the Transportation Trust Fund. We are facing a \$746 million reduction in our revenue over the next six years. MDOT will manage its way through this smaller budget that still projects to be worth \$14.4 billion over that same time frame.

Thank you for participating in this process known as the Consolidated Transportation Program. The enclosed material underscores that Maryland still plans a robust and exciting transportation program over the next six years. Governor Larry Hogan and all of us at MDOT are committed to delivering a transportation network that will connect you to life's opportunities.

Sincerely,

Pete K. Rahn

Maryland Department of Transportation

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

Who is MDOT?

The Maryland Department of Transportation (MDOT) is unique among state DOTs in its ability to deliver a comprehensive transportation system and experience to the people and businesses it serves. MDOT houses all of the State's transportation agencies in one organization, ensuring the interconnectivity of state highways, toll facilities, transit, aviation, ports, and motor vehicle and driver services.

It is important to note that we are ONE MDOT and not six separate agencies; one Department with everyone working together to deliver a world-class transportation system and experience that safely and efficiently moves people, goods and services for a more prosperous Maryland. The MDOT Secretary serves as Chairman of the Maryland Transportation Authority (MDTA), which owns, operates and maintains the State's eight toll facilities. While the Washington Metropolitan Area Transit Authority (WMATA) is not part of MDOT, the Governor appoints two Maryland WMATA Board members and MDOT staff work closely with those appointees and the other Board members to ensure efficient and effective transit services in the metropolitan Washington region.

The Maryland DOT manages the State Transportation Trust Fund, which gives Maryland the flexibility to fund priority transportation needs that support a balanced statewide multimodal transportation system. This capability provides economic benefits to the entire State, creating jobs, expanding opportunities and advancing transportation plans, programs and projects that will improve our transportation system and the quality of life for Marylanders. MDTA is funded through toll revenues, and is not funded through the Transportation Trust Fund.

MDOT - An Award Winning Agency

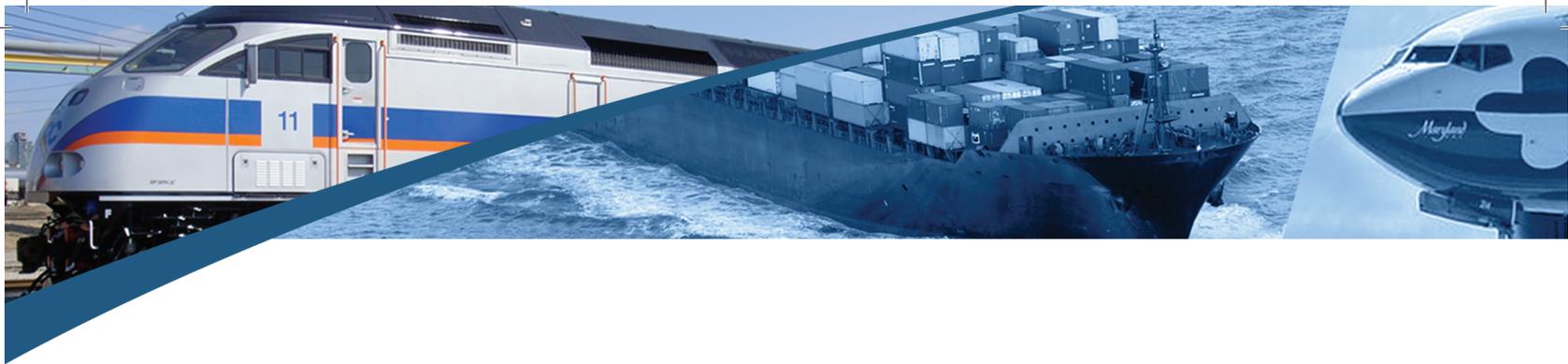
Over the last 18 months, MDOT has received 90 awards demonstrating a commitment to safety, sustainability, infrastructure, customer service, and economic prosperity. MDOT's delivery of outstanding initiatives has garnered the agency local and national recognition. To highlight, MDOT has received awards on successful projects; safety and security; asphalt, paving, and resurfacing; communication and outreach; police investigation; design, engineering and architecture; and overall excellence.

MDOT – The Public's Opinion

A recent survey of Maryland residents resulted in some good news for MDOT which has a 57 percent satisfaction rate, and 94 percent consider all of MDOT's transportation priorities to be important. The two priorities most important to customers is providing safe and secure transportation infrastructure and using resources wisely. Following are some highlights:

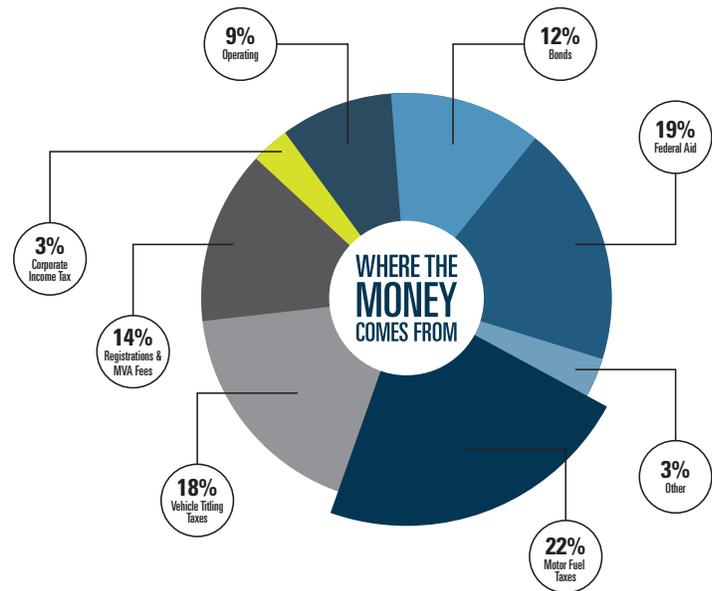
- 84 percent of Maryland residents believe the MDOT Mission Statement describes how the Department should serve its customers;
- 75 percent of Maryland resident believe the MDOT fulfills the Mission Statement.

Source: Survey of Maryland Residents between April 28 and May 6, 2016



Where the Money Comes From...

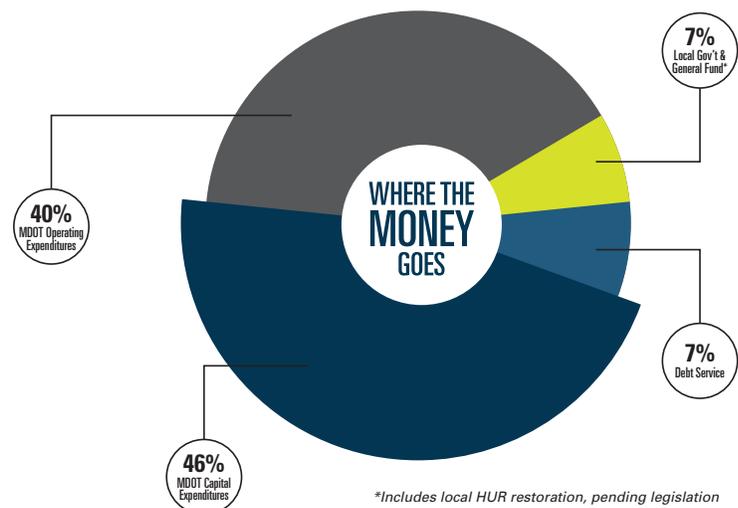
Maryland's transportation system is funded through several dedicated taxes and fees, federal aid, operating revenues, and bond sales, which are assigned to the Transportation Trust Fund. This fund is separate from the State's General Fund, which pays for most other State government operations and programs. MDOT's customers pay user fees for transportation infrastructure and services through motor fuel taxes, vehicle titling taxes, registration fees, operating revenues, and corporate income taxes. The motor fuel tax and vehicle titling tax are two of the largest sources of MDOT revenue. Operating revenues include transit fares and usage fees generated at the Port of Baltimore and BWI Marshall Airport. In addition to collecting revenue within the State, Maryland also receives federal aid for its transportation program. These federal funds must be authorized by a congressional act. The United States Congress enacted federal surface transportation authorizing legislation, the FAST Act, in December 2015, which provides investment in transportation infrastructure through FFY 2020.



Total projected Trust Fund revenues amount to \$29.1 billion for the six-year period covered by this CTP. These amounts incorporate estimates for the additional revenues provided by the Transportation Infrastructure Investment Act of 2013 and are based on the assumption that the economy will continue along a moderate growth scenario for the next six years.

Where the Money Goes...

The MDOT program is fiscally constrained, meaning that the list of projects is tied to estimates of future revenue. The Trust Fund supports operation and maintenance of State transportation systems, administration, debt service, and capital projects. A portion of these funds is directed to the General Fund and a share is also dispersed among Maryland's counties and Baltimore City for local transportation needs. After operating costs, debt service, and local distributions, the remaining money goes toward funding capital projects. Maryland's Draft CTP, is the six-year capital budget for all State transportation projects. The FY 2017 - 2022 CTP totals about \$14.4 billion, \$13.3 billion of which comes through the Trust Fund and \$1.1 billion from "other" fund sources, including local contributions, WMATA direct funding, PFC airport fees, etc.



Maryland's Transportation Long Range Plan and Project Selection

The 2035 Maryland Transportation Plan (MTP) was developed in coordination with stakeholder groups and the public to guide transportation policies and investments. The MTP includes goals, strategies, and performance measures, and provides a strategic framework to guide MDOT in making transportation decisions and investments. Each year, MDOT evaluates the performance of the Maryland transportation system through the Annual Attainment Report on Transportation System Performance (AR). The AR reviews performance trends for all modes of transportation, indicating the progress towards achieving the goals and objectives in the MTP as implemented through the CTP.

2035 MTP GOALS

★	Safety & Security	Enhance the safety of transportation system users and provide a transportation system that is resilient to natural or man-made hazards.
★	System Preservation	Preserve and maintain the State's existing transportation infrastructure and assets.
★	Quality of Service	Maintain and enhance the quality of service experienced by users of Maryland's transportation system.
★	Environmental Stewardship	Ensure that the delivery of the State's transportation infrastructure program conserves and enhances Maryland's natural, historic and cultural resources.
★	Community Vitality	Provide options for the movement of people and goods that support communities and quality of life.
★	Economic Prosperity	Support a healthy and competitive Maryland economy.

Prioritizing Major Highway and Transit Projects

Chapter 36, the Maryland Open Transportation Investment Decision Act of 2016, was passed by the Maryland General Assembly and went into effect July 1. The law requires the use of nine specific goals and 23 specific measures to prioritize major highway and transit projects where all phases exceed \$5 million. The Department of Transportation will evaluate requests for major capital projects based on the State's transportation goals and, where applicable for highway and transit capacity projects, using the criteria outlined in Chapter 36 and report the manner in which each project was assessed in the final CTP. On or before January 1, 2017, the Department needs to adopt regulations. Subsequent to adopting new regulations, the Department will begin to assess projects, using the measures under each goal to assess projects not already moved into the construction phase.

Discretionary Grant Opportunity & Coordination

The U.S. Department of Transportation (USDOT) and other federal agencies often provide opportunities to apply for discretionary grants, which are occasionally limited to state agencies, but more often, open to regional and local agencies as well. Discretionary grants differ from federal formula funding because they are competitive in nature and the applicant must meet eligibility criteria. Some examples include the Transportation Investment Generating Economic Recovery (TIGER) Grant Program, the FASTLANE Grant Program, and the Bus and Bus Facilities Grant Program. Whenever possible, MDOT pursues these discretionary grant opportunities and, when feasible, partners with local jurisdictions on grant opportunities. To be competitive, all partnering entities need to provide resources towards the grant application and the project itself. If a local jurisdiction is looking to partner with MDOT or looking for MDOT support, it is critical to coordinate early with MDOT's Office of Planning and Capital Programming.



The Consolidated Transportation Program (CTP)

The CTP is Maryland's six-year capital budget for transportation projects. The CTP includes major and minor transportation projects for the Secretary's Office and MDOT's business units. MDOT works together with residents, businesses, local jurisdictions and local and state elected officials to include projects in the CTP that preserve investments, enhance transportation services and improve accessibility throughout the State.

The CTP takes nearly a full year to create through the collaboration and work of MDOT staff with state, regional and local elected officials. Each year, local jurisdictions are encouraged to submit priority project(s) to the Department by April. It is important for MDOT to hear from local jurisdictions to facilitate collaboration on State and local needs. MDOT aims to include projects in the CTP that preserve investments, enhance transportation services and improve accessibility and mobility throughout the State. To ensure that every dollar available for transportation in Maryland is efficiently spent, MDOT employs a strategic decision making process, using established priorities and criteria to prioritize programs and projects under consideration for inclusion in the CTP.

The full CTP is located at: <http://www.ctp.maryland.gov>.

CTP Development

MDOT uses the following criteria to identify projects and programs that respond to the State's transportation priorities. These criteria include:

- Meets all federal and other legal mandates (e.g. Total Maximum Daily Load (TMDL) compliance, Positive Train Control (PTC), Federal Aviation Administration (FAA) regulations to maintain airport permits);
- Supports the Department's mission, program priorities and MTP goals (safety, system preservation, economic development, etc.);
- Meets all federal match requirements to maximize federal revenue sources;
- Supports State plans and objectives;
- Supports existing project commitments and upholds intergovernmental agreements;
- Is the single top priority within a local priority letter;
- Is consistent with local plans; and
- Is included in the regional Metropolitan Planning Organization (MPO) long-range plan (if the project is located within an MPO boundary).

CTP Coordination and Input

The majority of formal local and public input is provided through “county priority letters” and input received during the annual county tour, where the Secretary of Transportation visits each of the counties and Baltimore City to present the draft CTP. MDOT requests that counties submit their priority letters on or around the first of April each year. Priority letters should be endorsed by the Commissioners/Council (and/or County Executive as appropriate), as well as a majority of the local legislative delegation. Input is also received from the MPOs, generally through the content of their constrained long range transportation plans. In addition, the Department of Budget and Management provides recommendations on the final program to the Secretary in early December as a part of the budget process.

Establishing Priorities

This year’s CTP reflects the priorities of the Department as embodied in the goals outlined in the MTP, our mission, and the results we aim to achieve. These priorities must address federal and state requirements; local government mandates, interests, and concerns; and customer needs. The mission of the Department of Transportation is to *be a customer-driven transportation leader that delivers safe, efficient, intelligent and exceptional transportation solutions in order to connect our customers to life’s opportunities.*

While the existing revenues are going a long way towards addressing many needs, MDOT recognizes that these revenues cannot address every need. Consequently, MDOT will use these resources strategically and efficiently to ensure that transportation investments address the Department’s mission and goals, as well as the Department wide results we strive to achieve, including, to:

- Facilitate economic opportunity in Maryland;
- Provide a safe and secure transportation experience;
- Provide exceptional customer service;
- Provide an efficient, well connected transportation experience;
- Use resources wisely;
- Deliver transportation solutions and services of great value;
- Communicate effectively with our customers;
- Be a good neighbor;
- Be a good steward of our environment; and
- Be fair and reasonable to our partners.



Aviation

The Federal Aviation Administration (FAA), through the Airport Improvement Program (AIP), is authorized to provide federal entitlement and discretionary funding for airport projects. The Maryland Aviation Administration (MAA) estimates annual AIP entitlement funding will range from \$3.5 million to \$4.0 million for the BWI Marshall Airport during the six-year period. Entitlement funding is calculated using enplanement and cargo-based formulas for BWI Marshall and adjusted based on the airport's authority to collect Passenger Facility Charges (PFC). The FAA Reauthorization Act of 2016 extends FAA authority to September 30, 2017. The MAA received \$19.4 million of federal discretionary funds in FFY 2015, \$30 million in FFY 2014, and \$21 million in FFY 2013. The MAA received \$3.9 million of entitlement and discretionary AIP funding in FFY 2016 toward the Runway Safety Area, Standard and Pavement Improvement program.



Helen Delich Bentley Port of Baltimore

Ushering in a new era of shipping for the Port of Baltimore, on July 19, 2016, officials welcomed to the Seagirt Marine Terminal the first container ship to arrive through the newly expanded Panama Canal. The Panama Canal recently completed a nine-year, \$5 billion project to create a new set of wider and deeper locks to allow larger ships to pass through. The arrival of the first container megaship from Panama would not have been possible without the funding authorized over the last several years and most recently in the Water Resources Reform and Development Act (WRRDA) passed by Congress in May 2014. The bill authorizes U.S. Army Corps of Engineers (COE) projects including the authorization for funding to dredge Maryland's 135 miles of federal navigation channels leading into the Port of Baltimore. This legislation is necessary to support high priority projects such as maintaining deepened navigation channels and harbor maintenance, as well as key dredge placement projects such as Poplar Island and Mid-Chesapeake Bay Island. MDOT continues to work with the Maryland Congressional Delegation to ensure this critical funding is available to maintain access to the thriving Port of Baltimore.



Photo credit: Bill McAllen

BaltimoreLink

Providing safe, efficient and reliable transit services with world-class customer service is a priority for MDOT. In October 2015, Governor Larry Hogan announced \$135 million in targeted investments to transform and improve transit throughout the Baltimore metropolitan area. The multi-phase plan, which redesigns local and express bus systems, will create an interconnected transit system, known as BaltimoreLink. The goals are to improve service quality and reliability, maximize access to high-frequency transit, strengthen connections between bus and rail routes, and align the network with existing and emerging job centers. BaltimoreLink is a unified, interconnected transit network that incorporates LocalLink (Local Bus), Light RailLink and Metro SubwayLink. It also includes dedicated bus lanes, transfer facilities and transit signal priority.



A major component is CityLink, which are 12 new high-frequency, color-coded bus routes that will better connect riders to Amtrak, Commuter Bus lines, Light RailLink, MARC trains, Metro SubwayLink and other services in Baltimore and the surrounding suburbs. In Baltimore City, new CityLink routes will run at 10-15 minute frequencies. Buses will be branded and travel on color-coded routes with easy-to-read signage and detailed maps making the system easier to use. The CityLink bus routes, Light RailLink and Metro SubwayLink will form an interconnected, one-transfer system. The BaltimoreLink network provides greater access to transit, jobs, and services with an estimated 33,600 additional people within $\frac{1}{4}$ mile of the system, and 60,700 more with access to frequent transit operating every 15 minutes or less during peak and midday periods. Twenty percent more jobs will be accessible in 30 minutes, and 12 percent more within 45 minutes or less. BaltimoreLink is adding a number of public schools, libraries, pharmacies, hospitals, and 12 additional supermarkets to the frequent transit network.

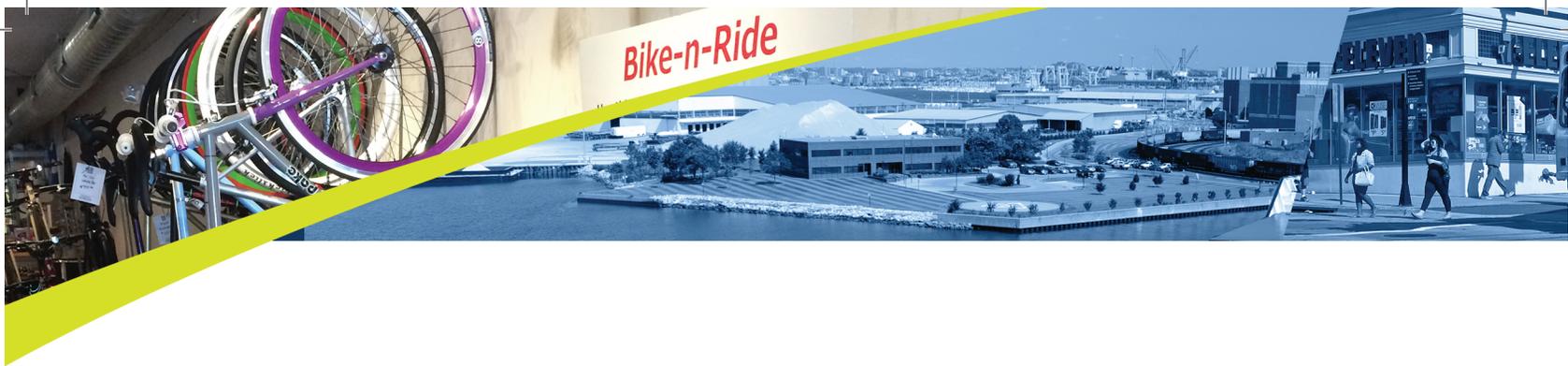
To further advance the BaltimoreLink project, the Department was recently awarded a federal discretionary grant for \$10 million through the U.S. Department of Transportation's TIGER grant program for North Avenue, which will further enable bus improvements in the City of Baltimore by improving approximately five miles of North Avenue. To learn more about BaltimoreLink, visit the MDOT website: mdot.maryland.gov.

Purple Line Progress

The Maryland Purple Line is a 16.2 mile light rail line extending from Bethesda in Montgomery County to New Carrollton in Prince George's County. The Purple Line will have 21 stations and provide a direct connection to the Metrorail Red, Green and Orange lines at Bethesda, Silver Spring, College Park, and New Carrollton, and connect to MARC, Amtrak, and local bus services. It is expected to open for passenger service in 2022 and is projected to have 74,000 daily riders by 2040. On April 6, 2016 MDOT/MTA successfully reached commercial close on a performance-based \$5.6 billion, 36-year Public Private Partnership (P3) with the State's concessionaire Purple Line Transit Partners, which will provide for the design, construction, financing, operations and maintenance of the Purple Line.



The innovative P3 project delivery creates a predictable, transparent, and streamlined approach, incorporating best practices and lessons learned from other states and countries, while addressing the transportation and economic development needs of Marylanders. MDOT will enter into a Full Funding Grant Agreement (FFGA) in FFY 2017 with the Federal Transit Administration, which will provide for \$900 million for the project. For more information, visit www.purplelinemd.com.



Evaluating Our Performance

In 2000, the Maryland General Assembly passed a bill requiring MDOT to develop an Annual Attainment Report (AR) on Transportation System Performance. The main objectives of the AR are:

- to report on progress toward achieving the goals and objectives in the MTP and the CTP;
- to establish performance indicators that quantify achievement of these objectives; and
- to set performance targets.

The performance measures evolve and are updated periodically in a collaborative effort between the Secretary's Office, the transportation business units, and, every 4-5 years, with an AR Advisory Committee. The performance measures were last updated in January 2014. The AR documents how MDOT is achieving its goals and objectives based on performance indicators and helps Maryland citizens assess improvements to its transportation system.

Since 1996, MDOT has also participated in the State's Managing for Results (MFR) effort as part of the budget process. MFR is a strategic planning, performance measurement, and budgeting process that emphasizes use of resources to achieve measurable results, accountability, efficiency, and continuous improvement in state government programs.

In addition, federal legislation requires the USDOT, in consultation with states, MPOs, and other stakeholders, to establish national performance measures in the areas listed below. USDOT continues to establish measures. Key emphasis areas include:

- Pavement condition of the Interstate System and on the remainder of the National Highway System (NHS);
- Performance of the Interstate System and the remainder of the NHS;
- Bridge condition on the NHS;
- Fatalities and serious injuries (both number and rate per vehicle miles traveled) on all public roads;
- Traffic congestion;
- On-road mobile source emissions; and
- Freight movement on the Interstate System.

MDOT will work with USDOT, the regional MPOs, and other stakeholders to respond to these new requirements once the final regulations and guidance are issued to demonstrate the effectiveness of MDOT's programs.

Finally, MDOT is internally assessing its performance in meeting our customers' needs through our quarterly MDOT Excellerator Performance Management System. The program is a living, evolving performance process that is in a constant state of evaluation, analysis and action. MDOT reports quarterly on performance results and uses the process to drive daily business decisions.

Ongoing Initiatives

Each year, the agencies of the Maryland DOT launch initiatives designed to improve the travel for all Maryland residents and visitors. These initiatives are also a crucial way the Department will achieve the goals outlined in the MTP. Following are some of examples of what MDOT agencies will be doing in the months ahead:

MAA

- Upgrading of the BWI Marshall Airport airfield, terminal, and airport parking infrastructure to meet Federal Aviation Administration (FAA) airport design standards, and improve the passenger travel experience.
- Noise mitigation programs to eligible residences in the BWI Marshall vicinity to address noise impacts from aircraft operations on neighbors.
- Shuttle Bus Replacement is underway to replace 13+ year old buses and ensure safe and reliable transportation for the more than 2.5 million annual BWI Marshall Rental Car Shuttle users. The new state of the art shuttles will feature improved fuel economy, reduced emissions, and advanced customer amenities that will greatly enhance the customer experience.



MDTA

- Ongoing construction to reconfigure northbound and southbound I-95 between the Fort McHenry Tunnel and the I-95 Express Toll Lanes will provide four continuous mainline lanes in each direction.
- System preservation at our tunnel and bridges along I-895 is underway, including replacing the deck and superstructure of the bridge carrying I-895 over the Patapsco River Flats, replacing the Canton Viaduct portion of the roadway just north of the Baltimore Harbor Tunnel, and ongoing rehabilitation of bridge structures throughout the facility, will help to ensure a safe and reliable ride.



MPA

- Building wetland and upland wildlife habitat with the U.S. Army Corps of Engineers that will expand the Poplar Island dredged material placement site's capacity by 28 million cubic yards. This site is used to keep the Port's 50' deep channel to the ocean unobstructed.
- A new passenger boarding bridge (gangway) is being fabricated for the Cruise Maryland Terminal. The Terminal is also being refurbished to enhance the customers' experience.
- Through a federal discretionary grant, the Port of Baltimore now has a widened shipping channel to Seagirt Marine Terminal to allow access by larger ships. Rail capabilities to the Fairfield Marine Terminal are being constructed as well as increased cargo storage areas. These projects increase Port capacity for additional freight access and movement through the State of Maryland.





MTA

- BaltimoreLink services will include 12 high-frequency, color-coded CityLink routes, LocalLink routes connecting neighborhoods, and Express BusLink which will provide suburb-to-suburb connections and service to downtown. Other improvements, such as dedicated bus lanes, transit signal prioritization technology, enhanced transfer facilities and updated bus stop signs and branding will provide a more efficient, frequent, and connected transit experience for all riders.
- Replacing the MTA Metro System's railcar fleet and the train control system with modern, reliable equipment that will enhance passenger comfort, ensure better service reliability and significantly improve safety.
- Increasing commuter bus services between Baltimore and Columbia on the 310 and 320 routes to meet demand for earlier and more flexible work times; new reverse commute service from Baltimore to Aberdeen, creating access to jobs north of Baltimore to businesses; and bus service between Kent Island, Annapolis, and Baltimore.



MVA

- Improving customer service and reducing wait times through a variety of enhancements including issuing new secure driver's licenses and identification cards from a high-security MVA facility; updating technology to allow more online transactions; expanding easy-to-use self-service kiosks for emission inspection; and upgrading and renovating branch offices to better meet customer needs.
- Enhancing highway safety by updating Maryland's Strategic Highway Safety and Traffic Records Strategic Plans, which will help guide targeted investments in engineering, education, enforcement and emergency services initiatives to save lives on Maryland roadways.



SHA

- Accelerating construction of the MD 404 and US 113 widening projects through a Design-Build approach.
- Using a "progressive" design-build approach for the first time in Maryland to implement innovative, cost effective and efficient solutions to relieve traffic congestion and improve reliability on the I-270 corridor.
- Assessing projects using practical design guidance to ensure that the project meets today's needs and is cost effective.
- Deploying technology for "e-Construction," which is paperless approvals of construction progress that can accelerate the process and save money.
- Partnering with private industry for contractors to submit electronic project bids, which will save time, reduce paper use and improve efficiency.

