Maryland Department of Transportation

2009 Annual Attainment Report

on Transportation System Performance

Implementing the Maryland Transportation Plan &
Consolidated Transportation Program

Martin O'Malley, Governor
Anthony G. Brown, Lt. Governor
John D. Porcari, Secretary

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MESSAGE

FROM THE SECRETARY OF TRANSPORTATION

On behalf of Governor Martin O'Malley, I am pleased to present Maryland's 2009 Annual Attainment Report on Transportation System Performance. Maryland's transportation agencies work diligently to enhance the quality of life for our citizens by providing a balanced and sustainable multimodal transportation system for safe, efficient, passenger and freight movement. Because Maryland's economy, environment, and quality of life are influenced by transportation, we believe that it is important to continually evaluate our performance so that we can provide a first-class transportation system to our customers.

Each year, we develop an Attainment Report and, for this eighth edition, we developed a number of new performance measures that communicate the recently updated goals and objectives of the Maryland Transportation Plan (MTP). The MTP is a 20-year vision for transportation and provides a framework for making policy, program, and project decisions over the next five years.

Despite the challenges posed by rising demand for our services, changing economic circumstances, and escalating budget constraints, Maryland's transportation agencies have made considerable progress in providing a high standard of service quality, maintaining safe and secure systems, improving the efficiency and performance of the existing network, protecting and preserving Maryland's environment, and pursuing increased system connectivity.

In this 2009 Attainment Report, you will read about how well the Maryland transportation system has performed in meeting its goals and how the Department plans to move forward. Meanwhile, the Department will be using these performance results to continue to enhance our services–I hope you will find this 2009 Attainment Report informative.

John D. Porcari

Maryland Secretary of Transportation

SUMMARY

This Attainment Report presents performance results on the State's multimodal transportation network and shows progress towards strategic goals and objectives that guide transportation decisions in Maryland.

MARYLAND'S TRANSPORTATION AGENCIES

ACRONYM	AGENCY
MDOT	Maryland Department of Transportation
MAA	Maryland Aviation Administration
MPA	Maryland Port Administration
MTA	Maryland Transit Administration
MDTA	Maryland Transportation Authority
MVA	Motor Vehicle Administration
SHA	State Highway Administration

Below are some of the performance highlights over the past year:

GOAL – QUALITY OF SERVICE

- Satisfaction with SHA facilities remains high, though maintenance conditions declined 2%.
- MTA on time service remains steady for most core services.
- Visit time at MVA offices decreased two minutes per person and customer rating increased 2%.
- Customer rating of key BWI Marshall airport services improved 9.9% over 2007.
- Single and double move truck turn-around time at the Seagirt Marine Terminal in the Port of Baltimore improved.
- Tolls collected electronically increased slightly, while the total number of toll transactions declined.

GOAL – SAFETY & SECURITY

- Traffic-related fatalities and injuries decreased, bicycle fatalities remained constant, and pedestrian fatalities increased in CY2007.
- MVA has achieved eight of the18 Real ID Act Material Compliance benchmarks for a 44% compliance rate.
- The crime rate at BWI Marshall remained relatively constant.
- Customer perceptions of safety while waiting at MTA stations or while riding increased.

GOAL – SYSTEM PRESERVATION & PERFORMANCE

- Maryland residents avoided $1.1 billion in additional costs due to SHA incident management activities.
- Ride quality on SHA and MDTA facilities improved by 1.2%.
- Operating cost per passenger trip and per revenue mile fluctuated across MTA services.
- MVA transaction costs were reduced by $0.52 and alternative service usage increased slightly.
- Non-airline revenue and cost per enplaned passenger both rose modestly.

GOAL – ENVIRONMENTAL STEWARDSHIP

- SHA's passenger fleet fuel usage decreased by nearly 19,000 gallons.
- Acres of wetlands and miles of streams restored by SHA increased.
- Number of vehicles tested by MVA's Vehicle Emissions Inspection Program increased, as did compliance.
- MDOT continues to achieve measurable reduction in mobile source emissions.

GOAL – CONNECTIVITY FOR DAILY LIFE

- Congestion levels on freeways rose slightly, while congestion on arterials decreased.
- Average weekday transit ridership rose by 15,543 passengers.
- MVA's information system availability remains high.
- Passengers using BWI Marshall increased by 1.7%, while the number of nonstop destinations declined by four.
- Tonnage moving through the Port of Baltimore and at MPA terminals increased.

INTRODUCTION

MARYLAND TRANSPORTATION FACTS

GROUND TRANSPORTATION

- 30 transit systems supported by the State.
- 143.7 million MTA transit riders in FY2008 (including LOTS ridership) and 117.8 million total WMATA rail and bus Maryland riders in FY2007.
- 63 systems are integrated with Coordinated Highways Action Response Team (CHART) throughout the State (e.g., local police, Maryland State Police, MDTA, MTA).
- Major construction projects added to the FY2009-FY2014 CTP: replacing the MD 36 bridge over Lower George's Creek Road in Allegany County and the US 1 bridge over Little Gunpowder Falls in Baltimore County.
- 120 million toll transactions in FY2008, with 60% through *E-ZPass*® and other electronic toll collection technologies.
- 1.6 million vehicles tested at VEIP stations in FY2008 help to keep Maryland's air cleaner.
- Processed 12.2 million MVA transactions in FY2008, including eMVA and walk-in transactions at MVA's 24 branch office locations.

IN THE SKY

- BWI Marshall ranked as the best major airport in the Northeast for on time arrivals.
- Twelve airlines provide scheduled service from BWI Marshall and four more offer scheduled cargo flights.
- 18 publicly-owned airports and 18 privately-owned airports with public use.

WATERBORNE MOVEMENT

- MPA tonnage grew 5.9% to over 9 million tons of general cargo in FY2008, with considerable growth in autos (17%), forest products (4.9%), and containerized cargo (4.3%).
- 29 international cruise ships and 122,484 passengers used the Port of Baltimore's Cruise Maryland Terminal in CY2007.

The 8th Annual Attainment Report on Transportation System Performance provides Maryland's citizens important information on the State's multimodal transportation network. Delivering this report has been a tradition for the Maryland Department of Transportation (MDOT) since 2002. This 2009 Report presents updated information on progress towards strategic goals and objectives that guide Maryland's transportation network.

Guiding Maryland's Transportation Network: 2009 Maryland Transportation Plan—The Maryland Transportation Plan (MTP) provides a 20-year vision *of a world-class multimodal transportation system that supports a vibrant economy and an excellent quality of life for all Marylanders*. MDOT's 2009 update of the MTP addresses current and future transportation conditions through new goals and objectives for Maryland's transportation network that reflect the needs of Maryland's governments, businesses, and citizens. These goals and objectives provide a framework for making policy, program, and project decisions over the next five years and also guided the development of the performance measures contained in this Report. The Annual Attainment Report evaluates the State's implementation of the MTP and delivery of the Consolidated Transportation Program (CTP), which is a detailed list of transportation projects proposed for construction, development, and evaluation over the next six years.

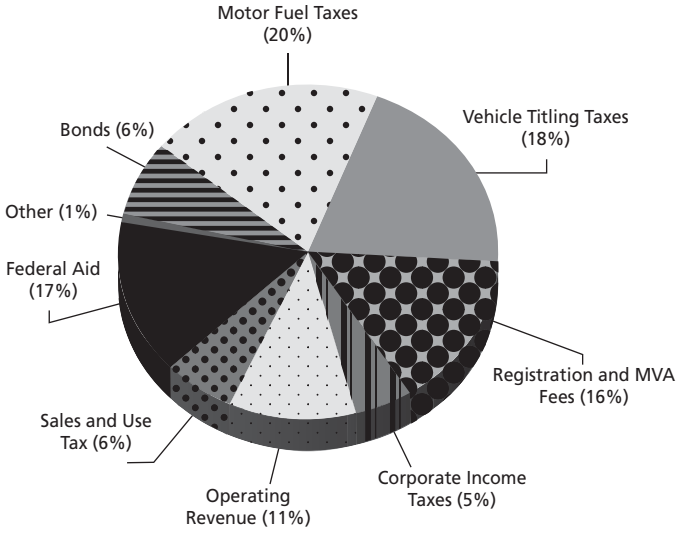
Providing Options for Our Customers: Multimodal Transportation—MDOT takes pride in providing its citizens with a complete range of modal choices. The Department's responsibilities span all major transportation facilities—roads, bridges, transit, rail, airports, seaports, bicycle and pedestrian—and each year new responsibilities are mandated by the Maryland General Assembly and federal government. MDOT coordinates Statewide transportation planning activities across all modes of transportation. The Secretary's Office (TSO) establishes transportation policy and oversees five Modal Administrations: the Maryland Aviation Administration (MAA), the Maryland Port Administration (MPA), the Maryland Transit Administration (MTA), the Motor Vehicle Administration (MVA), and the State Highway Administration (SHA). The Secretary of Transportation also serves as Chairman of the Maryland Transportation Authority (MDTA), an independent agency responsible for Maryland's toll facilities and for financing new revenue producing projects for MDOT. MDOT's organizational framework promotes closely coordinated transportation policy.

Setting Standards for Our Customers: Performance Management—Tracking performance over time encourages Maryland's transportation agencies to implement management and operational strategies that achieve strategic goals. This results-oriented approach promotes transparency and supports decision-making that maximizes return on the State's investment.

The Attainment Report describes how Maryland's transportation agencies achieve Statewide transportation goals. This Report presents measurable progress toward achieving performance targets related to specific modal functions (i.e., transit, air travel, highways) and outlines strategies for improving performance in the future.

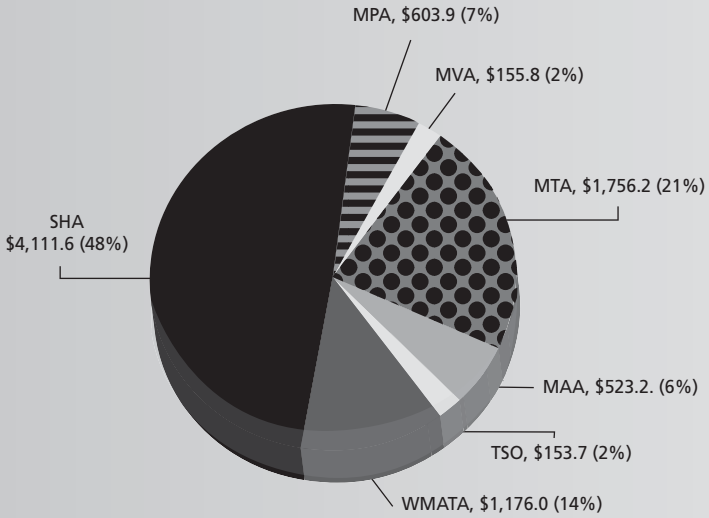
Investing in Transportation: MDOT's Funding Framework—MDOT is one of the State's largest agencies, with just over 9,000 employees and a combined annual operating and capital budget of $10 billion. MDOT receives funding from the State's General Fund and an integrated Transportation Trust Fund (TTF) in order to support planning, engineering, construction, operations, and maintenance activities. The TTF is a dedicated revenue source supported by federal aid, operating revenues, registration fees, several dedicated taxes, and bond sales. MDTA is a separate agency, financially independent from the TTF and State General Funds. Construction, operation, maintenance, protection, and improvement of all MDTA facilities are funded through toll collections, investments, and revenue bonds.

TRANSPORTATION TRUST FUND SOURCES FY2009–FY2014 CTP



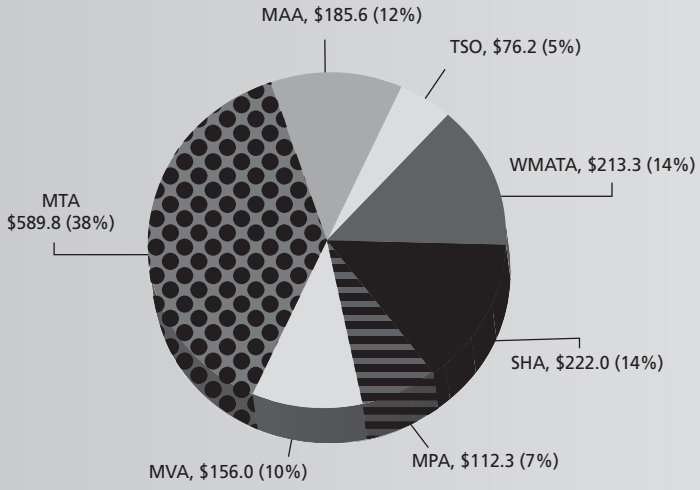
MDOT's capital and operating budgets for FY2009-FY2014 illustrate how the TTF is allocated across MDOT and its five Modal Administrations, as well as the Washington Metropolitan Area Transit Authority (WMATA). MDOT's total program levels show MDOT's transportation funding commitments over time. Because MDTA is an independent agency, its capital and operating budgets are shown separately on page 3.

MDOT CAPITAL BUDGET *(Millions)* FY2009–FY2014 CTP



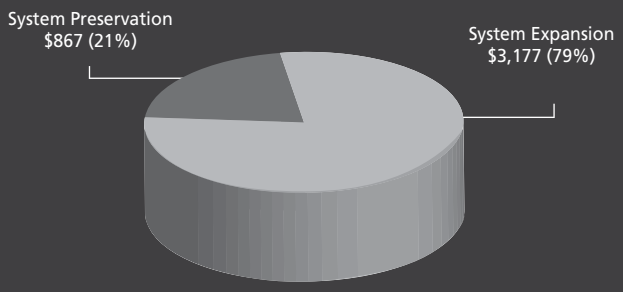
Total Capital Budget–$8.5 Billion

MDOT OPERATING BUDGET *(Millions)* FY2009



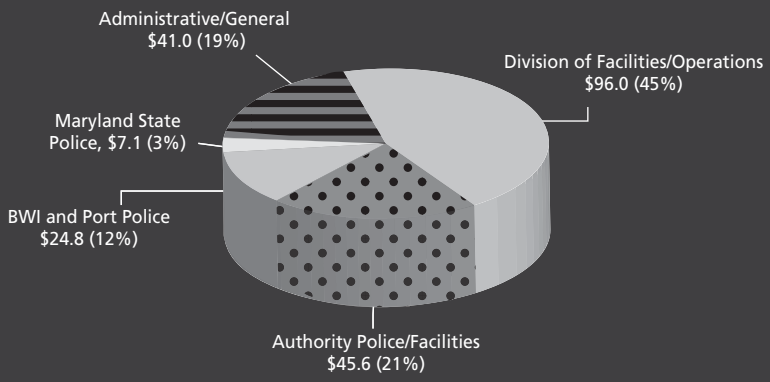
Total Operating Budget–$1.5 Billion

MDTA CAPITAL BUDGET *(Millions)* FY2009–FY2014 CTP



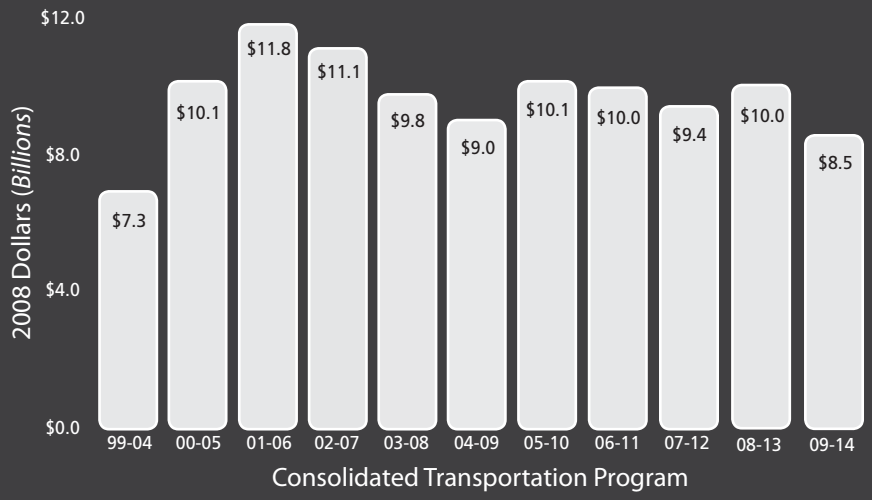
Total Capital Budget–$4.0 Billion

MDTA OPERATING BUDGET *(Millions)* FY2009



Total Operating Budget–$214.5 Million

MDOT TOTAL CAPITAL PROGRAM LEVELS *(Billions)*



National economic changes have impacted future revenue for MDOT and the TTF. Nationwide, vehicle sales are down over 30% from last year and Americans have driven 100 billion less miles in the last 12 months than the previous 12. Maryland has followed national trends and has seen a 17.5% reduction in car sales so far this year and has seen a significant reduction in vehicle miles of travel (VMT). For example, August saw a 5% drop in miles of travel in Maryland–the largest ever year-to-year decline recorded in a single month. For MDOT, the recent economic downturn has meant an unprecedented loss in titling tax revenue, as well as a large drop in gas tax revenue. The TTF has experienced a loss of approximately $220 million a year in titling and $45 million in gas tax revenues (the two largest sources of funding for the TTF), as well as approximately $85 million a year in other TTF revenue. Repeal of the computer tax and reduction in the amount of sales tax dedicated to the TTF have decreased anticipated revenue an additional $70 million. This decline in revenues comes at a time when construction costs (e.g., labor, materials, and diesel fuel) continue to rise dramatically.

MDOT is committed to maximizing the impact of these limited funds by investing in existing transportation assets. The FY2009-FY2014 CTP includes $744 million—a 6.5% decrease from 2008 actual expenditures, but an increase of 3.5% from 2007—for system preservation efforts that will keep Maryland's roadways, bridges, and transit systems running safely and efficiently as they age. MDOT also contains costs and improves management of the capital transportation program by tracking the "percentage of budgeted dollars expended" in the CTP. In FY2008, MDOT spent approximately 96% of the estimated budget (total Federal and State dollars), exceeding its 90% goal and helping the State avoid unnecessary borrowing of funds in the future.

SERVING GROWING TRANSPORTATION DEMAND

Maryland's transportation agencies manage existing user demand for all transportation services and also prepare for future demand. Nearly every year, MVA issues more licenses and vehicle registrations. In FY2008, MVA processed 3.2% more motorcycle licenses, 1.9% more commercial driver's licenses, and 1.5% more driver's licenses than FY2007.

TOTAL	2004	2005	2006 *(Thousands)*	2007	2008
Registered Vehicles	4,538	4,604	4,690	4,752	4,774
Driver's Licenses Issued	3,789	3,846	3,895	3,937	3,995
Commercial Driver's Licenses	151	153	160	164	167
Motorcycle Licenses	213	221	230	237	244
MVA Transactions Per Year	11,993	11,991	12,562	12,542	12,226

According to the U.S. Census Bureau, Maryland's population increased by nearly 322,000 people—to over 5.6 million—between 2000 and 2007 and is projected to grow to more than 7 million people by 2030—an increase of 33%. Many new residents will move to Maryland as a result of the 2005 Base Realignment and Closure (BRAC) Act, which will redirect 40,000 to 60,000 new jobs to the State over the next ten years. MDOT is coordinating with Federal, State and local governments to accommodate this increased demand. As of December 2007, MDOT has invested $338.5 million in 32 projects that meet the direct needs of the Governor's BRAC Action Plan.

Demand from businesses that ship their goods using Maryland's highways, railways, airports, and seaports is also increasing. These freight movements will place additional demand on a system that already has many congested parts. MDOT collaborates with State agencies and businesses to address these congestion issues and implement projects that improve freight flow.

FREIGHT ORIGINATING AND TERMINATING IN MARYLAND (CY2007)

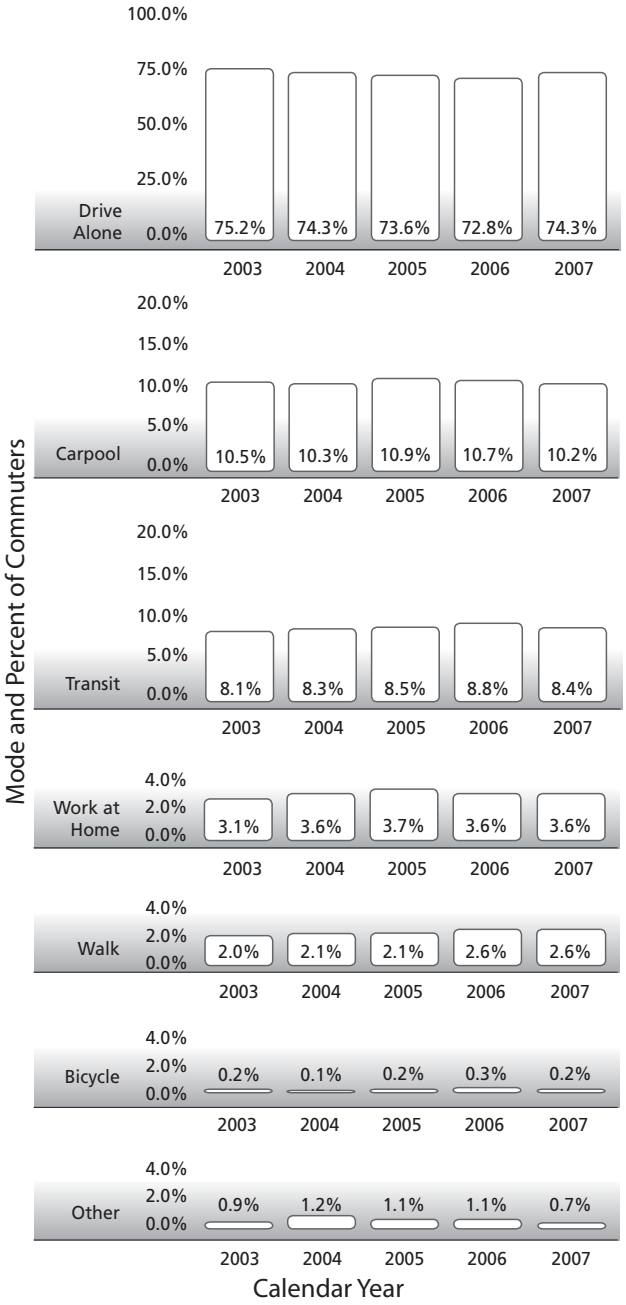
METHOD FOR MOVING FREIGHT	TOTAL VALUE *(Millions)*	TOTAL TONNAGE *(Thousands)*
Air	$3,589	167
Other*	$22,225	1,441
Rail	$8,453	33,810
Truck	$286,331	304,735
Water**	N/A	45,183
All Freight	*$320,732*	*385,335*

Source: Freight Analysis Framework (FAF²), Commodity Flow data, U.S. Department of Transportation.
** Freight consists largely of postal and courier service.*
*** Source: U.S. Army Corps of Engineers and MPA.*

MODE SPLIT FOR MARYLAND COMMUTERS

Although Maryland's transportation agencies offer a full range of multimodal options, a significant portion of Maryland's citizens choose to commute alone in their personal vehicle. In 2007, Marylanders driving to work alone increased by 2% and the percentage of commuters taking transit to work decreased, reversing a four-year trend. In order to increase modal shares for non-single occupancy vehicles in the future, MDOT will continue to implement travel demand management strategies like ridesharing and teleworking. Providing viable alternatives is critical to encouraging shifts in travel behavior. However, it is also important to note that modal shares for non-work trips constitute the majority of trips and have implications for both maintenance and air quality.

MODE SPLIT FOR MARYLAND COMMUTERS



Source: American Community Surveys, U.S. Census Bureau.

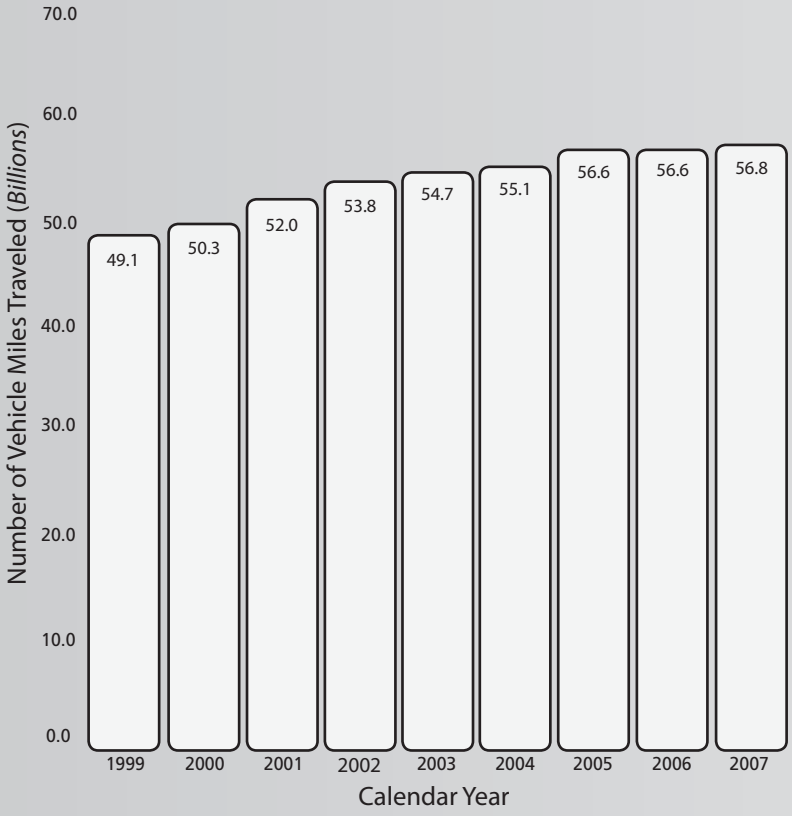
TRAVEL IN MARYLAND – GROUND TRANSPORTATION

There are a number of factors that commonly affect travel behavior, such as high gas prices, congestion, and travel choice. VMT in Maryland has remained relatively stable since 2005, a significant change from the average 2.5% increase per year before 2005. Lower VMT can have a number of benefits, such as congestion relief, improved air quality, and reduced greenhouse gas emissions from lower mobile source emissions.

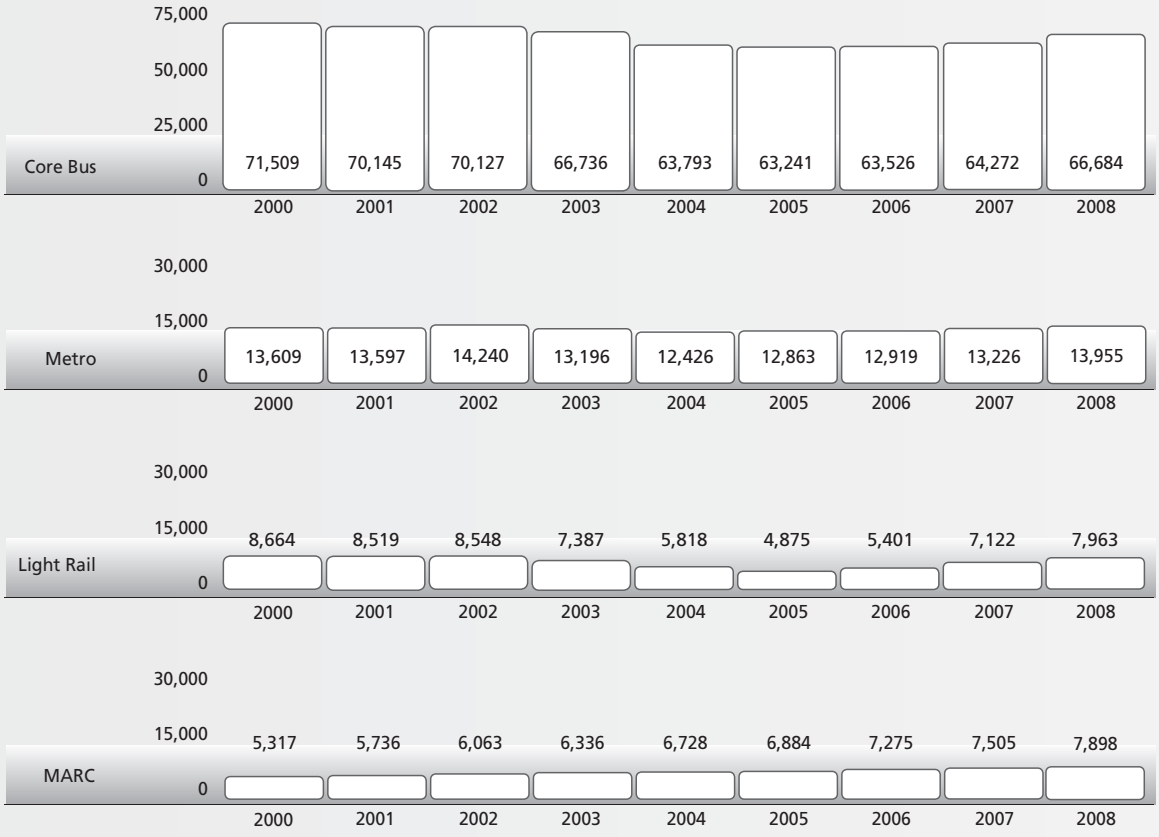
Increasing bicycle and pedestrian access promotes public health and improves quality of life. MDOT committed over $197.5 million to bicycle and pedestrian projects in the FY2009-FY2014 CTP. Work is underway to develop a Statewide Strategic Implementation Plan for Trails that includes a comprehensive assessment of the State's existing trail system, fosters better trail connectivity, and provides another mobility option for Maryland's citizens. MDOT also partners with the University of Maryland and the Maryland Department of Planning to promote Smart Growth initiatives, transit oriented development, and "complete streets" design concepts that serve vehicles, transit, pedestrians, and bicycles.

In FY2008, MDOT supported Locally Operated Transit Systems (LOTS) with over $60 million in Federal and State grants to operate an interconnected network of 25 transit systems. Total transit ridership on MTA and LOTS systems was 143.7 million passengers in FY2008 and WMATA rail and bus (Maryland riders) carried 117.8 million passengers in FY2007. On MTA systems, Core Bus service—local bus lines throughout Central Maryland—experienced the most absolute growth, serving more than two million additional passengers in FY2008. MTA's Contracted Commuter Bus services, Light Rail, and Paratransit & Taxi Access also experienced double-digit percentage growth.

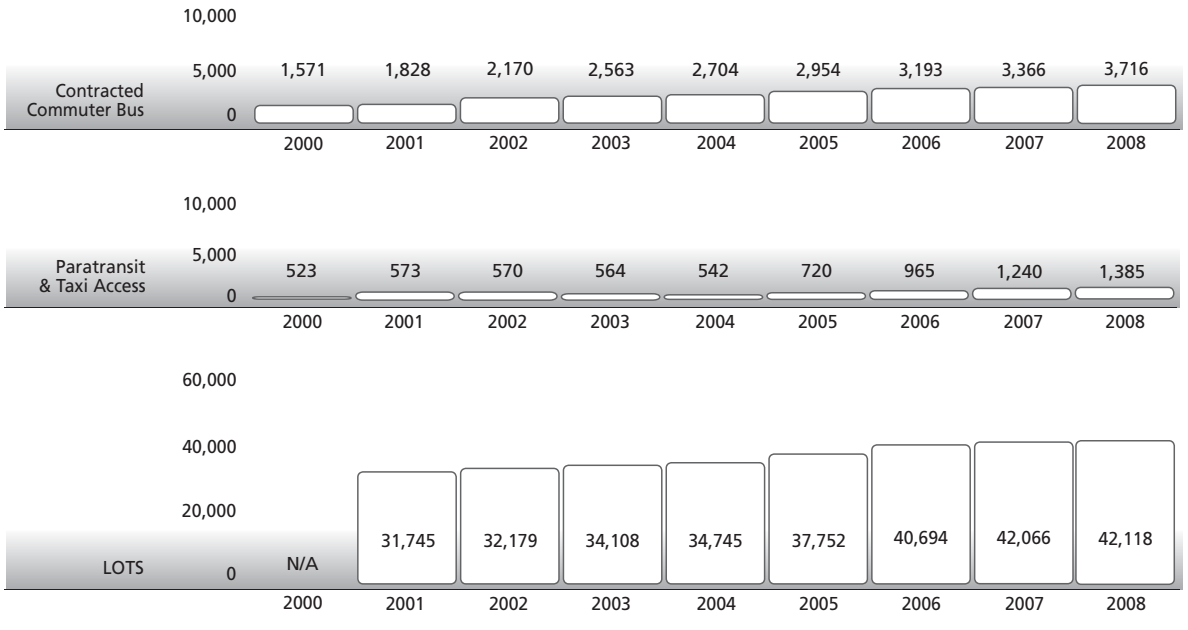
ANNUAL NUMBER OF VEHICLE MILES DRIVEN



TRANSIT RIDERSHIP–MTA CORE SERVICES *(Thousands)*



TRANSIT RIDERSHIP–MTA SPECIALTY SERVICES *(Thousands)*

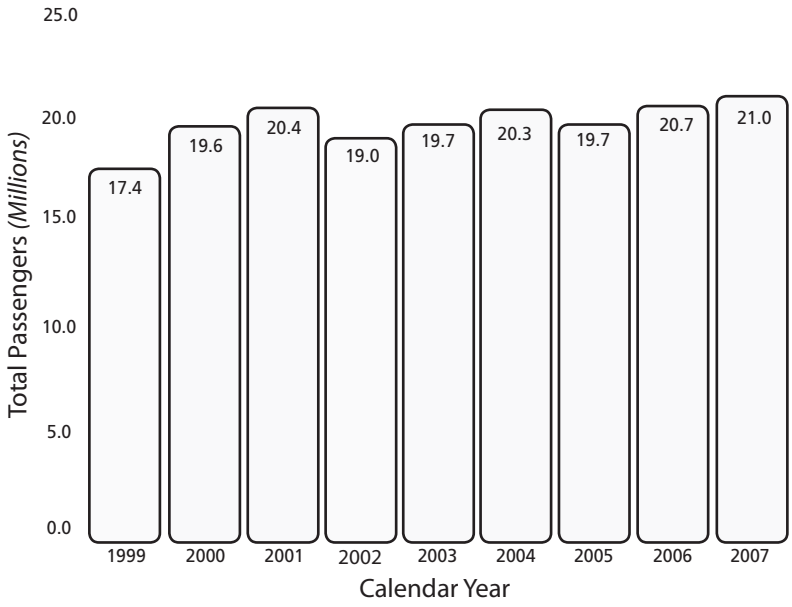


TRAVEL IN MARYLAND – IN THE SKY

MAA's vision is to make the Maryland aviation system the "Easy Come, Easy Go" gateway, by offering convenient, affordable access to the Washington and Baltimore metropolitan areas and other popular destinations. There are 36 public-use airports in Maryland, with commercial air service offered at BWI Marshall, Hagerstown, and Salisbury. MAA also operates Martin State Airport, a general aviation and support facility for the Maryland Air National Guard and Maryland State Police. Not including BWI Marshall and Martin State Airport, public-use general airports in Maryland received approximately $40 million in State funding assistance between 1997 and 2008 (Federal funds and local airport funds are not included in this figure), largely for infrastructure expansion, runway rehabilitation, clearing obstructions, and system preservation.

MAA promotes easy access to BWI Marshall and currently supports access via bus, Light Rail, and automobile. BWI Marshall served over 21 million domestic and international passengers in CY2007. However, high fuel costs and airline fleet reductions have contributed to rising costs for consumers and are likely to impact passenger traffic in the future.

TOTAL ANNUAL COMMERCIAL PASSENGERS AT BWI



TRAVEL IN MARYLAND – WATERBORNE MOVEMENT

The Port of Baltimore has contributed to Maryland's economy for over 300 years. Based on 2006 cargo activity, over 50,000 jobs in Maryland are dependent upon the cargo and vessels that travel through the Port and another 68,300 jobs are related to activity at the Port of Baltimore. Port activities provide for $3.6 billion in personal income, $1.9 billion in business revenues, $1.3 billion in local purchases, and $388 million in State and local taxes each year. Tonnage moving through MPA and Port of Baltimore terminals remains strong and MPA continues to identify strategies to maintain the Port's competitive edge.

The Port of Baltimore is one of only two ports on the East Coast that has a 50-foot deep channel. Safety and mobility efforts to ensure unimpeded shipping access to the Port have been effective. For example, the U.S. Army Corps of Engineers dredged 2.2 million cubic yards of material from the Port to maintain these channels in FY2008. MPA provides placement facilities for dredged materials, actively plans ahead to meet future storage needs, and explores innovative uses for these materials, such as creating wetlands, whenever feasible. Port facilities are located in close proximity to major Interstate highways and rail service, which enable direct access to overnight and national marketplaces. MDOT continues to identify short sea shipping opportunities to provide potential relief to highway congestion. To protect valuable Port assets, MPA uses advanced technologies and has successfully tested individual Terminal Security Plans by participating in the U.S. Coast Guard's Full Scale Exercise Nautical Shield in 2007.

QUALITY OF SERVICE

OBJECTIVES:

- Enhance customer experience and service
- Provide reliable and predictable travel time across modal options for people and goods
- Facilitate coordination and collaboration with agency partners and stakeholders

PERFORMANCE MEASURES

MONITORING AGENCY	PERFORMANCE MEASURE	PAGE
MAA	Percent of BWI customers rating the airport "good" or "excellent" on key services	13
MDTA	Overall customer satisfaction of *E-ZPass*® customers	14
MDTA	Percent of toll transactions collected electronically	14
MPA	Average truck turn-around time at Seagirt Marine Terminal	13
MTA	Customer satisfaction rating	12
MTA	Percent of service provided on time	11
MVA	Branch office customer visit time versus customer satisfaction rating	12
SHA	Maryland driver satisfaction rating	10
SHA	Percentage of the Maryland SHA network in overall preferred maintenance condition	10

Maryland's transportation agencies recognize that simply building additional transportation infrastructure is not sufficient to meet future demand for travel. Effective management of existing investments is necessary to maximize the user experience and provide quality of life benefits for Maryland residents. Like many states, Maryland continues to pursue quality improvements in a constrained budget environment. Across the State transportation network, MDOT faces escalating user demand, rising maintenance and user costs, and an aging infrastructure.

Maintaining and improving service against these growing challenges requires close coordination between agencies. That is why Maryland's Modal Administrations and MDTA practice organizational strategies and best-value practices designed to improve program and project delivery capabilities in a climate of financial and capacity constraints.

Achieving and maintaining high levels of service quality is integral to customer experience. Maryland citizens and businesses rely on dependable and predictable travel times to make informed transportation decisions. To meet these expectations, State transportation agencies act as one by collaborating across modes to achieve efficiencies and meet customer needs. By evaluating key customer satisfaction measures, enhancing system reliability, and fostering close coordination, Maryland's transportation agencies can better identify areas for improvement and leverage limited resources to provide optimal service levels.

KEY INITIATIVES:

- **MDOT:** Actively facilitate partnerships across modes and with partner agencies to support Statewide efforts (e.g., Statewide Development Plan, Maryland Transportation Plan, Trail Strategic Implementation Plan, and Statewide Freight Plan).
- **MAA:** Continue to focus on ease of access and movement to and from BWI Marshall Airport.
- **MPA:** Oversee the Quality Cargo Handling Action Team (QCHAT), a port-wide quality care program.
- **MTA:** Track bus locations in real-time through the Automatic Vehicle Locator (AVL) system to increase on-time service.
- **MVA:** Continue to upgrade and expand services and products available by Internet, kiosk, and phone.
- **SHA & MDTA:** Participate in the Coordinated Highways Action Response Team (CHART), a joint effort with the Maryland State Police and other Federal, State, and local agencies to improve real-time operations for Maryland's highway system. This comprehensive, advanced traffic management system functions continuously with regional Traffic Operations Centers spread across the State.

SHA: MARYLAND DRIVER SATISFACTION RATING

Customer satisfaction surveys help determine if SHA services are better than average in the eyes of its customers. SHA strives to achieve a "B" grade, which is equivalent to 4 out of 5.

CALENDAR YEAR*	2006	2008
Rating	3.93	3.90

Target: 4 out of 5

** Survey administered biennially.*

WHY DID PERFORMANCE CHANGE?

- Implemented a shared customer request tracking system pilot
- Celebrated SHA's Centennial using the theme "Customer Driven Now More Than Ever"
- Continued to focus funding and performance on core functions: maintenance, incident management, bridge safety, and snow removal

WHAT ARE FUTURE PERFORMANCE STRATEGIES?

- Continue to build knowledge for efficiently handling customer requests
- Develop a long-term strategic communication and customer service plan
- Improve website with content updates and ease of use enhancements
- Train managers to recognize and praise employees' customer service
- Develop customer service standards, a resource guide, and employee training guidelines

WHY DID PERFORMANCE CHANGE?

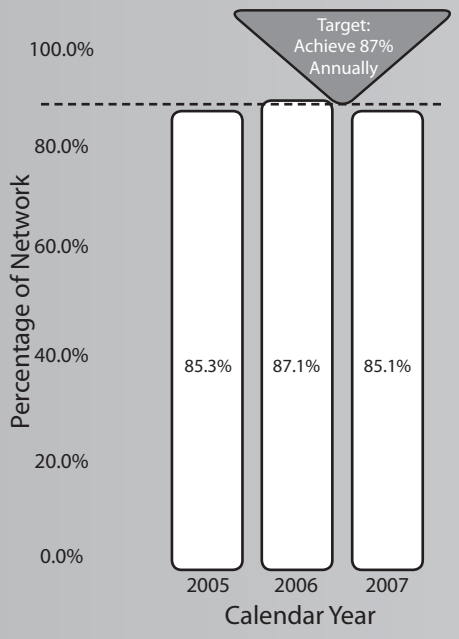
- Some maintenance activities were deferred in FY2008 due to budget cuts and increased costs
- Increased corporate sponsorship of highway segments
- Removed 15,000 truckloads of litter in CY2007, but removal costs continue to rise
- Shifted maintenance resources in response to mild winter conditions

WHAT ARE FUTURE PERFORMANCE STRATEGIES?

- Develop a public awareness campaign on the cost and danger of highway litter
- Continue efforts to develop an asset management approach to system preservation and maintenance that links budget levels to expected maintenance level of service

SHA: PERCENTAGE OF THE MARYLAND SHA NETWORK IN OVERALL PREFERRED MAINTENANCE CONDITION

The overall condition of the network reflects how well asset management strategies, improved operations, and technology have sustained the quality and safety of existing roadways.



MTA: PERCENT OF SERVICE PROVIDED ON TIME

On time performance is an important indicator of service quality and efficiency, and correlates highly with system usage and customer satisfaction.

WHY DID PERFORMANCE CHANGE?

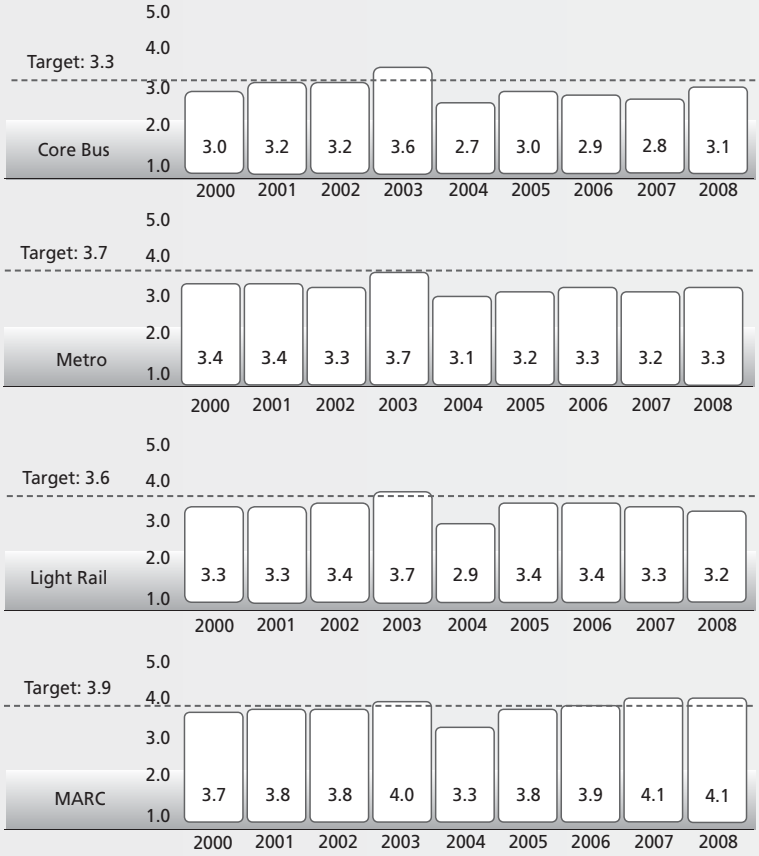
- Increased Amtrak and CSX freight trains left less time for MARC commuter trains
- Improved scheduling of required maintenance resulted in fewer delays on Metro trains

WHAT ARE FUTURE PERFORMANCE STRATEGIES?

- Implement computer-aided dispatching on MTA buses and track bus location in real-time with automated vehicle location (AVL) system
- Begin overhaul of Light Rail fleet, MARC coaches and locomotives, and Metro railcars ($275.4 million in FY2009-FY2014 CTP)
- Perform efficiency improvements on all MARC lines

MTA: CUSTOMER SATISFACTION RATING

Providing reliable, safe, and convenient service is a key factor in attracting ridership. Customer satisfaction reflects whether MTA is meeting its customer service standards and signals which modes require improvement.



WHY DID PERFORMANCE CHANGE?

- Added new trips or extended existing trips on nine bus lines
- Began a Light Rail shuttle train from Penn Station to Camden Station
- Increased weekday evening Metro service from one train every 22 minutes to one train every 11 minutes
- Increased Saturday evening Metro service from 22 minutes to 15 minutes
- Continued MARC passenger car cleaning program

WHAT ARE FUTURE PERFORMANCE STRATEGIES?

- Continue Core Bus service improvements, including fleet replacements (60 new hybrids), the Core Bus Service outdoor bus shelter program, and new "Next Vehicle Arrival" signs at 200 heavily used bus stops in Baltimore, as well as implement an AVL system to improve schedule reliability
- Expand facilities with additional parking at park-and-ride lots
- Continue maintenance activities to extend the life of equipment (e.g., mid-life Light Rail fleet and MARC locomotive overhauls)

WHY DID PERFORMANCE CHANGE?

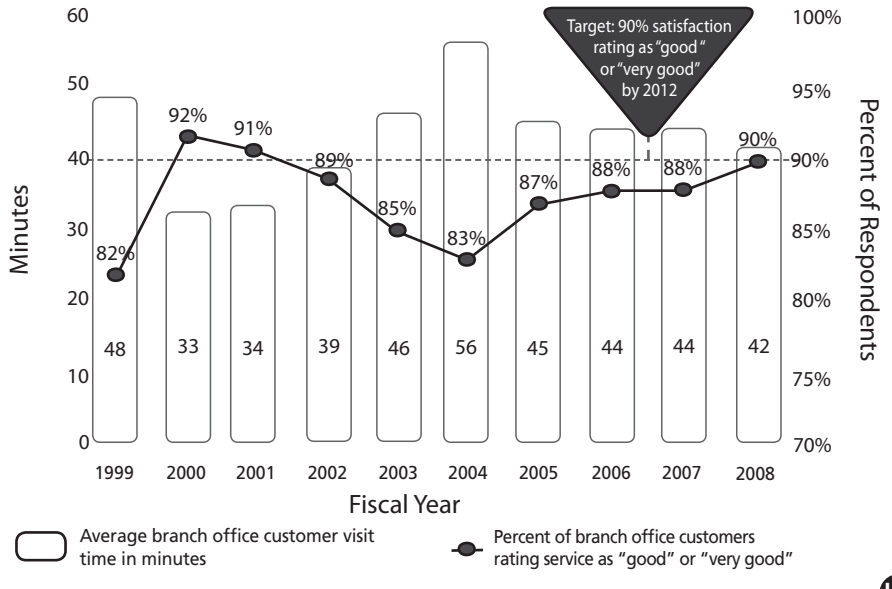
- Average customer visit time decreased by two minutes, which improved service ratings

WHAT ARE FUTURE PERFORMANCE STRATEGIES?

- Continue to train all Customer Service Representatives and Driver's License Examiners to provide timely, consistent and effective service
- Continue to coordinate automobile dealer investigations and information exchange between Business Licensing and Investigations

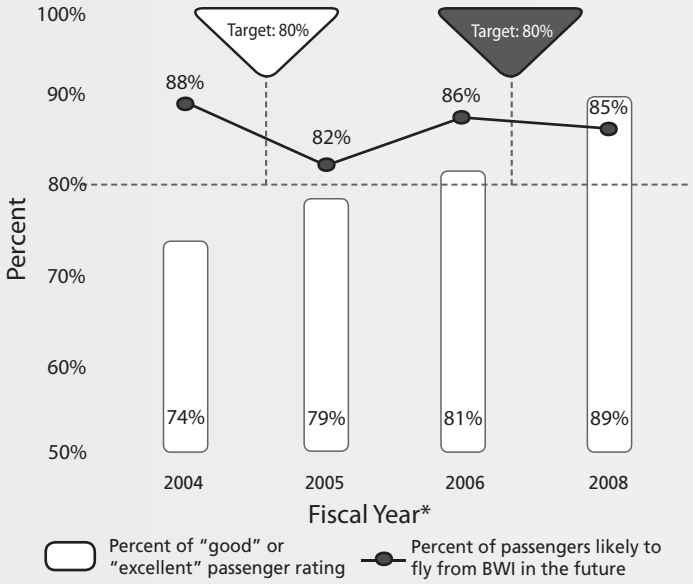
MVA: BRANCH OFFICE CUSTOMER VISIT TIME VERSUS CUSTOMER SATISFACTION RATING

Average customer visit time is a key indicator of the quality and efficiency of service delivery to customers, and is directly related to customer satisfaction (i.e., as MVA branch customer visit time decreases, customer satisfaction increases).



MAA: PERCENT OF BWI CUSTOMERS RATING THE AIRPORT "GOOD" OR "EXCELLENT" ON KEY SERVICES

Customer surveys provide valuable feedback to agencies regarding service delivery, enabling them to continuously respond to customer needs. The percentage of BWI Marshall passengers rating "Satisfied" exceeds 99%.



** Survey not completed in FY2007.*

WHY DID PERFORMANCE CHANGE?

- BWI Marshall passengers continue to express high rates of overall customer satisfaction

WHAT ARE FUTURE PERFORMANCE STRATEGIES?

- Continue to develop strategies to ensure that survey results are disseminated and that action plans are developed and implemented to improve areas, topics, and services where trends indicate low customer satisfaction
- Pursue improvements to parking and overall customer satisfaction at parking facilities through marketing and technology enhancements

WHY DID PERFORMANCE CHANGE?

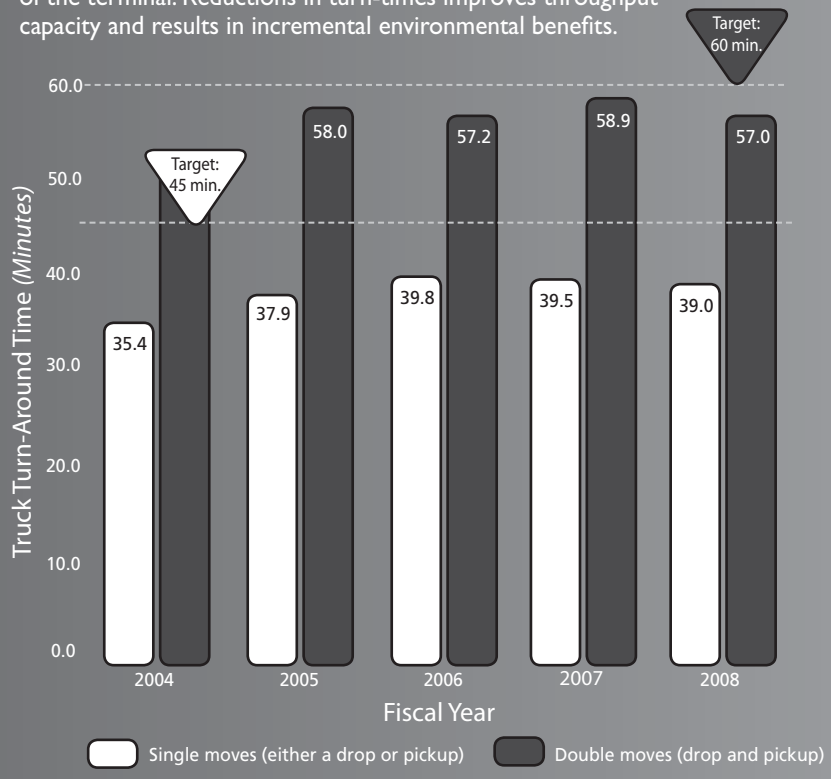
- Efficiencies and improvements were offset by volume increases, new requirements, and security mandates

WHAT ARE FUTURE PERFORMANCE STRATEGIES?

- Fully implement the Transportation Worker Identification Credential (TWIC) program
- Manage truck turn-times by investing in equipment and technology to handle increasing volumes and increasing security demands
- Utilize the Quality Cargo Handling Action Team (QCHAT) to improve the handling of containerized cargo

MPA: AVERAGE TRUCK TURN-AROUND TIME AT SEAGIRT MARINE TERMINAL

Truck turn-around time is a gross measure of the efficiency and operations of the terminal. Reductions in turn-times improves throughput capacity and results in incremental environmental benefits.



MDTA: OVERALL CUSTOMER SATISFACTION OF *E-ZPass* CUSTOMERS

Tracks the satisfaction of *E-ZPass* private account holders.

FISCAL YEAR*	2007
Reported Performance	87%

Target: 87%

** Baseline data established September 2007, survey will be administered biennially.*

WHY DID PERFORMANCE CHANGE?

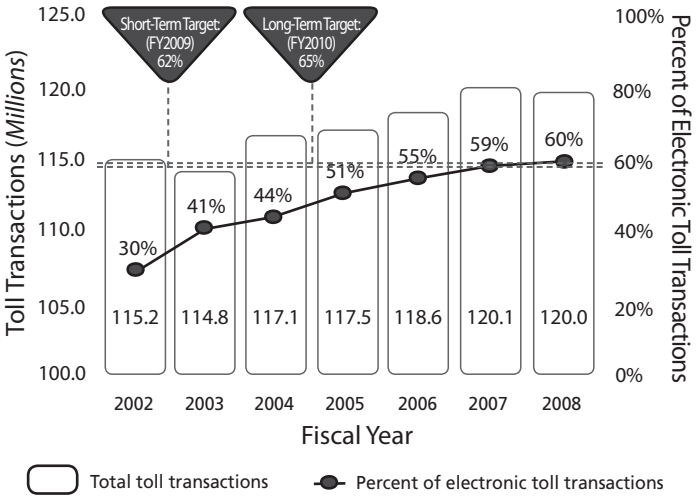
- FY2007 is the first year that MDTA has tracked this performance measure

WHAT ARE FUTURE PERFORMANCE STRATEGIES?

- Analysis of customer survey data will enable MDTA to identify and investigate areas in need of improvement
- Next personal account *E-ZPass* customer survey to be implemented and analyzed by end of FY2009
- Commercial vehicle *E-ZPass* customer survey to be completed and analyzed by end of FY2009

MDTA: PERCENT OF TOLL TRANSACTIONS COLLECTED ELECTRONICALLY*

Electronic toll collection systems expedite the toll collection process, reduce delays at toll plazas, decrease emissions, and are available at all seven toll facilities across the State.



WHY DID PERFORMANCE CHANGE?

- Continued electronic toll collection marketing and promotion of *E-ZPass*

WHAT ARE FUTURE PERFORMANCE STRATEGIES?

- Continue Express Toll Lanes℠ (ETLs℠) on I-95 construction projects
- Continue construction of the Intercounty Connector (ICC) Open Road Tolling facility
- Continue to implement dedicated *E-ZPass* lanes and speed differential (travel speed through toll plaza lanes) at dedicated *E-ZPass* lanes
- Continue to make "*E-ZPass* On The Go" available through retail sales

** Toll collections are paid as cash, ticket or electronic transaction.*

SAFETY & SECURITY

OBJECTIVES:

- Reduce the number and rate of transportation related fatalities and injuries
- Secure transportation assets for the movement of people and goods
- Coordinate and refine emergency response plans and activities

PERFORMANCE MEASURES

MONITORING AGENCY	PERFORMANCE MEASURE	PAGE
MAA	BWI crime rate	19
MAA	Number of repeat discrepancies in the annual Federal Aviation Administration's Federal Aviation Regulation inspection	20
MAA	Rate of airfield ramp incidents and accidents per 1,000 operations	19
MPA	Port of Baltimore compliance with the Maritime Transportation Security Act of 2002	20
MTA	Customer perceptions of safety on the MTA system	18
MTA	Preventable accidents per 100,000 vehicle miles	18
MVA	Percent of Homeland Security Real ID Act benchmarks achieved	18
SHA	Number of bicycle and pedestrian fatalities and injuries on all Maryland roads	17
SHA & MDTA	Annual number and rate of traffic fatalities and personal injuries on all roads in Maryland	16

Maryland's transportation agencies seek to provide safe and secure travel for all customers and goods moving along the State's transportation network. Maryland's Modal Administrations and MDTA have integrated safety measures into all design and operational activities at MDOT in order to maintain a strong safety and security consciousness. Safety of individuals and goods using the State's transportation network are considered, from the construction of a well-designed bridge to the maintenance and upgrade of the State's transit systems. Maryland's Strategic Highway Safety Plan (SHSP) is a Statewide roadmap for reducing fatalities and injuries through shared resources and targeted strategies to address safety emphasis areas, such as impaired driving. In addition to SHSP metrics, Maryland's transportation agencies employ a host of performance measures to evaluate the safety of travelers using Maryland's transportation network and to monitor the effectiveness of specific safety-related programs.

Security awareness requires preparation for the possibility of natural or man-made incidents that can impact the transportation network. As a result, Maryland's transportation agencies use advanced security technology to implement licensing security requirements, to secure airports, to patrol transit stations, and to monitor the flow of commercial traffic through vehicle weigh and inspection stations along State highways and for cargo inspections at the Port of Baltimore facilities.

Access to Maryland's transportation infrastructure is critical to timely emergency response and evacuation in the event of an emergency. MDOT is committed to supporting the implementation of emergency plans and procedures throughout the State's transportation network, including supplying resources, clearing roads and highways of incidents and debris, providing real-time information, and continuing the seamless and efficient use of existing transportation channels with minimal interruption.

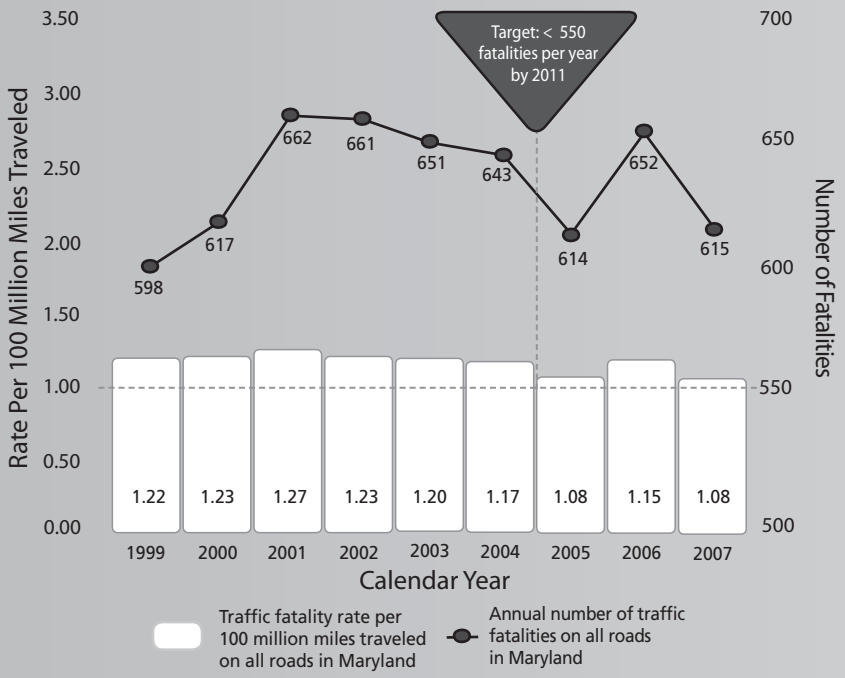
KEY INITIATIVES:

- **MDOT:** Assist on issues related to bicycling and pedestrian activity including funding, public awareness, safety and education, and participate in the Maryland Bicycle and Pedestrian Advisory Committee.
- **MAA:** The BWI Marshall Fire and Rescue Department responded 911 times for mutual aid in FY2008 and will continue to provide mutual aid service to surrounding communities.
- **MPA:** Maintain the eModal Trucker Check System, a database of truck company and driver information for port security purposes.
- **MTA:** Conduct Zone Enforced Unified Sweeps (Operation ZEUS), in partnership with State and local law enforcement agencies, which are highly visible, unannounced sweeps of MTA facilities.
- **MDTA:** Conduct yearly Structural Inventory & Appraisal Assessments of bridges to determine structural deficiencies.
- **MVA:** Comply with new Federal identification requirements stipulated by the Real ID Act.
- **SHA:** Implement the Strategic Highway Safety Plan to reduce highway fatalities and serious injuries on all public roads and highways.

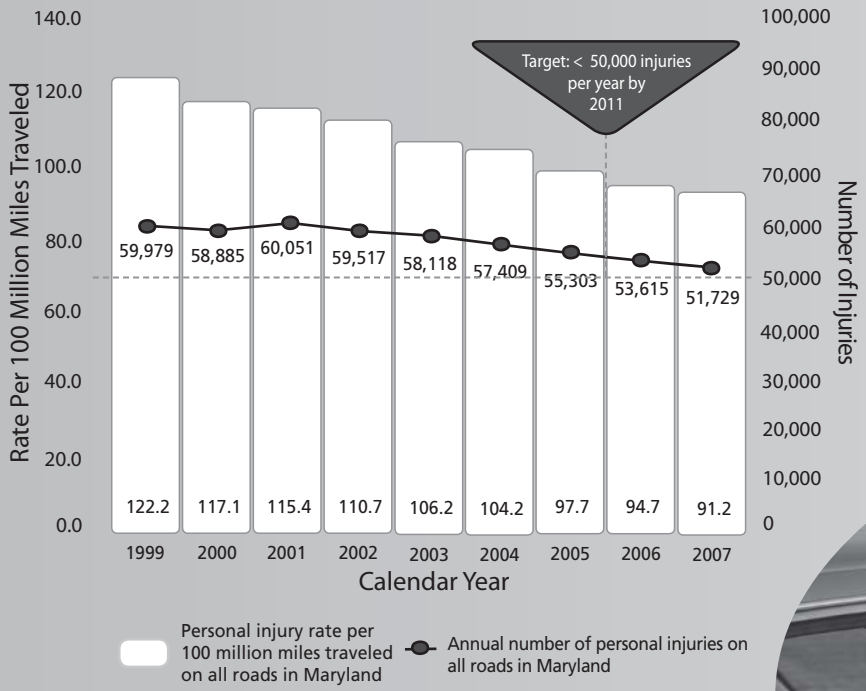
SHA & MDTA: ANNUAL NUMBER AND RATE OF TRAFFIC FATALITIES AND PERSONAL INJURIES ON ALL ROADS IN MARYLAND

In line with international trends, Maryland uses reductions in the actual numbers of traffic fatalities and injuries as desired safety outcomes. Injury and fatality data help to assess the effectiveness of the Maryland Strategic Highway Safety Plan and to identify tendencies and trends that assist in implementing a wide variety of countermeasures.

ANNUAL NUMBER AND RATE OF TRAFFIC FATALITIES ON ALL ROADS IN MARYLAND



ANNUAL NUMBER AND RATE OF PERSONAL INJURIES ON ALL ROADS IN MARYLAND



WHY DID PERFORMANCE CHANGE?

- VMT and aggressive driving negatively offset efforts to reduce fatalities
- Improved partnerships with State and local safety agencies in implementing the SHSP
- Higher seat belt use, lower impaired driving rates, and improvements in highway infrastructure supported safer travel
- Installed or replaced median barriers on high-speed roads to improve safety
- Trained personnel and conducted roadway safety audits

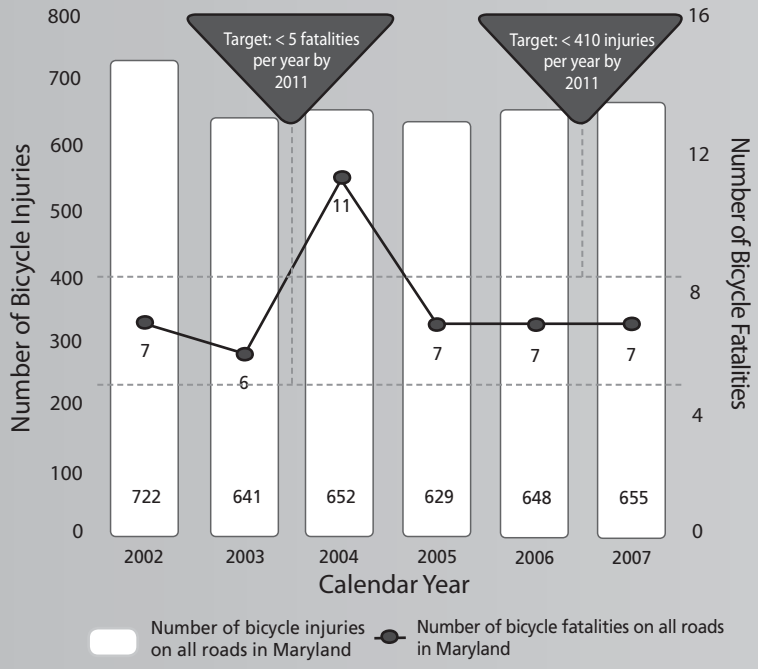
WHAT ARE FUTURE PERFORMANCE STRATEGIES?

- Engage the Highway Safety Task Force to raise awareness and support for improving road safety
- Implement SHSP through partnerships with other agencies
- Establish a routine SHA Road Safety Audit program
- Review fatal crash data and other safety reports to target crash reduction efforts
- Continue public outreach campaigns on: occupant protection, impaired driving prevention, aggressive driving prevention, inattentive driving prevention, motorcycle safety, truck-related crashes, and younger and older driver safety
- Support partner agency MVA's safety courses and Graduated Licensing Program

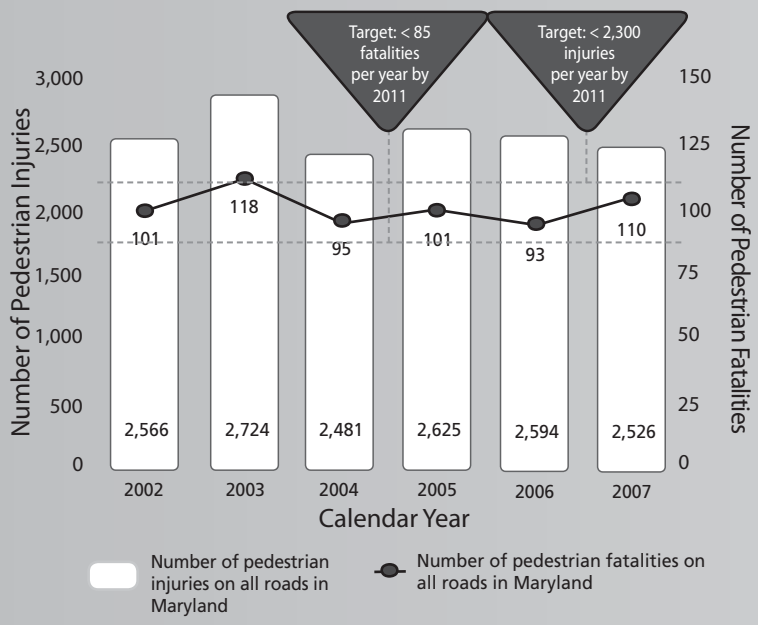
SHA: NUMBER OF BICYCLE AND PEDESTRIAN FATALITIES AND INJURIES ON ALL MARYLAND ROADS

Maryland uses reductions in the actual numbers of bicycle and pedestrian fatalities and injuries as desired safety outcomes. Injury and fatality data help to assess the effectiveness of the Maryland Strategic Highway Safety Plan and to identify tendencies and trends that assist in implementing a wide variety of countermeasures.

NUMBER OF BICYCLE FATALITIES AND INJURIES ON ALL MARYLAND ROADS



NUMBER OF PEDESTRIAN FATALITIES AND INJURIES ON ALL MARYLAND ROADS



WHY DID PERFORMANCE CHANGE?

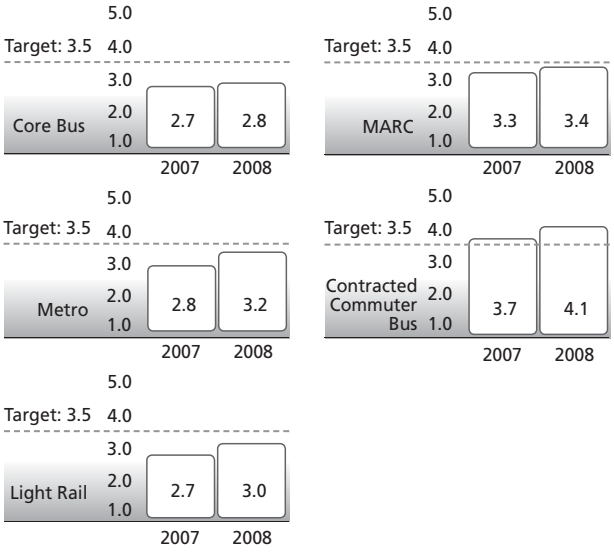
- Improved partnerships with State and local safety agencies in implementing the SHSP
- "Safe Routes to School" funds awarded totaled nearly $3.4 million
- Continued enforcement of pedestrian safety laws

WHAT ARE FUTURE PERFORMANCE STRATEGIES?

- Address factors contributing to crashes at locations identified by safety audits
- Continue public information and education campaigns on pedestrian, bicyclist, and motor vehicle safety
- Continue to provide grants to State and local agencies to fund "Safe Routes to School" projects and programs
- Install and/or designate additional bicycle facilities along State highways
- Support pedestrian safety enforcement campaigns (e.g., Street Smart regional traffic safety media campaign)
- Train State and local agency staffs to use the "Pedestrian Toolbox," an assembly of techniques to improve pedestrian access and safety
- Expand the use of pedestrian "count down" signals
- Improve intersections to accommodate pedestrians with sight and mobility limitations
- Continue sponsorship of the Pedestrian Safety Task Force and distribution of *Safe Bicycling in Maryland* guidebooks

MTA: CUSTOMER PERCEPTIONS OF SAFETY ON THE MTA SYSTEM

A positive perception of personal safety is correlated with higher ridership and stronger commitment to transit as a mode of travel.



Fiscal Year
(1=Poor and 5=Excellent)

WHY DID PERFORMANCE CHANGE?

- Continued Operation ZEUS at MTA facilities
- Installed Closed Circuit Television (CCTV) at Johns Hopkins Medical Center Metro Station
- Continued CompStat, a sophisticated computerized process that analyzes crime patterns on Maryland's transit systems
- Accepted delivery of a Command Communications Vehicle to enhance communications with emergency response agencies

WHAT ARE FUTURE PERFORMANCE STRATEGIES?

- Continue ZEUS and CompStat programs
- Install and monitor CCTV facilities at additional Metro, Light Rail, and MARC stations ($8.0 million in FY2009-FY2014 CTP)
- Replace Metro fire and security management systems with state-of-the-art technologies ($51.1 million in FY2009-FY2014 CTP)

WHY DID PERFORMANCE CHANGE?

- Core bus preventable accidents remain unchanged

WHAT ARE FUTURE PERFORMANCE STRATEGIES?

- Continue to review accidents to determine trends in operators, time of day, accident location, and intersections to achieve zero preventable accidents
- Determine whether operators require additional training

MTA: PREVENTABLE ACCIDENTS PER 100,000 VEHICLE MILES

Provides a benchmark to reduce preventable accidents, increase efficiency, and provide a safer ride to customers.

Calendar Year	2007	2008
Bus Accident Rate	2.5	2.5

Target: 7% reduction by 2012
(baseline year = 2008)

MVA: PERCENT OF HOMELAND SECURITY REAL ID ACT BENCHMARKS ACHIEVED

In order to ensure Maryland's success in enacting Federal Real ID Act regulations, MVA must proactively implement the identified 18 Federal benchmarks and strictly monitor compliance progress.

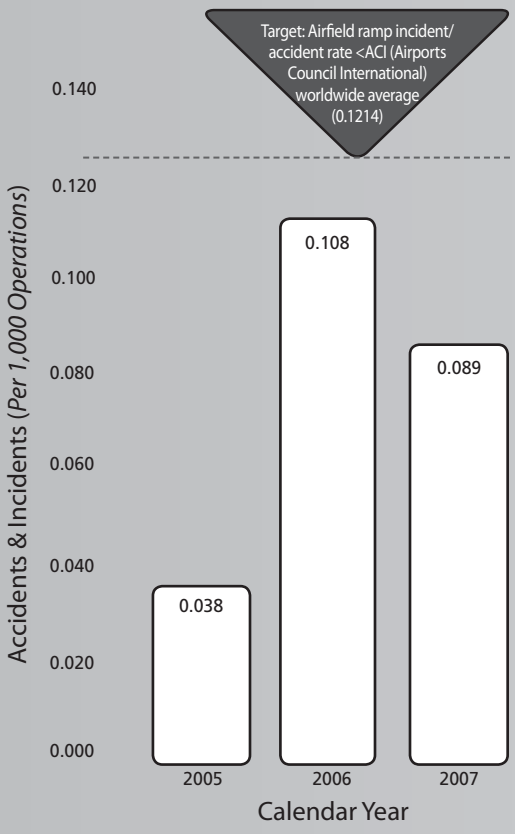
The Federal government mandates that all states enact and comply with Real ID regulations. As a result, Marylanders will require a Real ID compliant driver's license or identification card to board a commercial airplane or to enter a Federal building, nuclear power plant, or any other facility defined by the U.S. Department of Homeland Security. Maryland's main challenge in meeting Real ID requirements is passing legislation that requires individuals to show proof of legal presence in the U.S. On January 15, 2008, Governor O'Malley directed MDOT to create a State driver's license that fully complies with the Federal Real ID Act. As of July 2008, MVA is at 44% compliance with the established Federal benchmarks with eight of 18 benchmarks met. The target year for compliance with the first 18 benchmarks is 2010, with full compliance under age 50 by 2014 and over age 50 by 2017.

WHAT ARE FUTURE PERFORMANCE STRATEGIES?

- Develop a Real ID Executive Committee to provide direction and enact policies to ensure Maryland's compliance with Real ID
- Propose legislation that requires individuals to provide proof of lawful presence
- Continue to implement and monitor progress toward completing all 18 Real ID benchmarks

MAA: RATE OF AIRFIELD RAMP INCIDENTS & ACCIDENTS PER 1,000 OPERATIONS

This measure provides an indication of the safety and security of operations at BWI Marshall Airport.



WHY DID PERFORMANCE CHANGE?

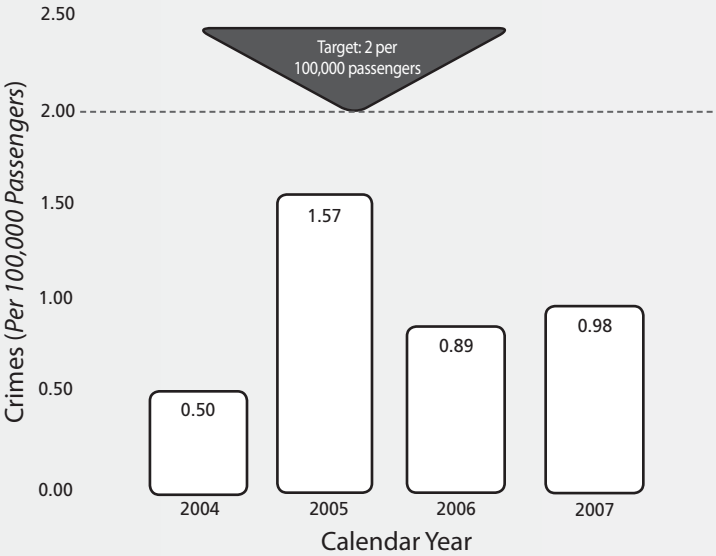
- Conducted monthly ramp safety meetings to address safety issues

WHAT ARE FUTURE PERFORMANCE STRATEGIES?

- Implement a Safety Management System to address airport safety
- Continue ramp safety meetings and bi-annual Ramp Safety Day Walks
- Improve airfield pavement and ramp areas ($93.0 million for Phase I & II in FY2009-FY2014 CTP)

MAA: BWI CRIME RATE*

This measure provides an indication of the relative safety passengers experience when traveling through BWI Marshall. Poor performance in this area could result in a decline in passenger numbers.



** Includes crimes against a person or property reported to the MDTA police.*

WHY DID PERFORMANCE CHANGE?

- The number of crimes committed against persons or property continues to fall below target

WHAT ARE FUTURE PERFORMANCE STRATEGIES?

- Expand CCTV coverage to better monitor and respond to security and safety incidents
- Install inter-operable radio systems for communication between safety and security agencies on a single channel

MAA: NUMBER OF REPEAT DISCREPANCIES IN THE ANNUAL FEDERAL AVIATION ADMINISTRATION'S FEDERAL AVIATION REGULATION INSPECTION

The passing of Federal Acquisition Regulation (FAR) Part 139, which governs the certification and operation of U.S. commercial airports, is requisite for the airport to remain open and operational.

MAA must remain in compliance with the provisions of FAR Part 139 titled "Certification of Airports" in order to maintain its FAA issued operating certificate. Compliance is determined by annual inspections conducted by the FAA. Work orders are generated when Letters of Correction are issued and are given high priority with urgent resolution. MAA will continue to address all discrepancies in accordance with the federally prescribed timeline. BWI Marshall continues to pass inspection, as it has each year since regulations were revised and updated in 2004, and has had no repeat discrepancies during that period.

MPA: PORT OF BALTIMORE COMPLIANCE WITH THE MARITIME TRANSPORTATION SECURITY ACT OF 2002

The MPA is required to maintain and execute a Facility Security Assessment and Plan. MPA terminals can be closed down if found to be in non-compliance.

The Maritime Transportation Security Act of 2002 required owners and operators of international cargo terminals to develop and maintain a Facility Security Assessment and Facility Security Plan, which must be approved by the U.S. Coast Guard. MPA continues to address ongoing requirements including training, exercises, drills, reports, and record keeping. The U.S. Coast Guard will issue an order to cease operations if an MPA facility is out of compliance and closure is necessary, this has never happened at an MPA terminal.

FUTURE PERFORMANCE STRATEGIES FOR SAFETY & SECURITY AT MPA & MAA

Port of Baltimore compliance with the Maritime Transportation Security Act of 2002	Number of repeat discrepancies in the annual Federal Aviation Administration's Federal Aviation Regulation inspection
○ Fully implement the Transportation Worker Identification Credential (TWIC) at MPA facilities ○ Continue to use eModal Trucker Check system and facilitate Customs' use of high-tech devices such as Radiation Portal Monitors and the Eagle container inspection unit. ○ Conduct Vulnerability Assessments and update Facility Security Plans ○ Coordinate security with U.S. Coast Guard, Customs and Border Patrol, Maryland Emergency Management Agency, law enforcement agencies, and maritime stakeholders ○ Complete security capital projects, such as Terminal Access Visitor Control Centers and Remote Video Surveillance System ($7.0 million in FY2009-FY2014 CTP)	○ Continue working toward goal of 100% compliance with FAA certification requirements ○ Expand CCTV coverage to monitor, record, and respond to security and safety incidents ○ Work with FAA to implement a pilot Safety Management System program ○ Immediately address noted discrepancies and airfield safety incidents

SYSTEM PRESERVATION & PERFORMANCE

OBJECTIVES:

- Preserve and maintain the existing transportation network
- Maximize operational performance and efficiency of existing systems

PERFORMANCE MEASURES

MONITORING AGENCY	PERFORMANCE MEASURE	PAGE
MAA	Airline cost per enplaned passenger (CPE)	28
MAA	Non-airline revenue per enplaned passenger (RPE)	28
MPA	Dredge material placement capacity remaining for Harbor and Bay maintenance dredging	29
MPA	Revenue versus operating expense	30
MTA	Operating cost per passenger trip	25
MTA	Operating cost per revenue vehicle mile	26
MTA	Passengers per revenue vehicle mile	24
MVA	Alternative service delivery transactions as percent of total transactions	27
MVA	Cost per transaction	27
SHA	User cost savings for the traveling public due to incident management	23
SHA & MDTA	Number of bridges and percent that are structurally deficient	22
SHA & MDTA	Percent of roadway miles with acceptable ride condition	22

Maryland's transportation network is a valuable asset to the State's economy. Therefore, preserving and maintaining the existing infrastructure is MDOT's first budgetary and planning priority. The State continues to optimize performance by prioritizing investments that provide the best return. Key to this approach is extending the useful life of existing facilities and equipment before undertaking costly capacity expansion projects. Given the rising costs of materials, construction, and fuel, implementing innovative solutions to achieving operational efficiencies is critical to meeting user demand and facilitating the seamless movement of people and goods around the State.

Routine maintenance, such as roadway resurfacing, engineering safety improvements, and equipment replacements, is essential to preserving transportation infrastructure assets. Maryland's transportation agencies continue to identify new maintenance solutions and value-added technologies to improve performance across existing modal infrastructure.

For example, Maryland uses access management techniques to increase capacity, maximize performance, and reduce congestion on Maryland's transportation network. Increasing spacing between signals and interchanges, implementing exclusive turn lanes, and encouraging land use policies that limit access to highways are just a few access management strategies the Modal Administrations and MDTA have employed.

KEY INITIATIVES:

- **MDOT:** Utilize the Capital Program Management System (CPMS), a software database that allows agencies to identify and track capital project work schedules, cash flows, and expansion & preservation categories.
- **MAA:** Focus advertising and awareness campaigns to passengers on the advantages and options BWI Marshall provides, such as parking, concessions, and transit options.
- **MPA:** Improve the reliability of Seagirt Yard Crane's GPS auto steering system by incorporating new software.
- **MTA:** Support Commuter Choice Maryland, a comprehensive online commuting resource guide that offers tax-free commuter benefits and cost savings to attract transit ridership.
- **MDTA:** Construct I-95 Express Toll Lanes[SM] and the Intercounty Connector to relieve congestion north of Baltimore.
- **MVA:** Promote eMVA, an online store where customers can conduct business, such as license and registration renewals, without visiting an MVA location.
- **SHA:** Participate in the I-95 Corridor Coalition, an alliance of transportation agencies, toll authorities, and related organizations aimed at coordinated strategies to improve network performance throughout the I-95 Corridor.

SHA & MDTA: NUMBER OF BRIDGES AND PERCENT THAT ARE STRUCTURALLY DEFICIENT

The structurally deficient rating is an early warning sign to prioritize funding and to initiate repairs or to begin bridge replacement. The rating applies to three main elements of a bridge: 1) deck (riding surface); 2) superstructure (main supporting element of the deck); and 3) substructure (supports to hold up the superstructure and deck). These elements are rated on a scale from zero (closed to traffic) to nine (relatively new). If any of the three elements is rated as a four or less, the bridge is categorized as structurally deficient by Federal standards. This does not mean that the bridge is unsafe. If a bridge becomes unsafe, it is closed.

STRUCTURALLY DEFICIENT BRIDGES			
Calendar Year	**2006**	**2007**	**2008**
Number deficient	145	132	133
Percent deficient	5.20%	4.70%	4.70%

Target: 122 bridges by 2012

WHY DID PERFORMANCE CHANGE?

- 19 structurally deficient bridges were identified for repair or replacement, five major bridges were replaced, and 10 bridges were rehabilitated in FY2008
- Funding provided to SHA's Office of Bridge Development over the last seven years has supported bridge replacement
- Reduced the number of relatively "small" structurally deficient bridges

WHAT ARE FUTURE PERFORMANCE STRATEGIES?

- Secure significant increases in funding to support continued bridge replacement and rehabilitation, especially for "large" structurally deficient bridges

WHY DID PERFORMANCE CHANGE?

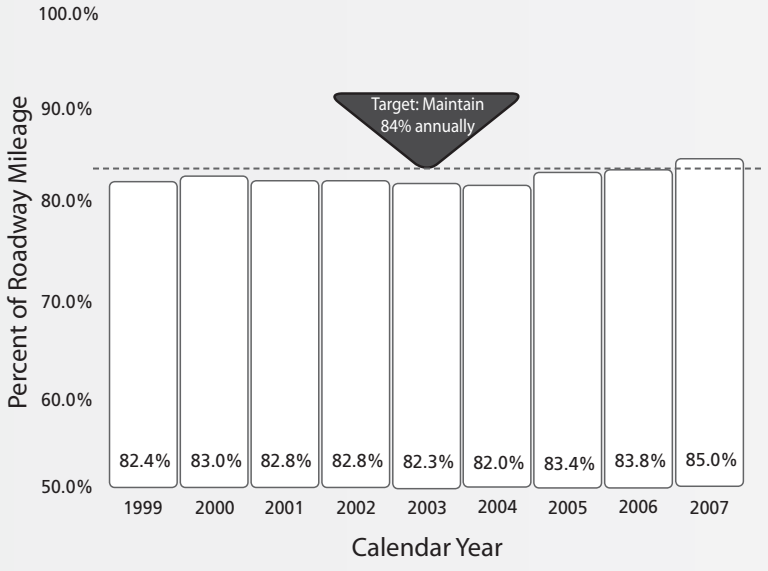
- Emphasis on reducing skid resistance resulted in improved quality
- Thinner, smaller overlays of pavement on roads kept projects within budget
- Costs of highway materials continue to rise

WHAT ARE FUTURE PERFORMANCE STRATEGIES?

- Utilize the Pavement System Preservation (Fund 77) to increase the ride quality and service life of roadways through performance monitoring, allocation planning, project selection, and program development
- Expand usage of recycled materials for highway applications
- Continue to use a high-speed laser profiler designed to better link construction standards to ride quality targets
- When identifying roadways to improve, continue to use an optimization process to achieve a high benefit-cost ratio of available funding
- Continue to pursue funding for pavement preservation, given escalating construction and material costs

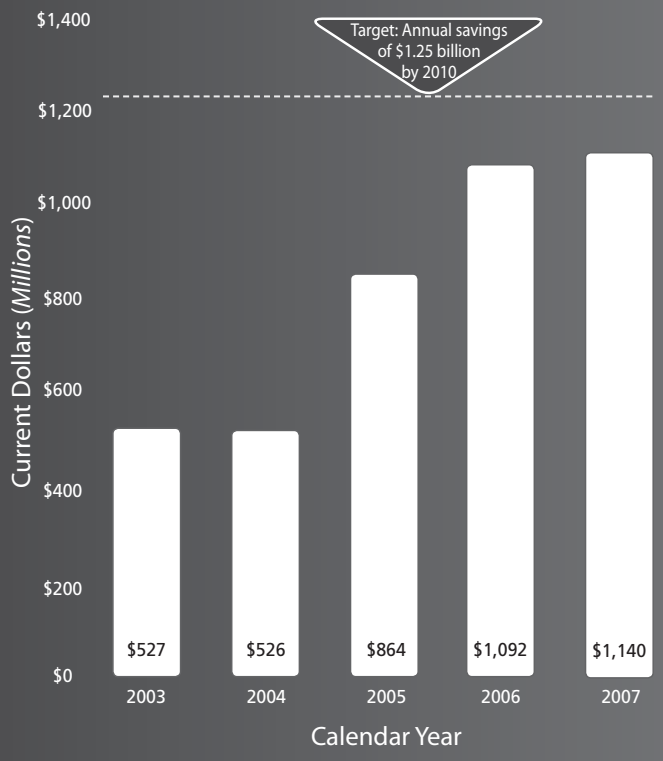
SHA & MDTA: PERCENT OF ROADWAY MILES WITH ACCEPTABLE RIDE CONDITION

The traveling public has identified acceptable ride quality (i.e., the smoothness or roughness of the pavement) as a priority. Ride quality facilitates mobility, efficiency, and safe movement of people and goods within Maryland.



SHA: USER COST SAVINGS FOR THE TRAVELING PUBLIC DUE TO INCIDENT MANAGEMENT

The total user cost savings to motorist and commercial traffic (from reduced delay) reflects the tangible benefits of the CHART incident management program.



WHY DID PERFORMANCE CHANGE?

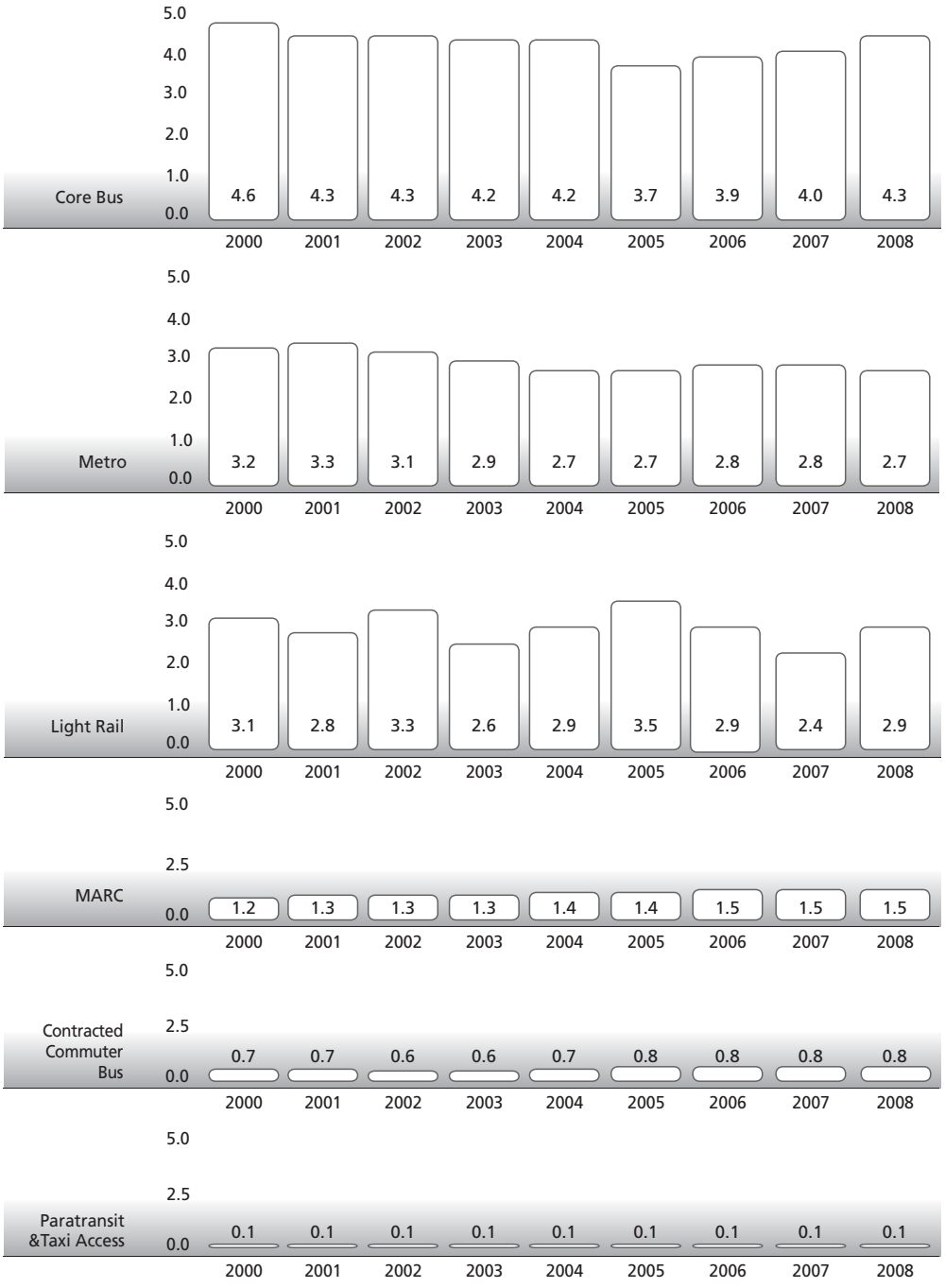
- CHART responded to and cleared more than 15,000 incidents, assisted more than 20,000 stranded motorists, and reduced secondary incidents by 250
- Constructed 10 new CCTVs in Baltimore County on State highways, for a Statewide total of 111
- Installed fiber optic transceivers at SHA headquarters and connected both Baltimore City DOT and Baltimore City Police to CHART
- Added five new full-time service patrols

WHAT ARE FUTURE PERFORMANCE STRATEGIES?

- Implement a Statewide 511 call center to obtain current traffic conditions
- Secure additional funding to support CHART staffing needs ($78.2 million in FY2009-FY2014 CTP)
- Install 54 more CCTVs and 18 dynamic message signs

MTA: PASSENGERS PER REVENUE VEHICLE MILE

Passengers per revenue vehicle mile, or passenger density, are a function of the frequency of service and total ridership, which are typically related. Growth in passenger density may be restricted on certain modes by existing and planned service levels and capacity.



WHY DID PERFORMANCE CHANGE?

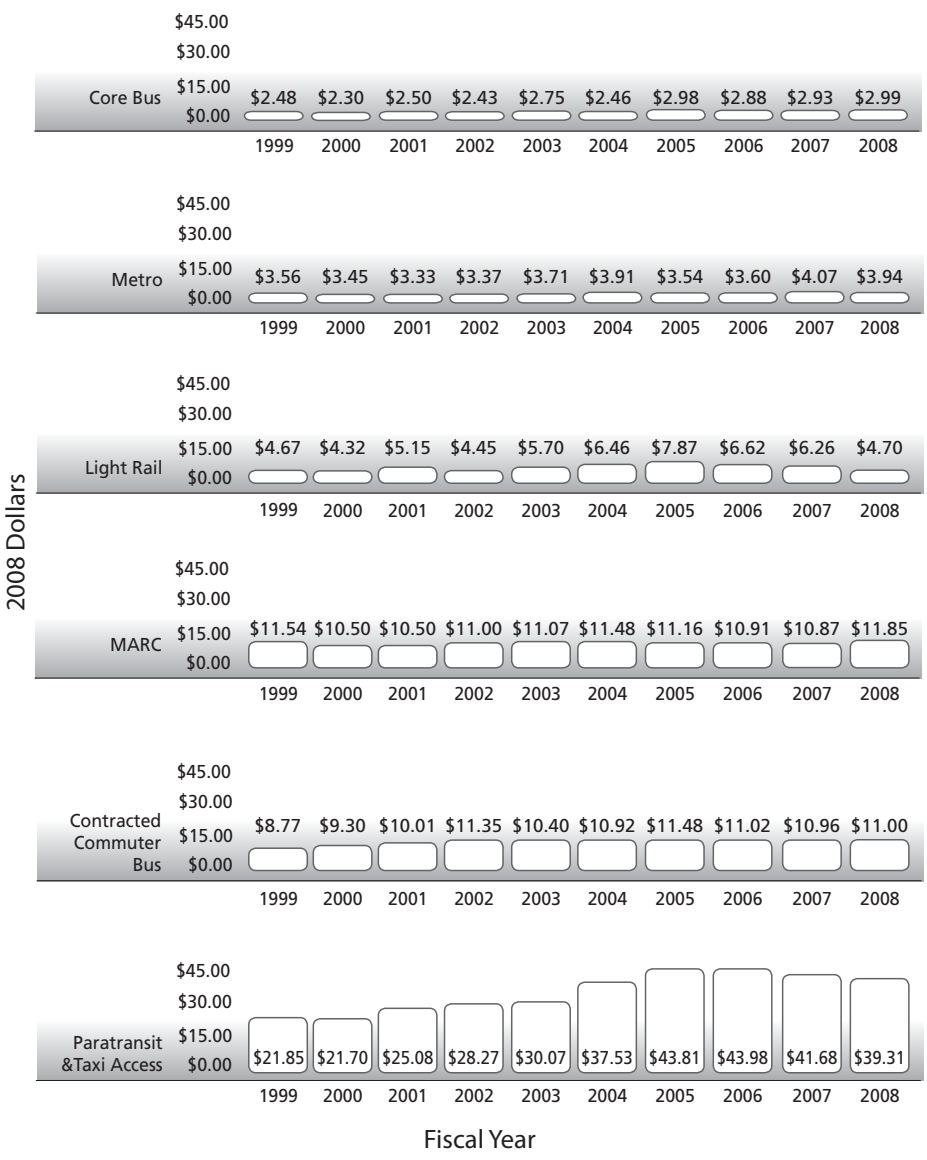
- Passenger density increased on certain MTA modes
- With the exception of Light Rail, growth in passenger density is restricted by existing and planned service levels and capacity, particularly on MARC
- As service levels and revenue vehicle miles increase, ridership tends to increase

WHAT ARE FUTURE PERFORMANCE STRATEGIES?

- Continue to evaluate local bus schedules to ensure riders are served in the most efficient route possible and to minimize low density bus runs
- Continue to evaluate the per rider efficiency of contracted services (e.g., MARC and Commuter Bus)
- Continue to manage overall service offerings to meet existing and future demand effectively

MTA: OPERATING COST PER PASSENGER TRIP

Together, the operating cost per passenger trip and operating cost per revenue vehicle mile shows MTA's ability to provide service to passengers on various modes of travel. Because passengers on different modes travel, on average, different distances, it is best to use cost per passenger trip information in conjunction with the cost per revenue mile information.



Target: Cost per passenger for Bus, Metro, and Light Rail to increase at a rate no higher than the Consumer Price Index (CPI)*

**The CPI provides information about price changes in the national economy over time. MTA uses the CPI to better understand general prices relative to the cost of providing certain MTA goods and services.*

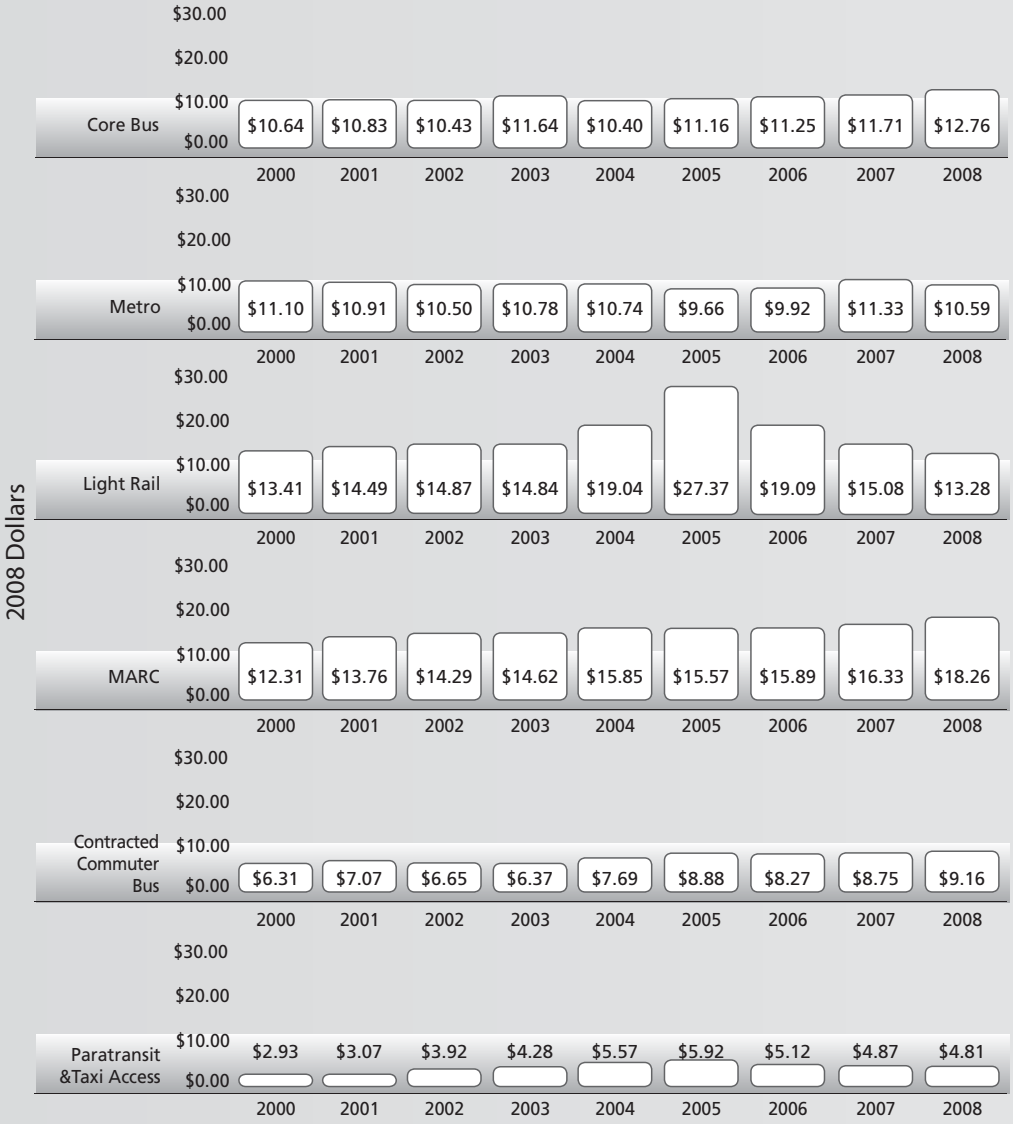
WHY DID PERFORMANCE CHANGE?

- Total ridership grew 5% in FY2008 due to completion of the Light Rail double-track, higher fuel costs, and congestion
- Overall costs increased only slightly, resulting in drops in cost per passenger and per passenger mile

WHAT ARE FUTURE PERFORMANCE STRATEGIES?

- Institutionalize preventative maintenance practices to reduce road calls (i.e., when a vehicle is in service) and repairs
- Continue monitoring bus service to increase efficiency
- Increase ridership through Commuter Choice Maryland, College Pass, and Maryland Transit Pass
- Build and lease additional park-and-ride lots where parking is at capacity
- Consider ways to offset increased costs for labor, fuel, insurance, and contracted services

MTA: OPERATING COST PER REVENUE VEHICLE MILE



Target: Core Bus, Metro and Light Rail to increase at a rate no higher than the Consumer Price Index (CPI)* *See page 25.*

WHY DID PERFORMANCE CHANGE?

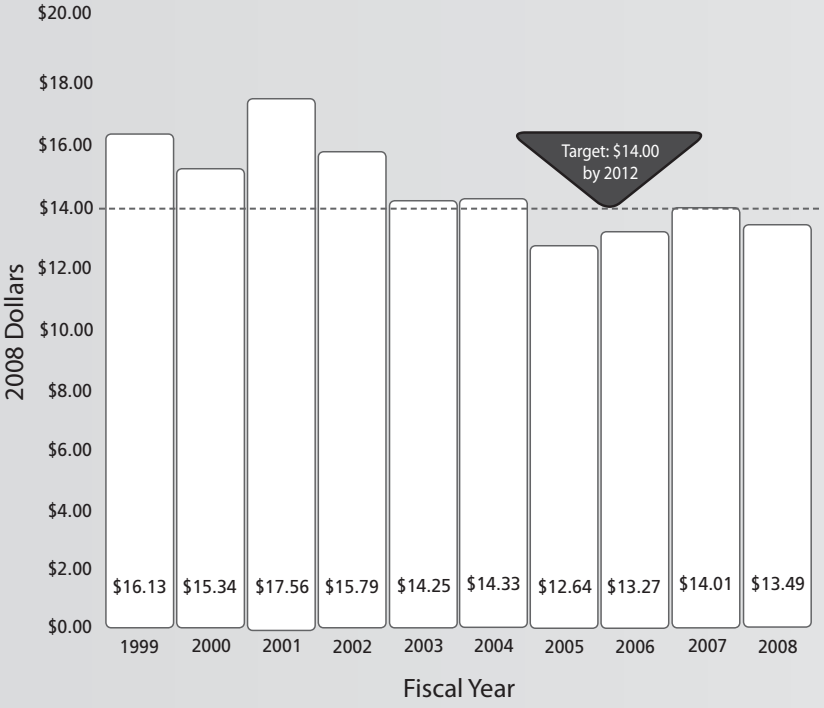
- The costs to deliver MTA service have consistently increased at a pace above inflation
- Labor costs have risen for both MTA-operated service and contracted service
- MTA expanded its service offerings, but costs have risen faster than the level of service

WHAT ARE FUTURE PERFORMANCE STRATEGIES?

- Examine scheduled service to ensure cost-effective operations (e.g., realign bus routes, change headways, analyze passenger loads)
- Continue to purchase fuel and other commodities at the lowest available prices, and negotiate service contracts
- Use resources more efficiently, including transitioning the fleet to fuel-efficient buses and locomotives, and reducing the amount of overtime used to provide existing service
- Increase ridership through mixed-use development ($15.6 million for Owings Mills transit-oriented development project in FY2009-FY2014 CTP)

MVA: COST PER TRANSACTION*

Cost per transaction is an indication of whether MVA business practices and programs are increasingly cost-effective through the employment of better technology and operational practices.



** Includes all transactions (e.g., licensing, registration, titling).*

WHY DID PERFORMANCE CHANGE?

- Increased capital investment in information technology and facility infrastructure
- MVA provides services for other agencies (e.g., central collection unit, *E-ZPass*® sales, organ donor program, child support enforcement, insurance enforcement, voter registration, warrants and flags)

WHAT ARE FUTURE PERFORMANCE STRATEGIES?

- Employ cost saving measures and identify business processes that increase efficiency ($14.8 million in FY2009-FY2014 CTP for Title and Registration Information System 2)
- Continue collaborative partnerships with other State agencies (e.g., license plate manufacturing by Maryland Correctional Enterprises)
- Find cost-effective ways to address new functional responsibilities initiated by the State Legislature

WHY DID PERFORMANCE CHANGE?

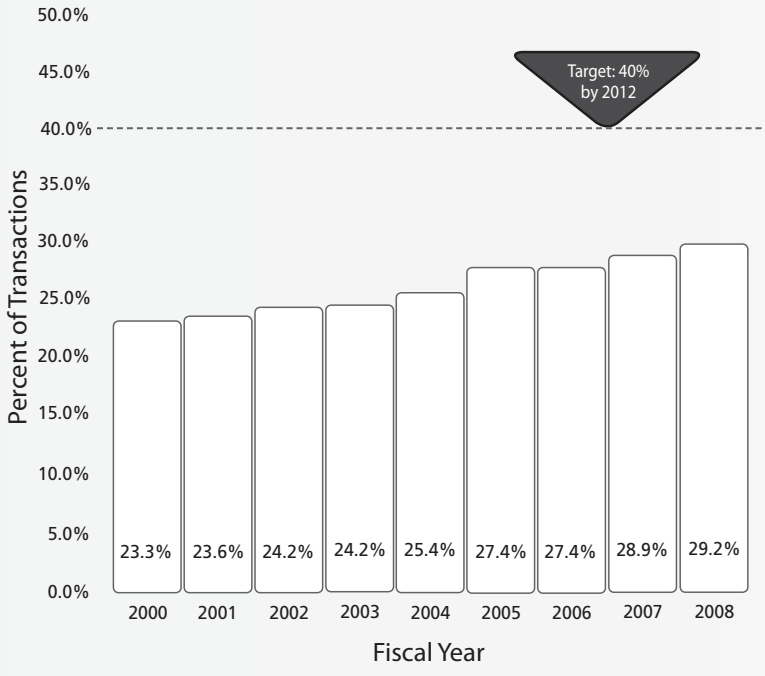
- Continued promotion of public awareness campaigns

WHAT ARE FUTURE PERFORMANCE STRATEGIES?

- Develop and refine the Web-enabling plan to progressively add eMVA services
- Continue to develop and promote use of alternative service delivery options

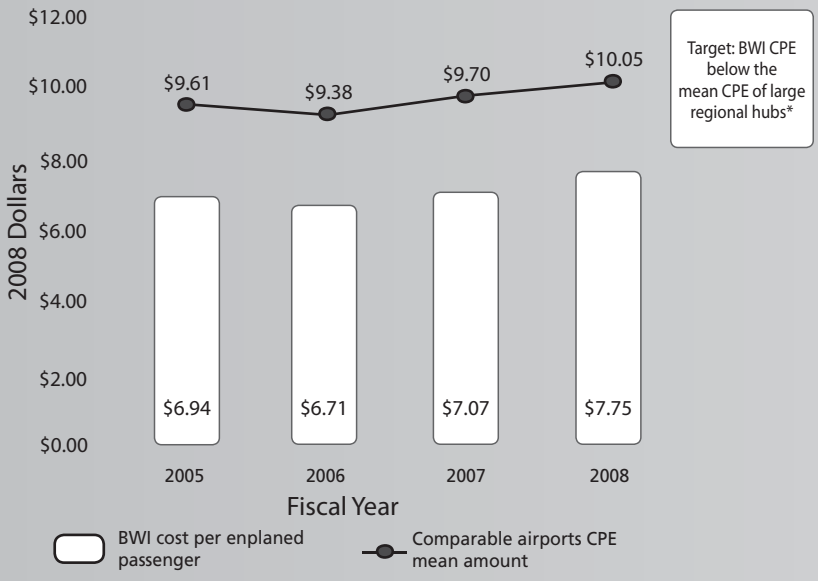
MVA: ALTERNATIVE SERVICE DELIVERY TRANSACTIONS AS PERCENT OF TOTAL TRANSACTIONS

Alternative services offer the ability to provide fast and convenient service delivery to the MVA customer. These transactions do not involve a walk-in interaction and require development of new IT systems and changes in customer behavior, which may be offset by new programs that require a walk-in interaction.



MAA: AIRLINE COST PER ENPLANED PASSENGER (CPE)

Airline cost and non-airline revenue measures help BWI Marshall to remain competitive in a region that is unique because it has four proximate airports.



** Comparable airports are used for benchmarking purposes and include: Washington Reagan National, Washington Dulles International, and Philadelphia International.*

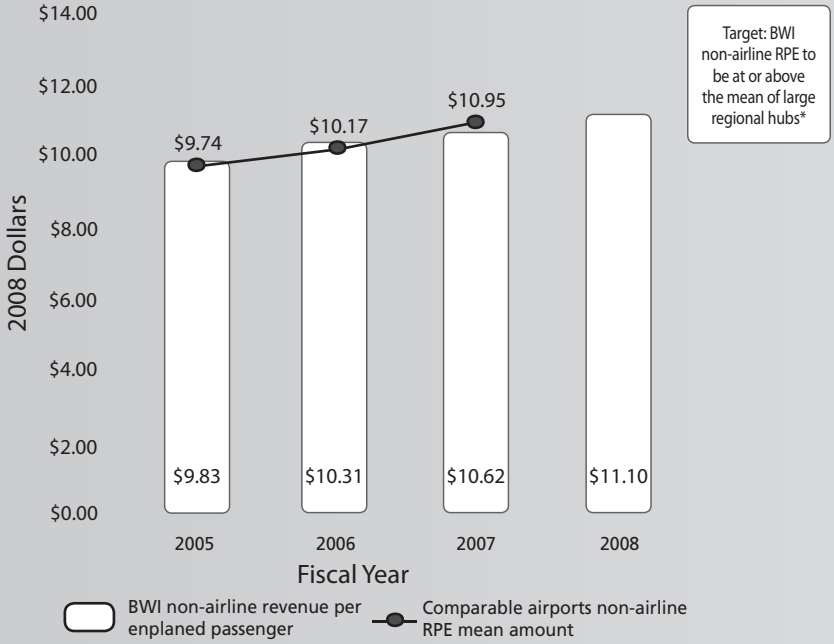
WHY DID PERFORMANCE CHANGE?

- BWI's CPE remains competitive with regional airports despite rate increases to recover operating costs
- BWI's RPE continues to increase and remains competitive with peer airports
- Volatile economic circumstances (e.g., rising consumer and fuel costs, airlines cutting fleet size) make it challenging to remain competitive

WHAT ARE FUTURE PERFORMANCE STRATEGIES?

- Implement additional cost containment initiatives of at least $2 million annually in FY2008 and FY2009
- Expand retail, food & beverage space in terminal
- Focus negotiations with airline tenants on greater recovery of terminal costs with an emphasis on reducing vacant space
- Continue strategies to increase parking revenues

MAA: NON-AIRLINE REVENUE PER ENPLANED PASSENGER (RPE)**



** Comparable airports are used for benchmarking purposes and include: Washington Reagan National, Washington Dulles International, and Philadelphia International.*

*** RPE is based on non-airline revenue (e.g., passenger facility charges, parking, concessions).*

WHY DID PERFORMANCE CHANGE?

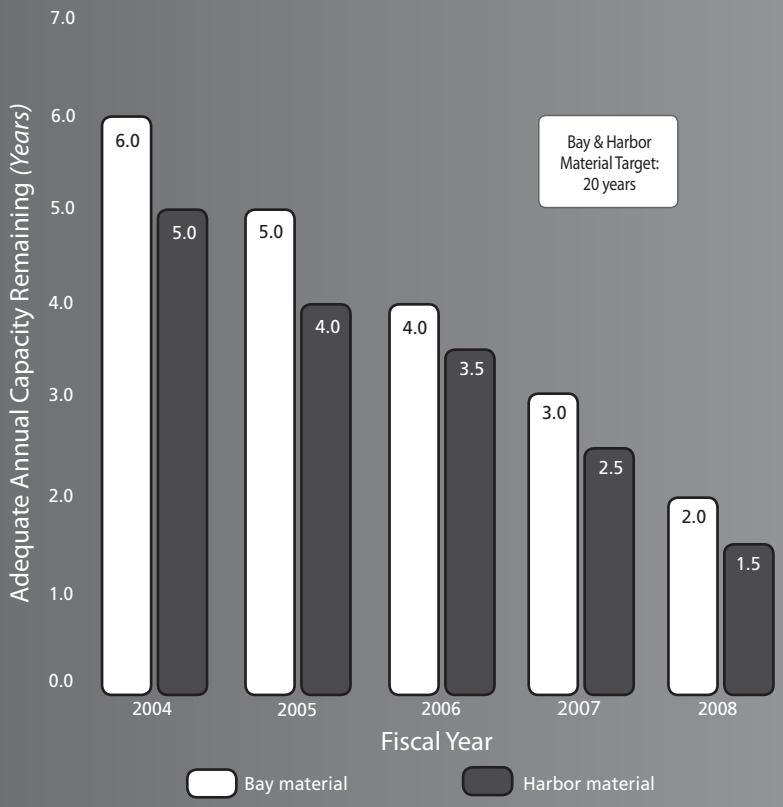
- New dredging provided a 50-foot access channel and three 45-foot berths at Seagirt Marine Terminal
- Began constructing a new Baltimore Harbor dredged material containment facility (DMCF) at Masonville
- Provided expert technical guidance, review, and evaluation based on techniques developed for the Dredged Material Management Program (DMMP)
- Hart-Miller Island DMCF will close at the end of 2009 and the Pooles Island site will close at the end of 2010

WHAT ARE FUTURE PERFORMANCE STRATEGIES?

- Provide long-term capacity for channel maintenance and improvement projects through the Dredged Material Management Program
- Work with the U.S. Army Corps of Engineers to finalize a Cox Creek DMCF cost sharing agreement
- Construct the Masonville Terminal DMCF for opening in 2010
- Resolve scheduling, legal, and community issues for a second Harbor placement option
- Educate Chambers of Commerce, business partners, and newly elected officials about DMMP and the Port's economic impact
- Evaluate potential innovative reuse of dredge materials pilot program
- Starting in 2010, only maintenance dredging of Harbor channels can be accommodated without overloading placement sites; new Harbor work probably cannot be accommodated without overloading placement sites for Harbor material until a new placement option is brought online, most likely in the 2014 to 2016 timeframe
- Starting in 2011, maintenance dredging of Bay channels can only be accommodated by overloading existing placement sites; new work in the Bay is unlikely to be accommodated until new capacity can be brought online in the 2014 to 2016 timeframe

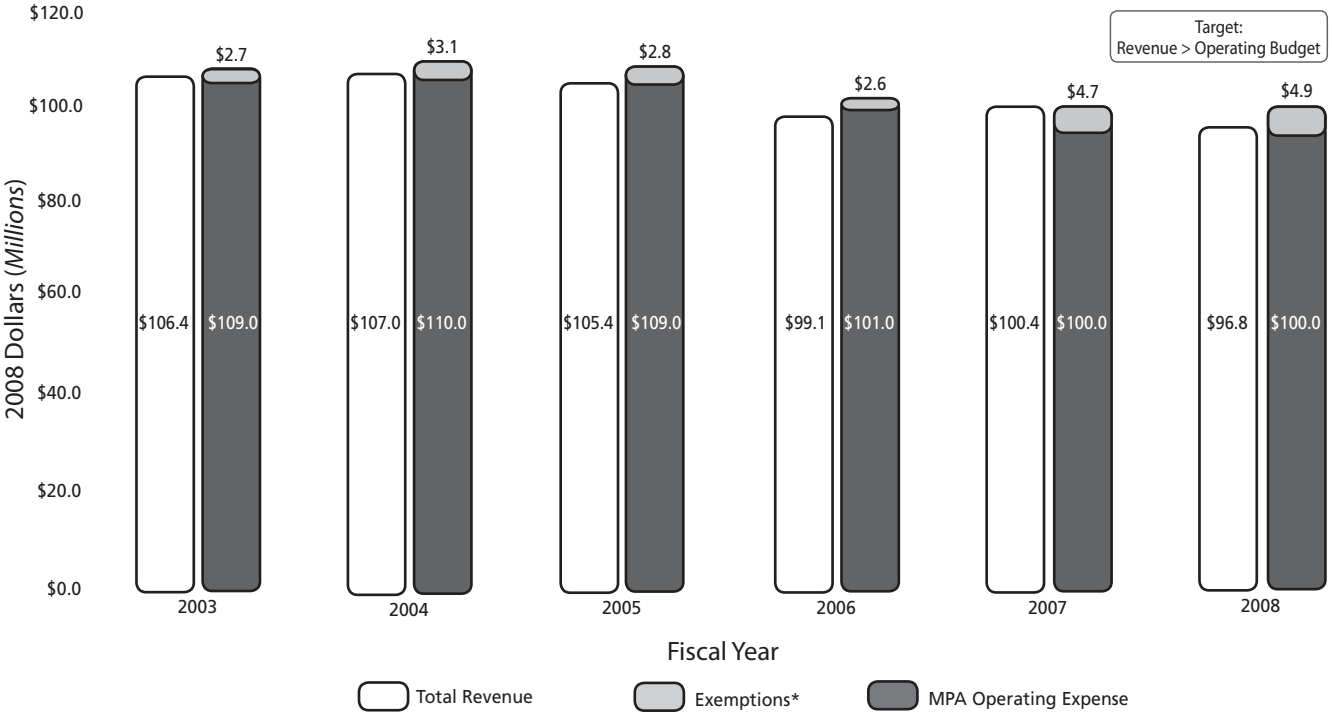
MPA: DREDGE MATERIAL PLACEMENT CAPACITY REMAINING FOR HARBOR AND BAY MAINTENANCE DREDGING

MPA monitors remaining capacity because it is responsible for obtaining sites to place material dredged by the Federal government in maintaining the Federal channel.



MPA: REVENUE VERSUS OPERATING EXPENSE

Revenues are an important measure of activity at the terminals, and they recover most of MPA's operating expenses.



** Exemptions include: MDTA lease payments for Masonville terminal, Certificate of Participation (COPs) for M-real facility, and MPA operating costs for new/ replacement equipment.*

WHY DID PERFORMANCE CHANGE?

- A November 2006 change in the accounting methodology now includes Seagirt lease payment as an operating expense
- Billable cargo tonnage increased 6.1% to 10.7 million tons in FY2008
- Higher energy and operating costs and expensive legal contingency provisions
- Security fee increased to mitigate rising security costs
- Depth at Seagirt berths 1–3 increased to 45 feet to accommodate larger vessels and increased container traffic

WHAT ARE FUTURE PERFORMANCE STRATEGIES?

- Focus on long-term agreements with carriers and manufacturers
- Complete terminal projects to meet cargo growth
- Evaluate options for a long-term lease option for Seagirt Marine Terminal
- Renovate and lease office space currently vacant in the World Trade Center
- Improve Port financial reporting mechanisms for decision-making
- Increase tariffs and security fees to improve operating revenues
- Grow cruise business from 27 to 75 sailings from the Port by 2010

ENVIRONMENTAL STEWARDSHIP

OBJECTIVES:

- Coordinate land use and transportation planning to better promote Smart Growth
- Preserve and enhance Maryland's natural, community, and historic resources
- Support initiatives that further our commitments to environmental quality

PERFORMANCE MEASURES

MONITORING AGENCY	PERFORMANCE MEASURE	PAGE
MDOT	Transportation-related emissions by region	34
MDOT	Transportation-related greenhouse gas emissions	34
MDOT & MTA	Transportation Emission Reduction Measures (TERMs)	36
MPA	Acres of wetlands or wildlife habitat created, restored, or improved since 2000	35
MVA	Compliance rate and number of vehicles tested for Vehicle Emissions Inspection Program (VEIP) versus customer wait time	33
SHA	Acres of wetlands restored and miles of streams restored	32
SHA	Total fuel usage of the light fleet	33
SHA & MTA	Travel Demand Management	35-36

Maryland's transportation network operates within a dynamic natural environment and an ever-changing landscape of human activities. The proactive preservation and enhancement of environmental assets ensures that future generations can benefit from the high quality of air, water, soil, and ecosystem resources that Marylanders enjoy today. Maryland's Modal Administrations and MDTA take pride in implementing transportation policies and decisions that contribute to the environmental stewardship of the State's resources.

In April 2007, Governor O'Malley issued an Executive Order mandating studies and actions to curtail greenhouse gas (GHG) emissions. MDOT recognizes that transportation contributes to carbon dioxide emissions and is engaged in the Maryland Climate Change Commission, which is developing a Climate Action Plan to reduce Maryland's GHG and carbon footprint. MDOT is also involved in a number of comprehensive interagency planning efforts to manage growth through the BRAC Action Plan, the Task Force on the Future for Growth and Development, and the State Development Plan, as well as to continue to promote transit-oriented development.

Maryland's Modal Administrations and MDTA regularly engage in close coordination with stakeholders and other government entities when undertaking new projects and programs. These agencies have made strides in coordinating land use and transportation planning, minimizing the negative impacts of projects and mitigating those impacts that cannot be avoided, and seeking Smart Growth strategies to protect Maryland's open space and farmland while investing in existing communities.

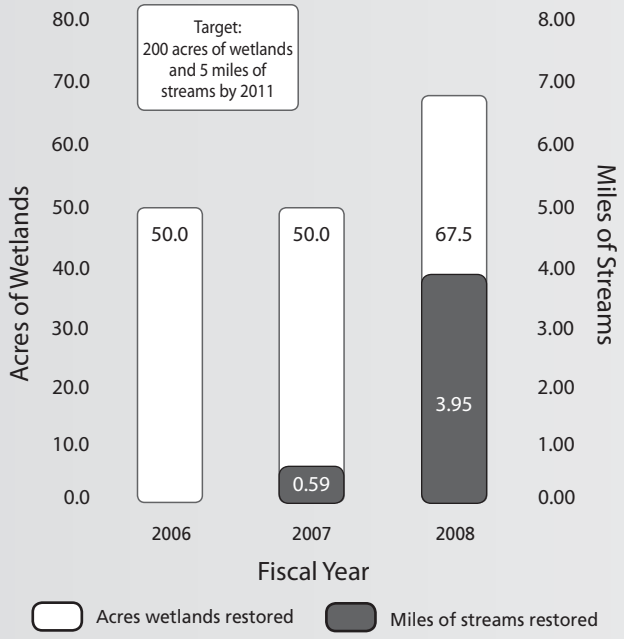
KEY INITIATIVES:

- **MDOT:**
  - **Land Use Coordination**–Continue to provide financial support to partner agencies in support of coordinating land use and transportation planning.
  - **Smart Growth Initiative**–Participate in the Governor's Smart Growth Subcabinet.
  - **Transit-Oriented Development (TOD)**–Support TOD with local and private partners through planning, joint development partnerships, and infrastructure investments.
- **MAA:**
  - **Greenhouse Gas Study**–Conduct an inventory study to assess MAA's carbon footprint.
  - **Recycling**–Continue MAA's award-winning recycling program at BWI Marshall.
- **MPA:**
  - **Environmental Management System (EMS)**–Systematically identify and manage regulated and unregulated environmental impacts at all MPA facilities.
  - **Maryland Environmental Research Center (MERC)**–Address environmental issues facing the shipping industry (e.g., limiting the local impact of invasive species, hull fouling, and gray and oily water treatments).
  - **Dredged Material Management Program (DMMP)**–Explore innovative use, such as environmental restoration, for the millions of cubic yards of dredged material generated each year.
- **MTA:**
  - **Hybrid Buses**–Operate 10 hybrid diesel-electric buses that consume 23% less fuel and replace the entire Core Bus fleet with hybrids over the next decade.
  - **Bike Racks**–Encourage bicycling by allowing bicycles on Metro and Light Rail and by installing front-mounted bike racks on the Core Bus fleet.
  - **MARC Locomotive Replacements**–Replace 26 diesel MARC locomotives with new models that comply with strict Environmental Protection Agency (EPA) requirements and reduce nitrous oxide emissions by 42%, carbon monoxide by 70%, and particulates by 67%.

- **MDTA:**
  - **Major Project Mitigation Compliance**–Comply with all environmental review and mitigation requirements on major projects such as the Intercounty Connector (ICC) and I-95 Express Toll Lanes[SM].
  - **Environmental Services**–Established an Environmental Services Office within the Division of Operations.
  - **Environmental Self-Audit**–Undergo a voluntary self-audit agreement with the EPA.
- **MVA:**
  - **Vehicle Emissions Inspection Program (VEIP)**–Continue the VEIP program to ensure that registered vehicles comply with Maryland's emission requirements.
  - **Independent Energy Audit**–Establish a baseline of energy consumption and develop an energy management plan.
  - **eMVA**–Continue to reduce MVA's carbon footprint by expanding alternative service delivery.
- **SHA:**
  - **Recycling Program**–Increase the use of quality recyclable materials for construction.
  - **Energy Audits**–Conduct energy audits of SHA facilities to reduce electricity usage by 10% by 2011.
  - **Watershed-Based Approach**–Promote a watershed-based approach to new capital projects through a national pilot on US 301 in Waldorf.

SHA: ACRES OF WETLANDS RESTORED AND MILES OF STREAMS RESTORED

SHA wetland and stream restoration efforts exceed specific project environmental requirements. These efforts are intended to mitigate for past impacts to wetlands and streams due to highway construction projects. Wetlands are also among the most effective of SHA's water quality best management practices. SHA's efforts contribute to the statewide goals of the Chesapeake 2000 Agreement and Maryland's Tributary Strategy Plan for the restoration of Chesapeake Bay. At the close of calendar year 2007, Maryland's remaining portion of the Chesapeake 2000 goal was 7,080 acres of wetland restoration. The remaining portion of the Tributary Strategy goal for wetland restoration was 8,757 acres.



WHY DID PERFORMANCE CHANGE?

- Through FY2008, 67.5 acres of wetlands were created and 3.95 miles of streams restored toward the overall goal of 200 acres and five miles respectively by 2011
- Continued to provide environmental enhancements beyond what is required for project mitigation

WHAT ARE FUTURE PERFORMANCE STRATEGIES?

- Provide outreach and pursue collaborations with local jurisdictions to ensure the identification of potential restoration sites to maximize watershed benefits
- Continue to work with other agencies to provide value-added environmental enhancements through creative and cost-effective solutions

WHY DID PERFORMANCE CHANGE?

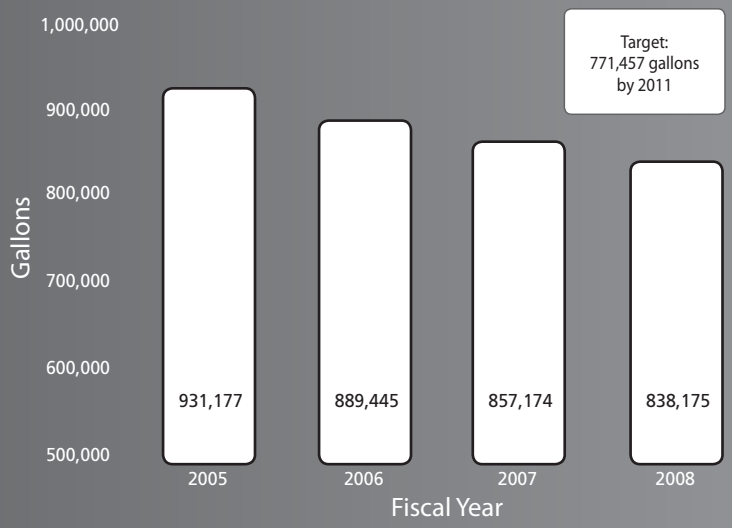
- Reduced consumption due to the impact of hybrid vehicles, carpooling, and attempts to reduce driving

WHAT ARE FUTURE PERFORMANCE STRATEGIES?

- Explore funding opportunities to convert additional gasoline pumps from E10 to E85
- Encourage teleconferencing, carpooling, and telecommuting, when appropriate
- Acquire smaller, more fuel-efficient vehicles and hybrids as older vehicles qualify for replacement

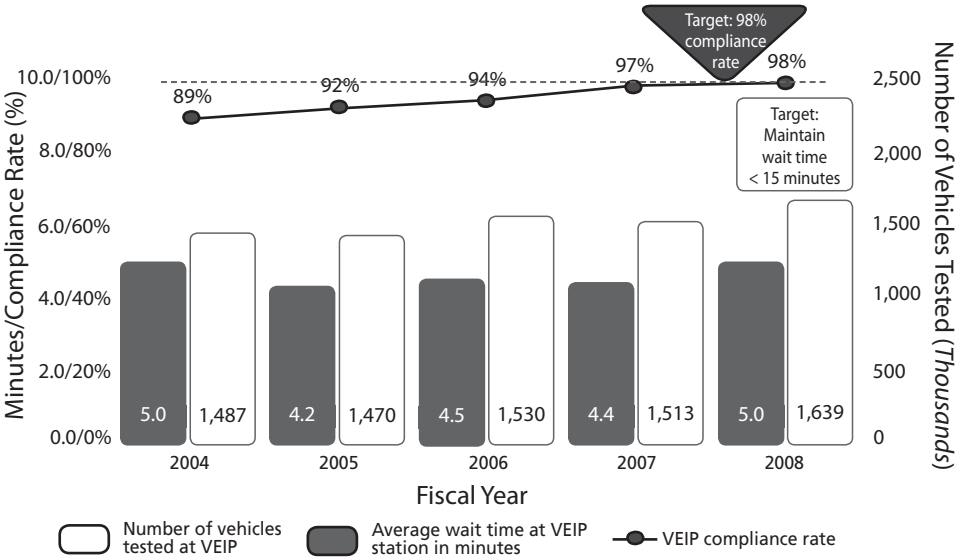
SHA: TOTAL FUEL USAGE OF THE LIGHT FLEET

This measure is tracked Statewide to monitor success in reducing consumption of gasoline through conservation strategies including scheduled fleet replacements by higher efficiency vehicles.



MVA: COMPLIANCE RATE AND NUMBER OF VEHICLES TESTED FOR VEHICLE EMISSIONS INSPECTION PROGRAM (VEIP) VERSUS CUSTOMER WAIT TIME*

Monitoring the VEIP testing compliance rate ensures system effectiveness and identifies vehicles exceeding allowable standards. Tracking the average wait time at a VEIP station ensures that the 15-minute average wait time requirement is met. Timely and efficient customer service helps the State meet Federal clean air standards by identifying pollutants and encouraging vehicle maintenance.



** 14 counties offer VEIP tests: Anne Arundel, Baltimore, Baltimore City, Carroll, Harford, Howard, Queen Anne's, Cecil, Washington, Calvert, Charles, Frederick, Montgomery, and Prince George's.*

WHY DID PERFORMANCE CHANGE?

- MVA worked in conjunction with the Maryland Department of the Environment to increase VEIP compliance rates
- Vehicles tested increased by 125,918 and average wait time remained below 15 minutes

WHAT ARE FUTURE PERFORMANCE STRATEGIES?

- Continue to monitor registered vehicles in non-attainment counties
- Explore new technologies and initiatives to reduce customer wait time

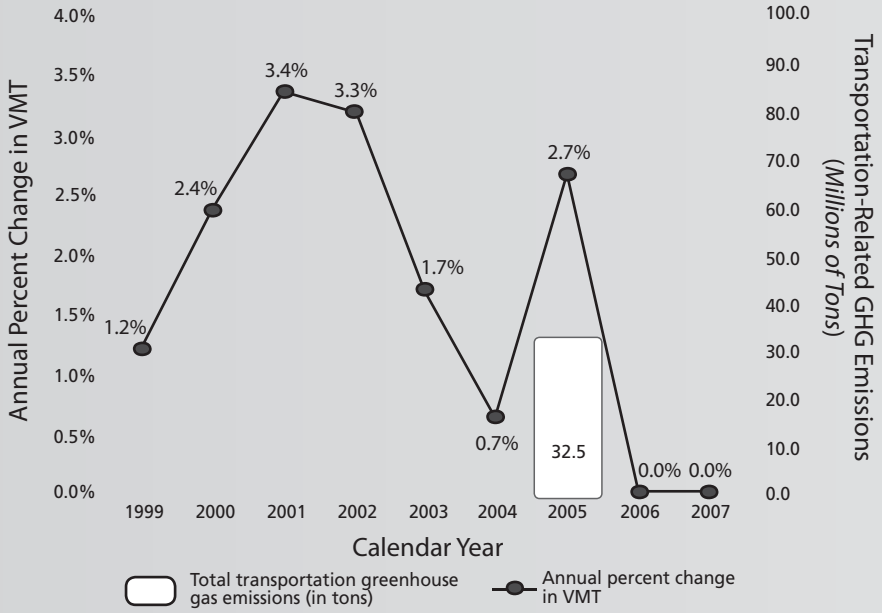
MDOT: TRANSPORTATION-RELATED EMISSIONS BY REGION

Reducing vehicle emissions improves air quality in compliance with Federal regulations and provides health benefits for Maryland residents.

PERFORMANCE MEASURE	REGION	CALENDAR YEAR		TARGET
		2002	2005	
Volatile Organic Compound (VOC) Tons per Day	Baltimore	70.6	55.1	38.7 by 2009
	Washington	116.9	97.4	97.4 by 2009
Nitrogen Oxide (NOx) Tons per Day	Baltimore	177.1	144.5	97.0 by 2009
	Washington	266.7	234.7	234.7 by 2009
Carbon Monoxide (CO) Tons per Day	Baltimore	2,454.1	N/A	1,671.5 by 2015
	Washington	2,589.5	N/A	1,689.8 by 2015
Particulate Matter (PM) Tons per Day	Baltimore	1,724.7	N/A	1,105.4 by 2009
	Washington	1,043.51	N/A	686.97 by 2009

MDOT: TRANSPORTATION-RELATED GREENHOUSE GAS EMISSIONS*

Vehicle miles of travel (VMT) reduction is one of several strategies that MDOT is pursuing to address climate change. Reducing VMT has other potential benefits to Marylanders, such as reduced congestion and improved travel time reliability.



** GHG emissions affect the temperature and climate of the earth's surface. GHG emissions primarily include carbon dioxide, methane, nitrous oxide, carbon monoxide, oxides of nitrogen, and non-methane volatile organic compounds.*

WHY DID PERFORMANCE CHANGE?

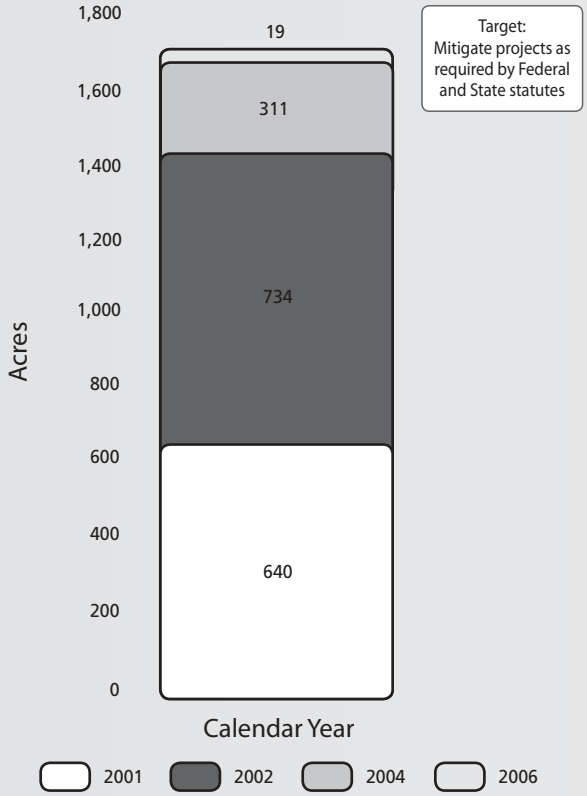
- Vehicle emissions decreased due to improved technologies and higher fuel prices
- Increased State and local financial support for alternative modes of transportation
- Implemented emission-reduction strategies in non-attainment areas to foster alternatives to single-occupant vehicles

WHAT ARE FUTURE PERFORMANCE STRATEGIES?

- Support VMT and other GHG reduction strategies recommended by the Maryland Commission on Climate Change
- Support mobile source emissions-reduction efforts and invest in alternative transportation
- Execute regional emissions-reduction strategies recommended by the Ozone Transport Commission
- Implement the Clean Car Bill requirements and standards passed in 2007

MPA: ACRES OF WETLANDS OR WILDLIFE HABITAT CREATED, RESTORED, OR IMPROVED SINCE 2000*

MPA is in compliance with the various permits that are granted to construct projects needed for MPA customers (e.g., vessel or landside tenants).



** Represents cumulative mitigation efforts by MPA.*

WHY DID PERFORMANCE CHANGE?

- Collaborated with local communities to develop mitigation plans for the Masonville Dredged Material Containment facility, to include wetlands, upland habitat, and a nature center

WHAT ARE FUTURE PERFORMANCE STRATEGIES?

- Seek to create and improve wildlife habitat where appropriate and in compliance with permit requirements

TRAVEL DEMAND MANAGEMENT

Travel Demand Management (TDM) strategies support the use of alternatives to the traditional single-occupant vehicle through a variety of programs and incentives. These strategies include carpooling, car sharing, bus, transit, park-and-ride facilities, teleworking, and flexible work hours. Also known as Transportation Emission Reduction Measures (TERMs), TDM helps to reduce single-occupancy vehicle usage and VMT and generally translates into lower emissions. Other TDM benefits include reduced congestion, lower parking demand, energy savings, lower commuting costs, and cleaner air.

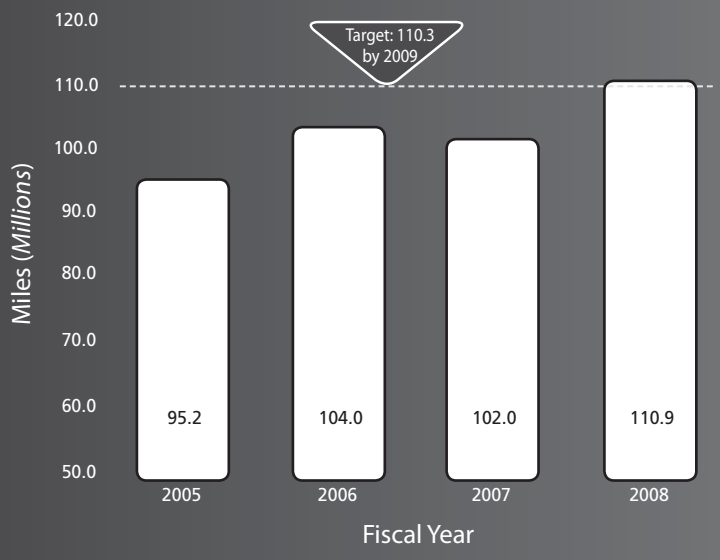
Maryland's transportation agencies operate a number of park-and-ride facilities to support TDM. Usage may fluctuate due to weather conditions; special events; emergencies; delays or shutdowns of parallel lines or modes; maintenance and repair; storage of plowed snow; increases in frequency, service, and capacity; and other factors. Maryland's inventory of park-and-ride facilities help to reduce automobile travel as shown to the right.

STATEWIDE PARK-AND-RIDE FACILITIES (*Estimated*) 2007

AGENCY	TOTAL SPACES	AVERAGE WEEKDAY UTILIZATION
SHA	11,672	6,800
MTA Operated	35,000	20,000
Transit Multipurpose*	7,704	5,541

** Includes facilities operated by MTA, Amtrak, WMATA, Penn Station in Baltimore, and Union Station in Washington, DC.*

SHA: REDUCTION IN VEHICLE MILES TRAVELED THROUGH PARK-AND-RIDE USAGE



2007-2008 MDOT & MTA TRANSPORTATION EMISSION REDUCTION MEASURES (TERMs)

PROGRAM	PROGRAM DESCRIPTION	DAILY REDUCTION IN VEHICLE TRIPS*	DAILY REDUCTION IN VEHICLE MILES OF TRAVEL*
Guaranteed Ride Home	Provides transit users or carpoolers up to four rides home per year in a taxi or rental car in the event of an unexpected personal or family emergency	12,600	355,000
Employer Outreach (Including Employer Outreach for Bicycles)	Supports marketing efforts to increase employee awareness and use of alternatives to driving alone to work every day	87,700	1,445,700
Integrated Rideshare	Promotes traveler information and other alternative transportation services to employers and to the general public. Commuter information system documentation is provided with comprehensive commute information, to include regional TDM software updates, transit, telework, park-and-ride, and interactive mapping	3,000	80,000
MTA College Pass	Offers a subsidized monthly transit pass to full- or part-time students enrolled in greater Baltimore metropolitan area colleges or universities	550	4,100
MTA Commuter Choice Maryland Pass	Baltimore region program that allows employers to purchase transit passes and vouchers for their employees. Employers can subsidize these for their employees or allow employees to purchase passes or vouchers with pre-tax income	1,970	14,800
Commuter Operations and Ridesharing Center	Updates and maintains the Commuter Connections database for ride-matching services and provides information on carpooling, transit, Guaranteed Ride Home services, and alternative mode choices for the Baltimore/Washington metropolitan region	10,400	297,000
Transit Store in Baltimore	Provides customer access to transit information and for purchases of transit passes. Some 15-20% of total transit pass sales occur through this outlet	2,250	22,500
Telework Resource Center	Provides information to employers on the benefits of telecommuting and assists in setting up new or expanded telework programs for employers	11,800	241,000
Mass Marketing	Promotes and communicates the benefits of alternative commute methods to single-occupant vehicle commuters through the media and other wide-reach communications	7,750	141,200

**Estimated–The TERMs analysis is being updated and, as a result, future Attainment Reports will reflect changes in certain TERMs calculations.*

CONNECTIVITY FOR DAILY LIFE

OBJECTIVES:

- Provide balanced, seamless, and accessible multimodal transportation options for people and goods
- Facilitate linkages within and beyond Maryland to support a healthy economy
- Strategically expand network capacity to manage growth

PERFORMANCE MEASURES

MONITORING AGENCY	PERFORMANCE MEASURE	PAGE
MAA	Number of nonstop airline markets served	41
MPA	International cruises using the Port of Baltimore	42
MPA	Port of Baltimore foreign cargo and MPA general cargo tonnage	42
MTA	Annual vehicle revenue miles of service provided	40
MTA	Average weekday transit ridership	40
MVA	Percent of information system availability compared to total number of records maintained	41
SHA	Percentage of State-owned roadway centerline miles with a bicycle level of comfort (BLOC) grade "D" or better and mileage of SHA-owned highways with marked bike lanes	39
SHA	Percentage of State-owned roadway centerline miles within urban areas that have sidewalks and percent of sidewalks that meet Americans with Disabilities Act (ADA) Compliance	39
SHA & MDTA	Percent of freeway lane-miles and arterial lane-miles with average annual volumes at or above congested levels	38

Having an easy-to-use, accessible, and fully-integrated transportation network is critical to connecting people to where they live, work, and recreate. Whether by air, transit, trail, car, bicycle, or foot, Maryland transportation agencies seek to offer a variety of travel options. Offering travel choices means pursuing initiatives and investments aimed at developing a seamless transportation system that supports a connected network for people and goods. A balanced transportation system encourages users to consider the wealth of travel choices Maryland's transportation agencies offer and also facilitates the efficient movement of goods across the State.

Facilitating travel also helps the State's vibrant economy to prosper and compete in a global marketplace. However, Maryland's transportation infrastructure—its roadways, bicycle and pedestrian trails, transit options, information technology, airfields, and sea channels—will face critical capacity constraints as the population and economy grow. To help manage this growth, Maryland's Modal Administrations and MDTA consider these demands when strategically planning for long-term investments capable of meeting the needs of Maryland's future citizens and businesses.

KEY INITIATIVES:

- **MDOT:** Complete a Statewide Strategic Plan for Trails to assess existing trails, develop plans to foster trail connectivity, and provide more mobility options.
- **MAA:** Meet with targeted airlines executives to promote expanded air service.
- **MPA:** Engage in direct marketing to attract additional cruise business to the Port of Baltimore.
- **MTA:** Pursue studies for major regional transit services including the Red Line Corridor in Baltimore and the Purple Line and the Corridor Cities Transitway in Metropolitan Washington.
- **MDTA:** Remain a member of the *E-ZPass*® Interagency Group and accept all valid electronic-toll transponders affiliated with the *E-ZPass* system at Maryland's toll plazas.
- **MVA:** Continue to pursue ways to maintain the integrity of its records because MVA is the gateway to transportation in Maryland through its identification, driver/vehicle services, safety programs, and functional areas.
- **SHA:** Conduct State, local, and regional incident management coordination and collaboration activities.

WHY DID PERFORMANCE CHANGE?

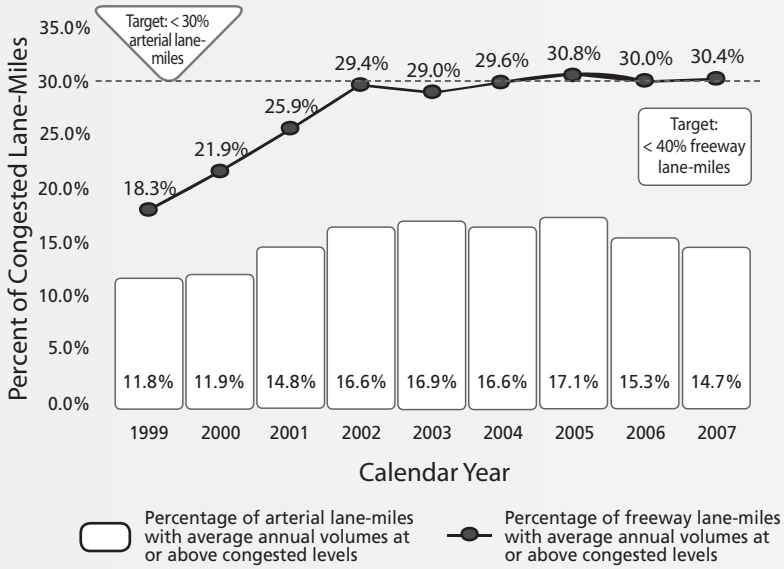
- Lower vehicle miles of travel (VMT)
- Retimed 154 signals to reduce 970,000 hours of delay
- Expanded Mount Zion park-and-ride lot by 30 spaces
- Began construction on widening MD 295 in Baltimore and Anne Arundel Counties
- Began improvements along MD 355 in Montgomery County

WHAT ARE FUTURE PERFORMANCE STRATEGIES?

- Design new and expand existing park-and-ride lots in Urbana, Perryville, Hampstead, Mount Zion East, and Weaverton
- Secure funding to improve congested intersections
- Complete construction of the Intercounty Connector and Woodrow Wilson bridge interchanges

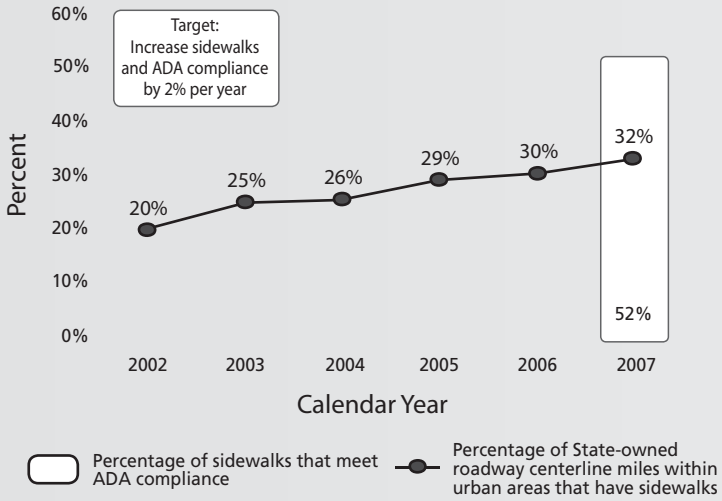
SHA: PERCENT OF FREEWAY LANE-MILES AND ARTERIAL LANE-MILES WITH AVERAGE ANNUAL VOLUMES AT OR ABOVE CONGESTED LEVELS

Vehicles per lane per day volumes provide insight into whether congestion is improving or worsening across the State. Given Maryland's economic vitality, the increase in vehicle miles traveled and the growing size of the driving population, MDOT is focusing its efforts where it can be most effective, which is to slow the pace of congestion growth, and have set targets accordingly.



SHA: PERCENTAGE OF STATE-OWNED ROADWAY CENTERLINE MILES WITHIN URBAN AREAS THAT HAVE SIDEWALKS AND PERCENT OF SIDEWALKS THAT MEET AMERICANS WITH DISABILITIES ACT (ADA) COMPLIANCE

Available sidewalk facilities provide mobility for pedestrians. Tracking the percent that are ADA compliant helps ascertain whether Maryland's sidewalk program meets Federal benchmarks.



WHY DID PERFORMANCE CHANGE?

- Supported Smart Growth initiative through sidewalk development
- Continued efforts to bring existing sidewalk system up to ADA standards ($7.0 million in FY2009-FY2014 CTP)

WHAT ARE FUTURE PERFORMANCE STRATEGIES?

- Foster accessibility through continued sidewalk construction
- Continue to ensure ADA compliance on all SHA projects

WHY DID PERFORMANCE CHANGE?

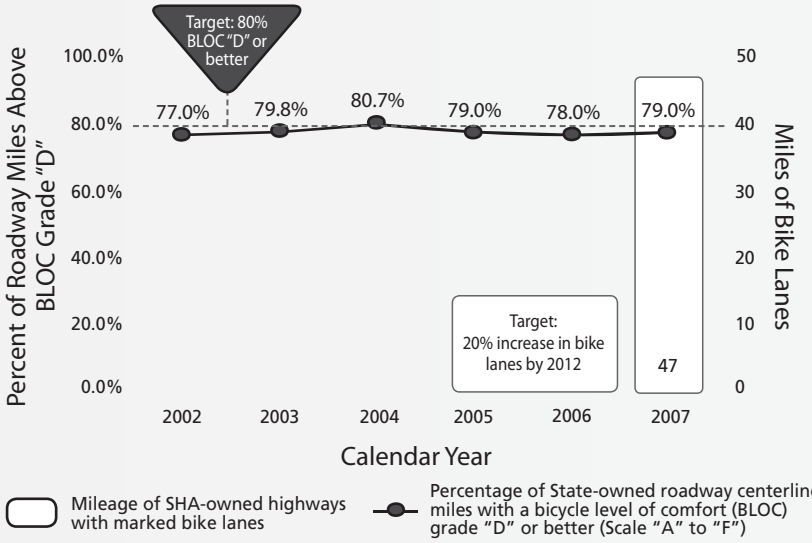
- Shoulder width and traffic volume growth continues to impact BLOC
- Provide user-friendly enhancements to support planners and designers in calculating BLOC
- Inventory signs and marking related to bicycle/pedestrian crosswalks not controlled by traffic signals

WHAT ARE FUTURE PERFORMANCE STRATEGIES?

- Designate bicycle routes on 1,700 miles of identified State highways
- Implement the action steps identified in the SHSP emphasis areas
- Annually calculate BLOC to reflect roadway improvements

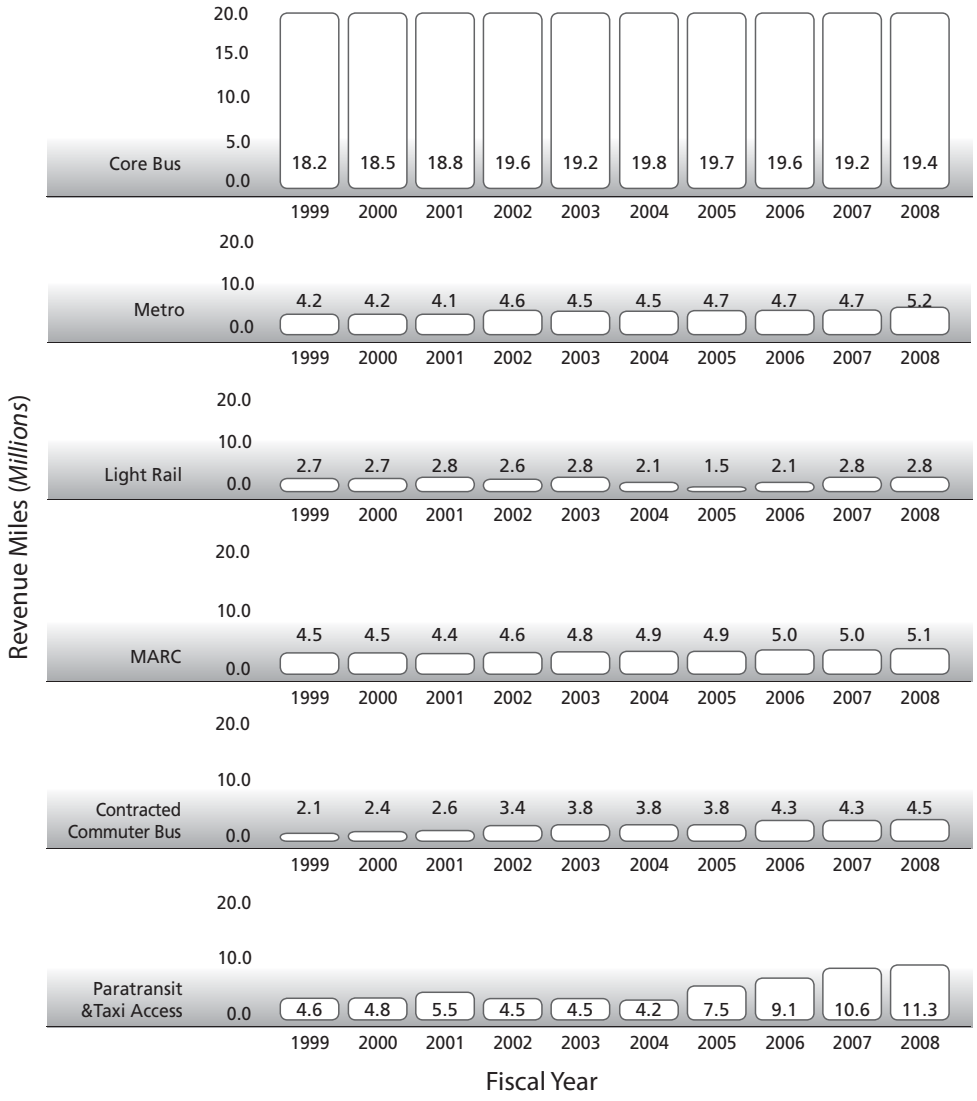
SHA: PERCENTAGE OF STATE-OWNED ROADWAY CENTERLINE MILES WITH A BICYCLE LEVEL OF COMFORT (BLOC) GRADE "D" OR BETTER AND MILEAGE OF SHA-OWNED HIGHWAYS WITH MARKED BIKE LANES

BLOC (scale "A" to "F") is a useful measure for assessing the Statewide roadway system for its comfort and compatibility with bicycle users. Marked bike lanes are designated by pavement markings for the preferential or exclusive use of bicyclists and may be supplemented with signage. Shoulder width is a key element for improving BLOC, even more than a marked bicycle lane.



MTA: ANNUAL VEHICLE REVENUE MILES OF SERVICE PROVIDED*

Vehicle revenue miles, or each mile for which a transit vehicle is in service and accepting customers, indicates the level of transit service available to, and in use by, the general public.



** Excludes Locally Operated Transit Systems and WMATA.*

WHY DID PERFORMANCE CHANGE?

- Mobility Paratransit and Taxi Access trips increased
- Light Rail operated its full network throughout FY2007 since double-tracking
- Added Commuter Bus trips

WHAT ARE FUTURE PERFORMANCE STRATEGIES?

- Increase evening service on the Baltimore Metrorail System
- Improve scheduling efficiency of bus service
- Add Commuter Bus trips to accommodate growing ridership

WHY DID PERFORMANCE CHANGE?

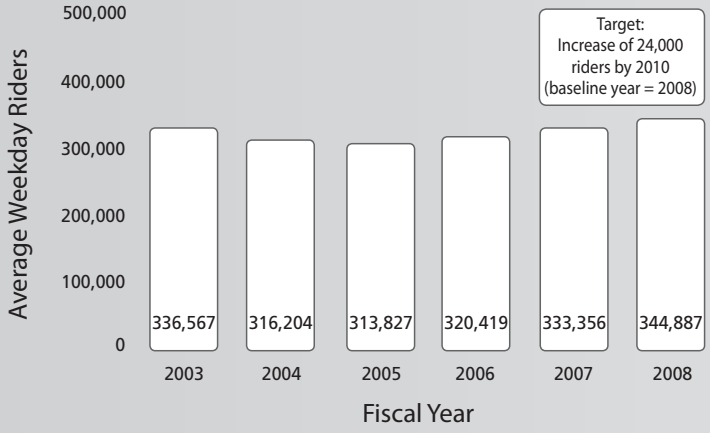
- High gas prices were a disincentive to driving
- More service options attracted ridership

WHAT ARE FUTURE PERFORMANCE STRATEGIES?

- Expand outreach to community and business groups, seniors, students, and people with disabilities
- Continue to build partnerships with employers, government agencies, and educational institutions to enroll riders in Commuter Choice Maryland and the College Pass program

MTA: AVERAGE WEEKDAY TRANSIT RIDERSHIP

Measures progress in increasing average daily ridership across MTA services.



WHY DID PERFORMANCE CHANGE?

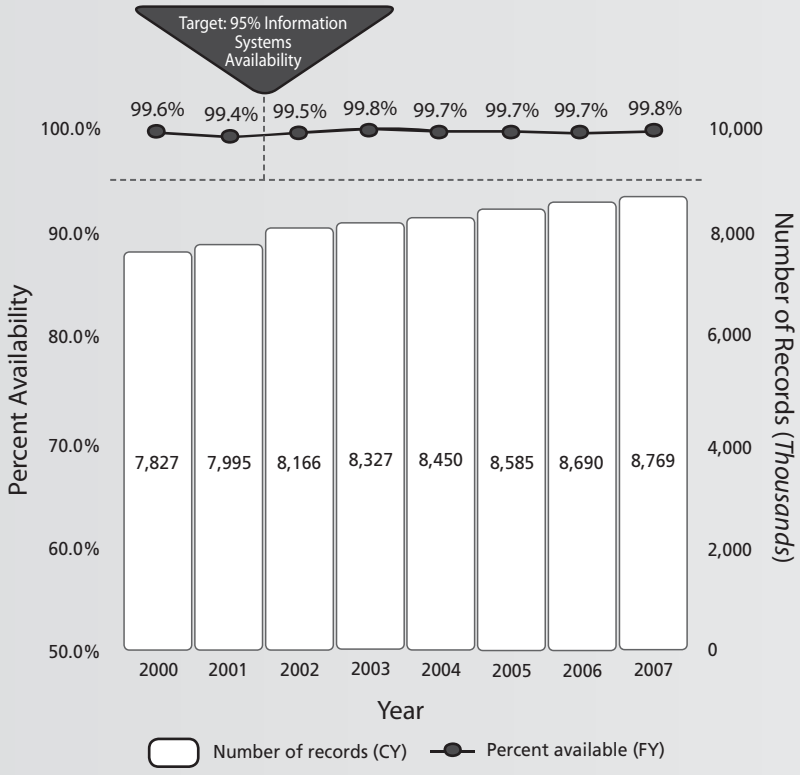
- Management of, and investment in, IT systems to minimize both planned and unplanned outages

WHAT ARE FUTURE PERFORMANCE STRATEGIES?

- Continue to employ the latest technological system conventions and security requirements and techniques
- Continue to provide data for Child Support Enforcement, Arrest Warrants, Courts Point System, Board of Elections, Organ Donor, and Chesapeake Bay and Agriculture programs
- Explore opportunities to enhance system uptime to continue to provide accessibility to customers

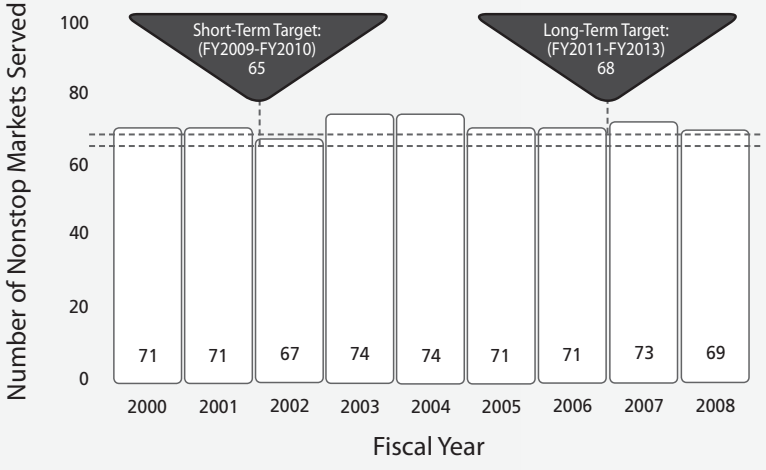
MVA: PERCENT OF INFORMATION SYSTEM AVAILABILITY COMPARED TO TOTAL NUMBER OF RECORDS MAINTAINED

This measures progress in maintaining the availability, integrity, and security of MVA data because access to driver and vehicle data is critical to law enforcement and government agencies, 24 hours a day, 7 days a week.



MAA: NUMBER OF NONSTOP AIRLINE MARKETS SERVED

Growth in the number of nonstop destinations served provides enhanced mobility options to passengers traveling to cities in the U.S. and around the world; increases the attractiveness of BWI Marshall as the airport of choice in the region; and reflects the success of MAA's marketing efforts to increase the competitiveness of BWI Marshall for business and leisure travel.



WHY DID PERFORMANCE CHANGE?

- Changing economic circumstances meant that many airlines cut service, with further cuts in service expected in the near future
- Passenger travel increased despite reduction in nonstop markets
- Southwest passengers increased by 4.6% and AirTran passengers increased by nearly 28%
- Both AirTran and Southwest increased nonstop destinations from BWI Marshall Airport

WHAT ARE FUTURE PERFORMANCE STRATEGIES?

- Conduct "tag team" presentations with other airports for new market opportunities
- Meet with targeted airlines executives to promote expanded air service

MPA: INTERNATIONAL CRUISES USING THE PORT OF BALTIMORE

Measures cruise business and options departing from the Port of Baltimore to foreign destinations.

Calendar Year	2005	2006	2007	2008
Number of international cruises using MPA's terminal	28	28	29	27

Target: 75 by 2010

WHY DID PERFORMANCE CHANGE?

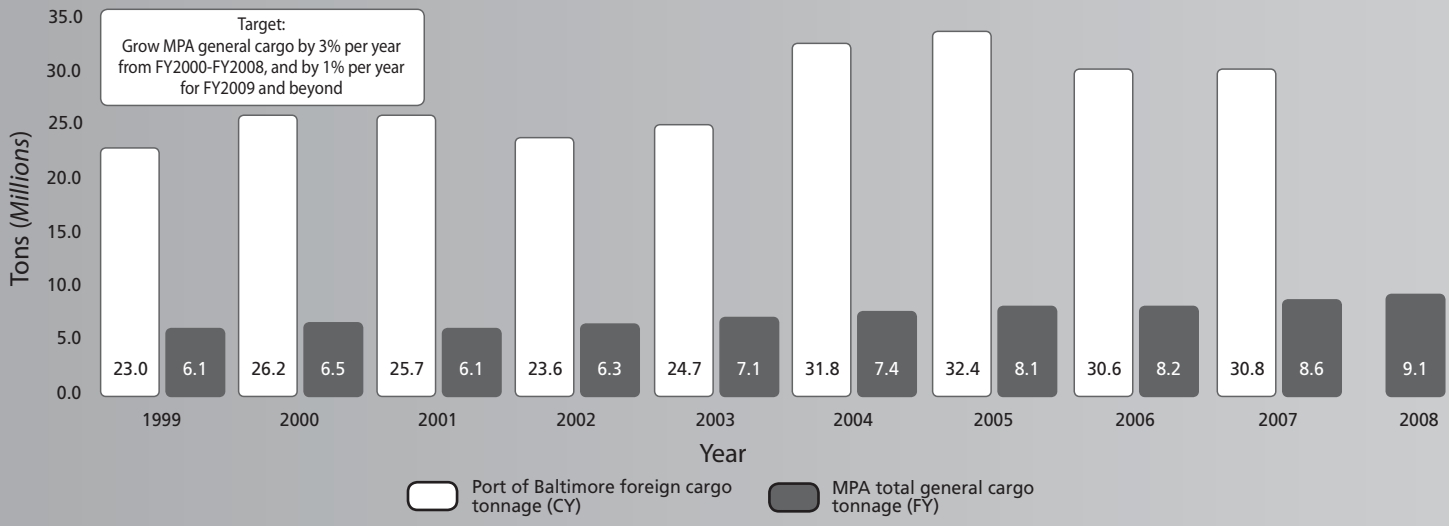
- Awarded "Best First Turn" by Royal Caribbean, recognizing MPA passengers' pre-board experience
- Norwegian Cruise Lines began service with 11 ship calls
- Carnival Cruise Lines signed a contract for year round weekly cruises beginning in 2009

WHAT ARE FUTURE PERFORMANCE STRATEGIES?

- Continue marketing programs to encourage cruise lines and passengers patronage
- Expand on-site parking to accommodate Carnival's year-round sailings
- Enhance South Locust Point Cruise Terminal to accomodate more passengers

MPA: PORT OF BALTIMORE FOREIGN CARGO AND MPA GENERAL CARGO TONNAGE*

Tracking cargo trends supports management decisions and are used when developing economic impact reports.



** MPA general cargo includes both foreign and domestic waterborne cargo.*

WHY DID PERFORMANCE CHANGE?

- Attracted additional container cargo by dredging Seagirt Marine Terminal's berths one through three to 45 feet
- Evergreen, a Taiwan-based shipping line, agreed to guarantee at least 40,000 containers per year
- Mercedes Benz began importing the "Smart Car"
- Honda began exporting vehicles to the Middle East & Western Europe

WHAT ARE FUTURE PERFORMANCE STRATEGIES?

- Implement improvements to expand terminal cargo capacity
- Attract additional container cargo volumes and target an Asian account
- Continue to target auto and machinery manufacturers to provide long-term commitments
- Assist BMW in evaluating the Port of Baltimore as their potential new Mid-Atlantic Port
- Continue to secure long-term contracts and extensions with forest product customers

INDUCED TRAVEL

WHAT IS INDUCED TRAVEL?

Induced travel is generally defined as any increase in daily travel (measured as passenger trips or VMT) resulting from improved transportation conditions. Induced travel is commonly associated with capacity increases (roadway and/or transit expansion), but it can be caused by other improvements that:

- reduce travel times and/or costs (e.g., signal coordination, transit service frequency); or
- benefit transportation conditions (e.g., safety, comfort, reliability).

Induced travel can result in longer trips, more frequent trips, and changes in modes (e.g., from transit to driving). Longer trips may result from changes in land use patterns, changes in activity patterns, or travel routes given existing land uses.

Induced travel is more likely to occur in congested urban areas, such as the Washington, D.C. or Baltimore metropolitan areas, where new facilities or increased capacity on existing ones have the potential to substantially reduce travel times. As a result, individuals often take more or longer trips. The amount of induced travel depends on a variety of factors such as existing congestion levels, the travel time benefits of an improvement, the economic climate, and land use policies that affect the potential for development in a corridor. Induced travel may change over time, with a limited amount occurring in the first few years after a roadway expansion and greater amounts occurring over a 10-to-15-year timeframe as new development in the corridor occurs.

HOW IS INDUCED TRAVEL CALCULATED?

It is extremely difficult to determine the magnitude of induced travel, although recent studies have measured the effect of transportation improvements on total travel. What is sometimes perceived as induced travel may actually be the result of shifts from adjacent roadways and other modes versus an overall increase in system trips, or of more global economic factors, such as increased income levels or reduced fuel costs, that would have raised travel demand regardless of transportation investments. Metropolitan travel demand models that forecast future travel capture some, but not all, components of induced travel and therefore may not fully account for the impacts of a transportation improvement.

Some studies have evaluated the relationship between capacity increases (or travel time decreases) and induced travel. These studies typically measure induced travel as an "elasticity," or a percent change in travel resulting from a percent change in capacity or travel time. For example, an elasticity of VMT with respect to lane-miles of 0.3 means that a 10% increase in highway lane-miles (supply) results in a 3% increase in VMT (demand). This research has typically found capacity elasticities in the range of 0.1 to 0.5 for short-term, and 0.5 to 1.0 for long-term (roughly five years or more after the improvement). A significant limitation of most studies is that they compared changes in VMT to changes in lane-miles instead of some measure of travel time or cost, and therefore do not directly account for congestion.

WHY IS INDUCED TRAVEL IMPORTANT?

Induced demand is not necessarily bad. For example, it can indicate economic success or that people are taking advantage of other travel options. However, induced travel does come with potential negative side effects such as air pollution, energy consumption, and noise. It also means that the expected benefits of capacity improvements, as measured by congestion relief and travel time savings, may not actually materialize.

Induced travel can also occur as a result of transit investments. For example, adding a new rail line often attracts new development that clusters within walking or a short driving distance of stations. Induced travel may also occur as a result of service improvements or capacity expansions on a capacity-constrained system. Generally, transit-induced travel is viewed as less of a concern than highway-induced travel, since it may result in reduced automobile VMT and added environmental benefits.

GLOSSARY

GLOSSARY TERM	DEFINITION
Annual Attainment Report on Transportation System Performance	Pursuant to Transportation Article Section 2-103.1 of the Annotated Code of Maryland, the State is required to develop or update an annual performance report on the attainment of transportation goals and benchmarks in the Maryland Transportation Plan (MTP) & Consolidated Transportation Program (CTP). The Attainment Report must be presented annually to the Governor and General Assembly before they may consider the MTP and CTP.
Calendar Year	The period of 12 months beginning January 1 and ending December 31 of each reporting year.
Coordinated Highways Action Response Team (CHART)	CHART is an incident management system aimed at improving real-time travel conditions of Maryland's highway system. CHART is a joint effort of the State Highway Administration, Maryland Transportation Authority, and the Maryland State Police, in cooperation with other Federal, State, and local agencies.
Consolidated Transportation Program (CTP)	A six-year program of capital projects, which is updated annually to add new projects and reflect changes in financial commitments.
E-ZPass®	An electronic toll collection system utilized to provide a more efficient flow of traffic through MDTA toll facilities. *E-ZPass* toll collection is available at all seven MDTA toll facilities. The benefits of *E-ZPass* membership allow travel in Virginia to Maine, with tolls paid from a Maryland *E-ZPass* account.
Fiscal Year	A yearly accounting period covering the timeframe between July 1 and June 30 of each reporting year.
Locally Operated Transit Systems (LOTS)	Transit systems that provide primarily bus service and demand response within the local areas in which they operate. They are funded through a combination of Federal, State and local money. MDOT provides financial, technical, and operating support for these services.
Maryland Transportation Plan (MTP)	The MTP is MDOT's long-range transportation policy plan and includes the vision, goals and objectives that provide the policy framework and context for Maryland's transportation programs and investments. The MTP sets Department policy for the 20-year period and is updated every five years.
Port of Baltimore Foreign Cargo	International (Foreign) cargo handled at public and private terminals within the Baltimore Port District. This includes bulk cargo (e.g., coal, sugar, petroleum, ore, etc. shipped in bulk) and all general cargo (e.g., miscellaneous goods shipped in various packaging). Over the last five calendar years, the Port's foreign cargo ranged between 24.7 and 30.8 million tons.
MPA General Cargo	Foreign and domestic waterborne general cargo handled at the public (MPA) terminals. Over the last five fiscal years, MPA general cargo has increased from 7.4 and 9.1 million tons.
Mode	Form of transportation used to move people or cargo (i.e., truck, rail, air).
Performance Measure	A quantitative or qualitative measurement tool to assess progress toward an outcome or goal.
Real ID	The Federal Real ID Act of 2005 sets new standards designed to improve the integrity and security of state-issued driver's licenses and identification cards. The legislation contains 18 benchmarks for states to meet the requirements of the Real ID Act. The full text of the Real ID Act (including benchmarks) is available on the Department of Homeland Security's web site (www.dhs.gov). General information about Maryland's involvement with the Real ID Act is available on MVA's web site (www.mva.state.md.us).
Smart Growth	Smart Growth directs the State to target programs and funding to support established communities and locally designated growth areas, and to protect rural areas.
Transit-Oriented Development (TOD)	Transit-Oriented Development creates compact, walkable neighborhoods around transit stations.
Vehicle Miles of Travel (VMT)	A measurement of the total miles traveled by all vehicles.

LIST OF PERFORMANCE MEASURES

MTP GOAL	PERFORMANCE MEASURE	DEFINITION
MARYLAND AVIATION ADMINISTRATION (MAA)		
Quality of Service	Percent of BWI customers rating the airport "good" or "excellent" on key services	Percent of customers giving a score of 4 or 5 (on a 5 point scale) for "Overall Satisfaction" and "How likely to use BWI again"
Safety & Security	BWI crime rate	Number of crimes against persons or property reported to MDTA police at BWI / Number of passengers
Safety & Security	Number of repeat discrepancies in the annual Federal Aviation Administration's Federal Aviation Regulation inspection	Annual FAA Part 139 Federal Aviation Regulation (FAR) assessment conducted by the Federal Aviation Administration (FAA)
Safety & Security	Rate of airfield ramp incidents and accidents per 1,000 operations	Incident reports collected by MAA / 1,000 operations (take offs and landings)
System Preservation & Performance	Airline cost per enplaned passenger (CPE)	Total airline-related fees / Total enplaned passengers at BWI
System Preservation & Performance	Non-airline revenue per enplaned passenger (RPE)	Total non-airline revenue (ground transportation, parking, concessions, etc.) / Total enplaned passengers at BWI
Connectivity for Daily Life	Number of nonstop airline markets served	Nonstop flights are direct to destination without connections
MARYLAND DEPARTMENT OF TRANSPORTATION (MDOT)		
Environmental Stewardship	Transportation Emissions Reduction Measures (TERMs) – Commuter Operations and Ridesharing Center – Employer Outreach (including Employer Outreach for Bicycles) – Guaranteed Ride Home – Integrated Rideshare – Mass Marketing – Telework Resource Center	TERMs and Travel Demand Management (TDM) strategies support the use of alternatives to the traditional single-occupant vehicle
Environmental Stewardship	Transportation-related emissions by region	Tons of Volatile Organic Compound (VOCs) and Nitrogen Oxide (NOx), precursors of Ozone, emitted per day for an average weekday from transportation sources in the Baltimore and Washington regions
Environmental Stewardship	Transportation-related greenhouse gas emissions	GHG emissions primarily include carbon dioxide, methane, nitrous oxide, carbon monoxide, oxides of nitrogen and non-methane volatile organic compounds
MARYLAND PORT ADMINISTRATION (MPA)		
Quality of Service	Average truck turn-around time at Seagirt Marine Terminal	Amount of time for a truck to enter the terminal gate, drop off and/or receive a container, and exit the gate
Safety & Security	Port of Baltimore compliance with the Maritime Transportation Security Act of 2002	MPA activities in support of a compliance (Pass / Fail) rating from the U.S. Coast Guard

MTP GOAL	PERFORMANCE MEASURE	DEFINITION
MARYLAND PORT ADMINISTRATION (MPA) (*Continued*)		
System Preservation & Performance	Dredge material capacity remaining for Harbor and Bay maintenance dredging	Monitors existing capacity remaining at Harbor and Bay dredged material placement sites
System Preservation & Performance	Revenue versus operating expense	Total revenues compared to operating expense of MPA, including Seagirt lease payments, but excluding some exemptions
Environmental Stewardship	Acres of wetlands or wildlife habitat created, restored, or improved since 2000	Cumulative tally of acreage created, restored, or improved for wildlife habitat
Connectivity for Daily Life	International cruises using the Port of Baltimore	Number of international cruises using the Port of Baltimore
Connectivity for Daily Life	Port of Baltimore foreign cargo and MPA general cargo tonnage	MPA general cargo includes foreign and domestic waterborne cargo; Port of Baltimore foreign cargo includes bulk and general cargoes within the Port District, but does not include domestic cargo
MARYLAND TRANSIT ADMINISTRATION (MTA)		
Quality of Service	Customer satisfaction rating	Average score for: Overall satisfaction of each MTA service (Core Bus, Metro, Light Rail, and MARC)
Quality of Service	Percent of service provided on time	Number of trips arriving on schedule / Number of trips scheduled
Safety & Security	Customer perceptions of safety on the MTA system	Average score for: Feeling safe while riding, while waiting at stops and stations, and for my vehicle left in an MTA parking lot
Safety & Security	Preventable accidents per 100,000 vehicle miles	Preventable accidents are accidents in which drivers did not do everything they could to avoid an accident / 100,000 vehicle miles
System Preservation & Performance	Operating cost per passenger trip	Total operating expenses / Number of unlinked passenger trips
System Preservation & Performance	Operating cost per revenue vehicle mile	Operating cost for each mode / Total miles when vehicle is operating service (not deadheading or downtime)
System Preservation & Performance	Passengers per revenue vehicle mile	Passenger trips by mode / Total revenue miles by mode
Environmental Stewardship	Transportation Emissions Reduction Measures – MTA College Pass – MTA Commuter Choice Maryland Pass – Transit Store in Baltimore	TERMs and Travel Demand Management strategies support the use of alternatives to the traditional single-occupant vehicle
Environmental Stewardship	Travel Demand Management – Number of park-and-ride spaces–MTA Operated – Transit Multipurpose	Transit lots are MTA owned, multipurpose lots are not MTA owned
Connectivity for Daily Life	Annual vehicle revenue miles of service provided	Vehicle revenue miles are defined as each mile for which a transit vehicle is in service and accepting customers
Connectivity for Daily Life	Average weekday transit ridership	Ridership for Core Bus, Light Rail, Metro, MARC, Paratransit & Taxi Access, and Contracted Commuter Bus

LIST OF PERFORMANCE MEASURES

MTP GOAL	PERFORMANCE MEASURE	DEFINITION
MARYLAND TRANSPORTATION AUTHORITY (MDTA)		
Quality of Service	Overall customer satisfaction of *E-ZPass*® customers	Customer satisfaction based on biennial customer satisfaction survey
Quality of Service	Percent of toll transactions collected electronically	Toll collections by *E-ZPass* and Automatic Vehicle Identification/Total number of toll transactions
MOTOR VEHICLE ADMINISTRATION (MVA)		
Quality of Service	Branch office customer visit time versus customer satisfaction rating	Average visit time plotted against percentage of customers rating their MVA experience as "good" or "very good" (based on quarterly survey of customers)
Safety & Security	Percent of Homeland Security Real ID Act benchmarks achieved	Benchmarks established by Federal regulations, with additional requirements expected after 2010
System Preservation & Performance	Alternative service delivery transactions as percent of total transactions	Transactions by alterative services (using a means other than a visit to an MVA branch) / Tracked transactions
System Preservation & Performance	Cost per transaction	Operating costs and capitalized costs / Number of transactions
Environmental Stewardship	Compliance rate and number of vehicles tested for Vehicle Emissions Inspection Program (VEIP) versus customer wait time	Registered vehicles in non-attainment counties are scheduled for VEIP testing every two years. Compliance rate is the number of vehicles registered in non-attainment counties scheduled for testing / Number of registered vehicles in non-attainment counties tested.
Connectivity for Daily Life	Percent of information system availability compared to total number of records maintained	Includes availability of data records by type and systems up time
STATE HIGHWAY ADMINISTRATION (SHA)		
Quality of Service	Maryland driver satisfaction rating	Satisfaction rating based on weighted average score for 22 questions
Quality of Service	Percentage of the Maryland SHA network in overall preferred maintenance condition	Internal peer review assessment of roadway features of the total SHA lane-miles
Safety & Security	Number and rate of bicycle and pedestrian fatalities and injuries on all Maryland roads	Number of bicyclists and pedestrians killed/injured in traffic-related crashes in a calendar year
System Preservation & Performance	User cost savings for the traveling public due to incident management	Cost saving calculated using CHART incident response data
Environmental Stewardship	Acres of wetlands restored and miles of streams restored	SHA seeks to mitigate for past impacts to wetlands and streams due to highway construction projects
Environmental Stewardship	Total fuel usage of the light fleet	Fuel used by 3,700-vehicle fleet of state-owned cars, dispensed at SHA facilities that contains ethanol (SHA light fleet consists of sedans, SUVs, half-ton pickup trucks and vans that use gasoline or gasoline/ethanol blends)
Environmental Stewardship	Travel Demand Management – Number of SHA park-and-ride spaces – Reduction in vehicle miles traveled through park-and-ride usage	SHA operates a number of park-and-ride facilities to support TDM

MTP GOAL	PERFORMANCE MEASURE	DEFINITION
STATE HIGHWAY ADMINISTRATION (SHA) (*Continued*)		
Connectivity for Daily Life	Percentage of State-owned roadway centerline miles with a bicycle level of comfort (BLOC) grade "D" or better and mileage of SHA-owned highways with marked bike lanes	BLOC is an A to F scale based primarily on the width of bicycle travel-way and the speed and volume of adjacent vehicular traffic; marked bike lanes are designated by pavement markings for the preferential or exclusive use of bicyclists and may be supplemented with signage
Connectivity for Daily Life	Percentage of State-owned roadway centerline miles within urban areas that have sidewalks and percent of sidewalks that meet Americans with Disabilities Act (ADA) Compliance	On SHA roads where pedestrian access is allowed and within locally-designated urban areas of 5,000 or more
STATE HIGHWAY ADMINISTRATION (SHA) AND MARYLAND TRANSPORTATION AUTHORITY (MDTA)		
Safety & Security	Annual number and rate of traffic fatalities and personal injuries on all roads in Maryland	The annual number of traffic fatalities and personal injuries on all Maryland roads including MDTA and locally owned facilities (the fatality and personal injury rate is calculated as fatalities and personal injuries per 100 million vehicle miles of travel)
System Preservation & Performance	Number of bridges and percent that are structurally deficient	Number of bridges where at least one major structural element has a condition rating of 4 or less (out of 10)
System Preservation & Performance	Percent of roadway miles with acceptable ride condition	Percent of road with acceptable International Roughness Index (IRI) score
Connectivity for Daily Life	Percent of freeway lane-miles and arterial lane-miles with average annual volumes at or above congested levels	Annual average daily traffic / Number of through lanes

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Edgar Gonzalez, Chair
Richard Chambers, Expert on Bicycle and Pedestrian Transportation
Steve Chan, Transit Users Group
James Conrad, Rural Interests
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Catherine Hill, Expert on Transportation Demand Management
Russell Holt, Disabled Citizens Community
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