MDOT Complete Streets Implementation Plan

February 2025

Secretary's Message

As Secretary, I am focused on providing a safe and high-quality transportation network statewide for those who walk, bike, roll, use transit, and drive. The Complete Streets Policy I signed in June 2024 ensures that a range of safe options for multimodal transportation are prioritized throughout all phases of MDOT project development, achieving goals set through the 2024 State Plan, 2050 Maryland Transportation Plan and 2050 Statewide Bicycle & Pedestrian Master Plan.

A policy, no matter how bold or innovative, is only as effective as its execution. So I am pleased to share the Maryland Department of Transportation's Complete Streets Implementation Plan. The implementation plan is of paramount importance. It translates the Complete Streets Policy into a blueprint of new project development and decision-making processes that leverage existing and new resources for the implementation of Complete Streets. It also meticulously outlines new accountability requirements and key performance metrics to track progress.

This plan is a collaborative effort across all of MDOT's modal administrations and the Maryland Transportation Authority, amplifying the impact of the policy. Each agency identified Complete Streets "Champions" to work in coordination with my office to lead Complete Streets implementation throughout the Department. The Champions received training and developed mode-specific implementation plans described in this document.

As the first statewide Complete Streets initiative, the plan puts our policy into action in three primary ways - Decision Making, Measuring Performance and Communication.

Success depends on collective dedication, expertise, and collaboration, and I have unwavering confidence in our team's ability to deliver on our commitments. With MDOT employees committed to the success of the Complete Streets Policy, I am confident that we will create a more connected and safe transportation network that provides opportunities to all Marylanders. Regardless of how you travel across the state, we are dedicated to finding better ways to improve your trip through the practices included in the Complete Streets Implementation Plan.

Together, we will provide Maryland a brighter, safer, and more connected future.

Paul J. Wiedefeld
Secretary

COMPLETE STREETS

Table of Contents

1. Introduction & Guidance Updates

COMPLETE STREETS

safety for all users

MDOT MARYLAND DEPARTMENT OF TRANSPORTATION

Introduction

Purpose of the Complete Streets Implementation Plan

The Maryland Department of Transportation (MDOT) adopted a Complete Streets Policy in June 2024 and is implementing Complete Streets Statewide. Complete Streets ensure that a range of safe options for multimodal transportation, including active transportation, are prioritized throughout all phases of project development. Active transportation refers to human-powered means of travel like walking and bicycling, using mobility aids, and other human-scaled or low-powered micromobility, such as electric bikes (e-bikes) and e-scooters.

In complying with MDOT's Complete Streets Policy, the Maryland State Highway Administration (SHA), Maryland Transit Administration (MTA), Maryland Port Administration (MPA), Motor Vehicle Administration (MVA), the Maryland Aviation Administration (MAA), the Maryland Transportation Authority (MDTA), and The Secretary's Office (TSO) have prepared implementation plans to guide and track MDOT's performance as the modes identify, prioritize funding for, and execute the specific actions to build complete networks and safe systems for all users. These implementation plans describe how a system of Complete Streets will emerge through projects on MDOT's network, and through support for local government and private developers who rely on State collaboration, oversight and approvals. This Department-wide implementation plan includes a compilation of the implementation plans developed by TSO, MDTA, and the modal administrations.

Guidance Updates

The implementation of the Policy will be framed by several supporting policies, design guidelines, and project development protocols. As such, MDOT has conducted an audit of current policies and guidelines to identify the highest-priority documents that need to be updated to be be in compliance with the Complete Streets Policy. The first round of the highest-priority documents to be updated are identified in the following table and are anticipated to be updated in 2025.
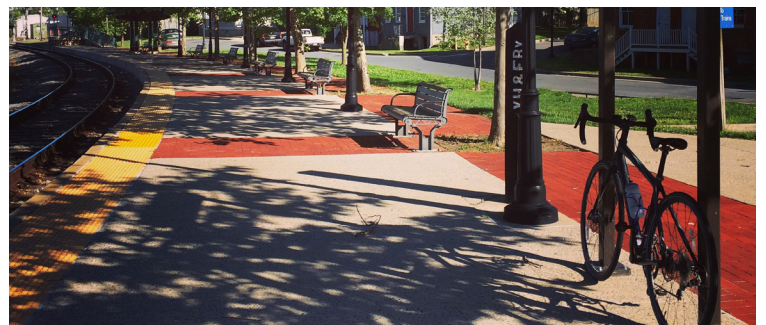
Table 1: First Round of Guides and Documents to be Updated for Complete Streets Policy Compliance in 2025*

Document	Responsibility	Status**
Attainment Report	TSO	In progress
Consolidated Transportation Program	TSO	In progress
Kim Lamphier Bikeways Network Grant Program Standard Operating Procedures	TSO	In progress
Maryland State Transportation Trails Strategic Plan	TSO	In progress
MDOT Practical Design Policy	TSO	In progress
MDOT Public Involvement Handbook (in collaboration with TSO and the Modes)	SHA	In progress
SHA Pedestrian Lighting Policy	SHA	Not yet started
SHA Project Development Process Manual (PDPM)	SHA	Not yet started
SHA Accessibility Policy & Guidelines for Pedestrian Facilities along State Highways	SHA	Not yet started
SHA Bicycle Policy and Design Guidelines	SHA	Not yet started
SHA Access Manual	SHA	Not yet started
SHA Transportation Alternatives Program Manual	SHA	Not yet started
SHA Pedestrian Safety Treatments: Best Practices Guidelines	SHA	Not yet started
SHA ADA Transition Plan	SHA	Not yet started
SHA Guidelines for Traffic Impact Reports/Studies	SHA	In progress
SHA Maryland Manual on Uniform Traffic Control Devices (MdMUTCD)	SHA	In progress
SHA Traffic Control Devices Design Manual (pending adoption of MdMUTCD)	SHA	In progress
SHA Lighting Design Guidelines	SHA	Not yet started
SHA Pedestrian Safety Action Plan	SHA	Not yet started
2021-2025 Maryland Strategic Highway Safety Plan	MVA	Not yet started
MTA Bus Stop Design Guide	MTA	In progress
MTA Engineering Guide	MTA	In progress

*This is not an exhaustive list of policy guidance and program material updates, just an outline of the highest priorities that will be updated by December 2025.

**Status as of the completion of this plan, February 2025.

2. Decision-Making Processes

safety for all users

MARYLAND DEPARTMENT OF TRANSPORTATION

Decision-Making Processes

Through the adoption of the Complete Streets Policy, MDOT seeks to continue efforts to promote multimodal travel and prioritize the convenience, comfort, and safety of people (vulnerable users) sharing the road with vehicles in the State's planning, permitting, design, operations, construction, and maintenance decisions.

Decision-Making in the Project Development Process

As part of MDOT's Project Delivery Processes, all future projects will be evaluated to conform with the 2024 Complete Streets Policy to assess needs, opportunities, and any compliance waiver. As each project begins, the project manager will follow the steps outlined below. All waivers and Objective Statements will be required to be publicly posted, and all exemptions will be included in the MDOT's annual Attainment Report.

If the project is considered exempt (outlined in Step 2 below) from the Complete Streets Policy, the project manager will work with the Complete Streets Champion to document that decision internally. This will be completed through a short form or checklist to be completed by the project manager, approved by a Director, and included in the project file as per MDOT 750 §II.Q. The modal administration will report the list of excluded projects to TSO annually, no later than November 15, as per MDOT 750 §II.W.

There may be circumstances in which a project is not exempt, but where compliance with the Policy is not viable. Examples include:

- No accompanying State or local project within the study area,
- No viable tie-in to an existing or planned bike/ped facility,
- No reasonable/feasible opportunity to provide Complete Street elements, and/or
- An existing legal or policy requirement/precedent that would otherwise preclude implementation of Complete Streets elements.

In these cases, the project manager will work with the Complete Streets Champion to submit a waiver form to the Secretary for approval.

Champions 🏆

A critical component of the overall success of this Implementation Plan rests with MDOT's employees, including designated Complete Street Policy Champions. TSO, MDTA and each modal administration have identified a committed professional to serve in this role. These individuals will help coordinate and advance implementation efforts within their respective agency and Department-wide. The identified Champions are outlined below along with a summary of their core responsibilities as stewards of the Complete Streets Implementation Plan.

Project Initiation Steps for Roadway Projects in MDOT Right-of-Way

STEP 1: Understand the Context

Refer to the Context Driven Guide, review the project location's existing and planned conditions, and consult local guiding resources including area demographics and plans, bike/ped master plans, and complete streets policies and ordinances.

This information will be needed to complete the Complete Streets Checklist in Step 2.

STEP 2: Complete the Complete Streets Checklist

Use the Complete Streets Checklist to assess and document the needs and opportunities of the project area by:

1. Developing a Complete Streets Objective Statement.
2. Documenting any request for a Complete Streets Waiver.
3. Documenting those projects eligible for a Complete Streets Exemption including:
   - Projects where pedestrians and bicyclists are prohibited by law
   - Noise wall projects
   - TMDL program projects
   - Slope stabilization projects
   - Patching projects

STEP 3: Coordinate with Leadership

Work with the Champion to develop objective statement, submit a waiver or document an exemption and facilitate approval by the Director or appropriate leadership. The Champion provides a support role in advising and helping to facilitate the necessary action of Step 2.

Decision-Making for Non-Roadway Projects on MDOT Right-of-way and Non-Construction-Related Initiatives

In addition to revising the project process for roadway projects in MDOT right-of-way, modal administrations also have decision-making processes for other related policies, programs, initiatives, or non-roadway projects that are owned by the State. This section outlines how each modal administration will implement a decision-making process for these cases that is compliant with the Complete Streets Policy.

Maryland Transit Administration

The following tables outline the high-level steps in the Complete Streets decision-making process by MTA project type. These project types will be identified when a project is initiated, and a checklist is filled out to direct the project manager towards one of the below types of projects.

Transit Delivery - These are mega projects that are estimated to exceed a billion dollars in cost including projects, such as the Red Line and Purple Line. It is assumed that projects of this magnitude will require – in part – the State to purchase roadway assets to facilitate these projects and therefore are subject to Complete Streets Objective Statements.

Table 2. Decision-Making Process for Transit Delivery Projects

Planning				Transit Delivery
Step 1	Step 2	Step 3	Step 4	Step 5
Early planning and feasibility study	Identify project and document areas of need based on context	**Write Complete Streets Objective Statement**	Follow MTA guidance to inform scoping	Conduct advance planning and enter project development

Capital Enhancement Projects on MDOT Roadways – these are capital improvement projects that involve extensive improvements to existing right-of-way, stops, or stations that are either on or impact MDOT Roadways, inclusive of parking lots and Park & Rides. Examples include the Takoma Langley Crossroads Transit Center and the Patapsco Comfort Station.

Table 3. Decision-Making Process for Capital Enhancement Projects on MDOT Roadways

Planning				Engineering
Step 1	Step 2	Step 3	Step 4	Step 5
Conduct advance planning to identify needs	Identify where needs fall in MTA's influence; Consult external stakeholders; review additional guidance based on location of project	**Write Complete Streets Objective Statement**	Identify lead; Follow MTA guidance for 30 percent design; Consult agency guidance for non-owned ROW or Development review process for private property	Develop project scope based on available budget; Adjust Objective Statement as needed as project advances

Capital Enhancement Projects Outside MDOT Roadways - These are capital improvement projects that do not include MDOT roadway assets, however, include transit stops/stations and therefore require bicycle and pedestrian accommodations. Examples include Charles Center East Entrance and Camden MARC Station.

Table 4. Decision-Making Process for Capital Enhancement Projects outside MDOT Roadways

Planning			
Step 1	Step 2	Step 3	Step 4
Conduct advance planning to identify needs	Identify where needs fall in MTA's influence; Consult stakeholders (adjacent property/ROW owners); review additional guidance based on location of project	Coordinate with internal stakeholders and ROW owner to document how bicycle and pedestrian accommodations will be made	Develop project scope based on available budget and agreed on appropriate accommodations

Maryland Transit Administration (continued...)

State of Good Repair (SGR) – These are maintenance projects to address issues with the current system. An example is the platform repairs at the West Coldspring Metro station. State of good repair projects are not considered capital improvements subject to an objective statement or waiver, but MTA will consider pedestrian and bicycle facilities and connections in compliance with the Policy.

Table 5. Decision-Making Process for State of Good Repair

Engineering		
Step 1	**Step 2**	**Step 3**
Assess potential ped/bike improvements (e.g. crosswalks at a bus stop that is being reconstructed for ADA compliance)	Assess if potential improvement can be completed within SGR budget	If possible, to include ped/bike improvements without overburden cost, develop project scope based on available budget

Resident/Rider Request – These are projects initiated by requests from residents or riders, such as adding a new bus stop. These projects are not considered capital improvements subject to an objective statement or waiver, but MTA will consider pedestrian and bicycle facilities and connections in compliance with the Policy.

Facilities – These are projects that improve MTA-owned properties or buildings. If the facility project impacts MDOT roadway, an objective statement or waiver will need to be submitted. If construction will not impact an MDOT roadway, MTA will consider pedestrian and bicycle connections per the Complete Streets Policy per the process described under "Capital Enhancement Projects outside MDOT Roadways."

Stakeholder or Funding Partner – These are projects owned by other modal administrations, partners or developers and impact MTA's services, infrastructure and/or facilities. In these cases, MTA is a stakeholder reviewer and a representative from Planning and Engineering is required to review at key planning and design milestones to ensure the following steps are met.

Table 6. Decision-Making Process for Stakeholder or Funding Partner Projects

Step 1	**Step 2**	**Step 3**
MTA is able to communicate to the project sponsor the transit needs and priorities at the planning phase of the project	MTA reviews at key design milestones to ensure needs and priorities communicated in Step 1 are incorporated into the design appropriately	MTA is proactively coordinated with during construction

Motor Vehicle Administration

Complete Streets enables MVA and their Maryland Highway Safety Office (MHSO) to be included earlier in the project development process. Although most capital improvements are outside of the scope for MVA, behavioral trends should be a consideration during the scoping phase of the project. The following outlines recommended support opportunities for the MVA and the MHSO:

- **Enforcement –** During the development process, recruit applicable enforcement agencies to ensure that the proposed changes comply with traffic laws and regulations and ensure that any new infrastructure will align with their ability to effectively enforce the law.

- **Data Collection & Analysis –** Gather data on traffic violations, speeds, and crashes to help justify the need for infrastructure changes.

- **Safety Performance Functions –** Coordinate with SHA on additional targets or indicators, in addition to federally required monitoring of key fatality and serious injury targets.

- **Driver Education and Licensing –** Include new infrastructure that is not currently addressed in the driver education during the next review period.

- **Driving Schools –** As new information regarding new/innovative infrastructure (e.g., Pedestrian Hybrid Beacon or HAWK signal) or driver safety becomes legislated, add new infrastructure to the curriculum as new information becomes available or legislated and distribute to all driving schools.

Maryland Aviation Administration

MAA's primary mission is to foster the vitality of aviation Statewide and promote safe and efficient operations, economic viability, and environmental stewardship. MAA owns and operates the BWI Marshall and Martin State airports, both of which are public transportation campuses. The airports are subject to numerous federal and State regulations that dictate design, access, safety, security, and operational activities. With that in mind, MAA's incorporation of Complete Streets practices will focus on publicly accessible airport landside facilities, MAA-owned off-campus/satellite properties, adjacent projects performed by others, and MAA employee facilities and services.

MAA will serve as an important stakeholder in Complete Streets projects that are adjacent to MAA facilities. As a stakeholder, MAA will review and provide input on SHA, MTA, MDTA, MPA, and/or local agency projects (primarily Anne Arundel County and Baltimore County) that interact with or border MAA facilities.

Types of projects on MAA-owned property where MAA will consider pedestrian, bicycle, and transit accommodations, where applicable, include:

- Public street, road, and sidewalk improvements, including access improvements to transit options
- Parking lots, parking garages, and pedestrian walkways
- Trails that traverse, cross or border on MAA properties, such as the BWI Trail

MAA also will act as a steward of the Complete Streets Policy and proactively consider pedestrian, bicycle, and transit accommodations as part of its facilities and services available to MAA employees. These facilities may include providing bike and scooter parking and other on-site amenities and resources to encourage walking, biking, and taking transit.

Maryland Port Administration

Ports are a part of a transportation network that operates within larger community contexts. Marine terminals, which are industrial land uses and operate at various hours using heavy equipment, emit bright lights and move a variety of cargo on trucks, trains and ships, impacting the quality of life in nearby communities. On the East Coast, terminals often are located immediately adjacent to neighborhoods where people live and work. Much of the Port of Baltimore is located within a quarter mile or less of one or more neighborhoods.

MPA will serve as a stakeholder in Complete Streets projects that are adjacent to MPA facilities. As a stakeholder, MPA will review and provide input on MDTA, SHA, MTA, and/or local agency projects (primarily Baltimore City and Baltimore County) that interact with or border MPA facilities.

With respect to sustainability and general environmental policy, the "Maryland Port Administration (MPA) believes that stewardship and sustainability of the environment, its business and protection of public health are essential elements to accomplish its mission to promote the flow of waterborne cargo through the port. MPA is committed to environmental compliance and continual improvement; pollution prevention; and effective engagement with its employees, communities, port users/tenants, government and non-government organizations." - *The 2017 MPA Environmental Policy*

The MPA owns six marine terminals in Baltimore City and Baltimore County, several of which are located in and around areas that are experiencing redevelopment from historically industrial uses to more residential and commercial mixed-use. MPA will employ innovative green stormwater management infrastructure, and collaborate with modal, State and local partners, to implement a flexible and cost-effective approach to managing stormwater using sustainable and resilient design approaches.

The 2019 MPA Strategic Plan includes a section for Inland Transportation Networks. One of MPA's goals is to advocate for excellent inland access from all Port terminals to the Interstate highway and freight rail networks. The recommended actions include MPA advocating for access from all Port terminals to the Interstate and freight rail networks, many of which are connected by local and county roadway networks open to all users. The Planning, Intermodal, and Operations offices hold the primary responsibility for implementation.

Equity Framework for Complete Streets Implementation

Areas with concentrations of low-income populations, high levels of pedestrian activity and transit use, and overburdened or underserved by a transportation system heavily reliant on personal vehicle use are priority areas of need for Complete Streets investment. Projects addressing the Complete Streets needs and opportunities of disadvantaged and underserved communities shall receive priority ratings for transportation funding. These areas can be identified at the Census Tract level using the Climate Solutions Now Act's (CSNA's) (2022) definitions of overburdened and underserved communities. MDOT prioritizes disadvantaged and underserved communities through two distinct ways in it's Complete Streets efforts, including:

- The development of priority corridors for projects in SHA's Pedestrian Safety Action Plan (PSAP). These corridors were prioritized based on SHA's equity index which combined demographic and economic factors.

- The 2050 Bicycle and Pedestrian Master Plan (BPMP) builds on SHA's PSAP Equity Index and TSO's STOAs by recommending in accordance with current and federal guidance, a project prioritization framework that reflects current and historical disadvantage, geographic isolation, and population density.

The framework provides a tool to prioritize improvements based on the expected significance of their impact on affected communities; and target active transportation infrastructure investments to benefit historically marginalized communities.

Further, in accordance with Chapter 583 of 2023, TSO is responsible for ensuring that "equity be considered when State transportation plans, reports, and goals are developed; altering the membership of the advisory committee on State transportation goals, benchmarks, and indicators; requiring the Department of Transportation to conduct transit equity analyses and cost-benefit analyses and consult with certain communities before announcing or proposing any major service change or any reduction or cancellation of a certain capital expansion project in a certain construction program. Recognizing the high value of complete streets to communities with high numbers of households without access to a private automobile, projects identified in or affecting such communities and employment areas will receive priority rankings to promote the inclusion and completion of complete streets improvements. Further, any such project to be significantly modified or removed from the capital program will require a qualified equity assessment of impacts and cost-benefit analysis." The approaches and analyses that modal administrations within MDOT have established to address the intent of and compliance to equitable transportation decision-making in funding and developing projects are described below.

Table 7. Summary of Each Modal Administration's Equity Framework

Modal Administration	Summary of Equity Framework
The Secretary's Office	Reflecting MDOT's commitment to promoting equity through infrastructure investments, the BPMP's project prioritization framework incorporates several measures intended to address social and economic disparities. MDOT developed an index that reflects an interest in four primary area characteristics: ■ current disadvantage, ■ geographic isolation, and ■ historical disadvantage, ■ population density. Together, these indicators establish a framework for: ■ prioritizing improvements based on the expected significance of their impact on affected communities; and ■ targeting active transportation infrastructure investments to benefit historically marginalized communities.
State Highway Administration	SHA will use area and user demographic data, existing and planned destinations and active transportation network conditions (e.g., transit stops with levels of activity; multiuse path networks and access points; schools, health care facilities and other essential destinations), located within a Justice 40 community, and modal priority to guide the project decisions.
Maryland Transit Administration	MTA has an equity framework that is consulted for all decisions, especially for decisions on where and how to prioritize funding and project decisions. As outlined in the MTA Rebuilding Better: Committed to an Equitable Transit Future (Strategic Plan), MTA will continue to prioritize equity as a core principle in the agency's service planning process. MTA has implemented an equity scoring system that relies on data to identify transit-critical services and routes. By doing so, MTA is able to identify and allocate resources to service routes with high ridership and that serve essential destinations and high-priority populations. MTA also has included performance metrics for equity within the Regional Transit Plan. These metrics will continue to be used by the agency when considering transit investments in the system and advancing the Complete Streets policy.

🚗 **Motor Vehicle Administration**	In 2006, Maryland updated the Strategic Highway Safety Plan (SHSP) based on the process recommended by the 2005 Safe, Accountable, Flexible, and Efficient Transportation Equity Act: A Legacy for Users (SAFETEA–LU) legislation. The result was a Statewide, comprehensive safety plan that provided a coordinated framework for establishing Statewide goals, targets, and key Emphasis Areas (EAs) developed in consultation with federal, State, local, and private-sector safety stakeholders. The approach was enhanced in 2023 with the addition of the Vulnerable Road User Assessment, which expands the framework to identify specific areas of need across the State using an equity index developed by SHA. The inclusion of Vulnerable Road User (VRU) Assessment Data obtained through approved MDOT public involvement practices is required to meet the updated MDOT Complete Streets Policy.	
🌉 **Maryland Transportation Authority**	MDTA will reference and review equity factors, as applicable, to better understand areas with greater mobility challenges. MDTA will follow guidance on equity factors outlined in the SHA PSAP and other adopted modal guidance, as applicable.	

Public Involvement

MDOT will heavily utilize the tools and strategies in USDOT's Promising Practices for Public Involvement in Transportation Decision Making to educate and engage the public and, in particular, surrounding neighbors, active transportation advocates, and area institutions and businesses, on the implementation of Complete Streets. TSO also will partner with SHA to update the guidance provided in the SHA Public Involvement Handbook to be applicable and used in collaboration with all modes and guide all MDOT public engagement.

This section outlines the key public involvement activities and best practices each modal administration will implement as part of Complete Streets projects and initiatives.

State Highway Administration

SHA will heavily rely on the guidance provided in the SHA Public Involvement Handbook to guide its engagement of the public and elected officials in its decisions and application of Complete Streets. SHA also will utilize the tools and strategies in USDOT's Promising Practices to educate and engage the public, and in particular surrounding neighbors, active transportation advocates, and area institutions and businesses, on the implementation of Complete Streets. Expectations of how SHA staff are expected to communicate externally and facilitate community conversations is outlined in the External Communication section.

Maryland Transit Administration

MTA is committed to engaging vulnerable road users and underserved communities during planning and design. MTA will ensure that all projects for which the Complete Streets policy applies will do the following that can be measured for each project:

- Compare survey demographics against project area demographics to understand potential gaps in feedback

- Hold in-person events at or near the project location

- Utilize a variety of media sources to share project information, awareness and encourage community feedback

When MTA collects public input for a capital project, the Project Team designs an appropriate outreach plan for the type of project. As outreach is done for a project, staff continuously monitor the demographic data of the input received. Based on the input received, MTA staff will add targeted outreach as needed to ensure we receive the breadth of perspectives of transit patrons and community stakeholders.

For the Complete Streets Policy, the MTA will use SHA's Public Involvement Handbook and assist in its anticipated 2025 update for use by all modes. Once adopted by MDOT and the modal administrations, MTA will reference the Public Involvement Handbook for any applicable techniques, tools, reporting and strategies. The MTA Engineering Manual will be updated to reflect any updates to the public involvement process. MTA also will consult USDOT's Promising Practices.

Motor Vehicle Administration

MVA's role in projects has been expanding to support project development, evaluation, and redesign of roadways. As modes conduct public meetings, the MHSO staff will continue to participate, provide educational messaging, collect behavioral-related feedback, and incorporate that feedback into strategies, action steps and projects. The information collected also will be reported in the federally required Triennial Highway Safety Plan, Annual Grant Application, and Annual Report.

The Infrastructure Investment & Jobs Act (IIJA) adheres to strict public participation and engagement requirements, listed below:

1. A list of starting goals for the engagement including how these goals will contribute to the development of the strategies for programming funds.

2. Identification of the affected and potentially affected communities with particular emphasis on underserved communities and communities overrepresented in the crash data and a description of how they were identified.*

3. Steps taken to reach and engage those communities both in outreach and in conducting true engagement opportunities.

   *MHSO's developed transportation disadvantaged maps for staff to focus their engagement efforts. Utilizing the Equitable Transportation Community Explorer and census tract data, five

components (environmental burden, social vulnerability, health vulnerability, climate and disaster risk burden) with 40 indicators helped determine affected and potentially affected communities for each county in Maryland.

In addition to the above three requirements, the MHSO must report annually on law enforcement's efforts to facilitate community collaboration.

All public participation activities by the MHSO must consider racial, cultural, and economic barriers that affect participation, offer access for persons with limited English proficiency, provide reasonable modifications and accommodations for participation of persons with disabilities, and choose locations for public involvement that are Americans with Disabilities Act (ADA)-compliant.

The MHSO, under BIL, is required to fund, solicit, and guide projects that fall within NHTSA's Countermeasures the Work, a guide that lists effective, science-based traffic safety best practices for major highway safety problem areas. It summarizes the use, effectiveness, costs, and implementation time for each practice and guides State Highway Safety Offices in their planning.

The MVA's MHSO will continue to support SHA with public involvement by assisting in preparation for and, when appropriate, attending public meetings where Safe System Approach concepts are a significant part of the project's objective, to interact with users and project area neighbors, share data and national experience, and understand behavioral traffic safety issues in the project area.

Maryland Transportation Authority

The MDTA follows a project-specific process to evaluate engagement and outreach needs. This allows MDTA to scale the public involvement process to the size of the project. Minor or smaller-scale projects may include coordinating with local jurisdictions, outreach to community associations, and target stakeholder outreach. Larger-scale projects consider the following elements to guide and promote meaningful and equitable public engagement:

Analyze community and stakeholders

- Identify and categorize stakeholder groups and maintain a stakeholder list for each group, to be updated throughout the project.

- Ensure minority, low-income, and other underserved communities have equal opportunity to comment and participate in outreach activities.

- Analyze audiences, their interests, and potential tools for reaching those audiences. Assess if the tools being used are reaching the demographics outlined in the equity framework section and adjust approach as needed.

Maryland Transportation Authority *(continued...)*

Develop a strategic outreach strategy

- Provide regular and meaningful updates on project progress and milestones to the public and community.

- Coordinate informative and engaging public meetings that both present materials and provide the public an opportunity to ask questions and provide comments.

- Identify and work with active voices in communities to ensure the MDTA is effectively communicating the messaging associated with Complete Streets.

- Provide additional opportunities for meaningful community engagement throughout the project process beyond the formal public meetings.

- Identify creative and varied communication tools and accommodations best suited to meaningfully engage each audience.

Solicit public input

- Understand stakeholder concerns through comments, feedback, and discussions.

- Solicit stakeholder input to inform the engagement team as they identify community preferred engagement techniques to deliver relevant project information.

- Solicit feedback from audiences on the effectiveness and preference of communication tools used.

Document feedback

- Post comments received on the project website.

- Summarize and provide responses to public feedback received during official comment periods.

- Document outreach to underserved audiences (consistent with Environmental Justice and Title VI of the Civil Rights Act) and stakeholders with clear metrics and comments from this engagement.

Maryland Aviation Administration

For road and trail projects that impact State rights-of-way, MAA will rely on the guidance provided in the SHA Public Involvement Handbook (published in 2018, with update expected in 2025) to guide its approach to external communication. As part of the Complete Streets Policy implementation, MAA team members will be expected to:

- Know requirements of federal and State legislation regarding public involvement

- Identify the level of public involvement appropriate for a project

- Identify project stakeholders

- Use tools/resources appropriate for the level of public involvement identified

- Document public involvement process and outcomes

Maryland Port Administration

As cargo volumes increase over time at the Port of Baltimore, the potential for impacts on nearby communities may also increase. The Port of Baltimore has always sought to be a "good neighbor," while still accomplishing its mission of increasing waterborne cargo movement. The audience for the Port is diverse and ensuring that the messages of the MPA and Port of Baltimore are received and understood by all members of the stakeholder community requires considerable diligence.

As MPA updates is Strategic Plans, MPA will support Complete Streets wherever possible and work with local partners to educated commuters, residents and employees on safety and access.

Identifying the various ways that community members can interact with and receive the best information from the MPA would benefit everyone.

Objective Statement

Writing an Objective Statement is crucial for ensuring that a project aligns with the Maryland Department of Transportation (MDOT) Complete Streets policies and goals, particularly those related to safety and multimodal transportation. The Objective Statement is a document that provides specific, technical objectives to guide project design and decision-making, distinct from the more general, public-facing NEPA Purpose and Need.

Developing An Objective Statement

The MDOT Complete Streets Policy emphasizes multimodal transportation, safety, and accessibility. Objective Statements should be context sensitive and data-driven focused and include specific measures for bicycle and pedestrian facilities. The key activities that need to occur to develop the objective statement include:

1. Context Analysis: Review SHA's Context Driven Guide and any local planning documents to understand the project's context and identify areas of need.

2. Gather Input: Gather input from key internal and external stakeholders representing various aspects of the project (e.g., safety, operations, mobility).

3. Analyze Data: Review crash data, any user data (traffic, pedestrian counts), refer to the state-wide LTS map and demographic data to develop a comprehensive understanding of the corridor's needs and challenges.

MDOT 701 Practical Design Policy update in progress and training for "How To Write an Objective Statement" will be coming soon.

Exemptions

The criteria for exemptions will be further defined in the Objective Statement checklist, but some project types preliminarily identified include:

- Projects where pedestrians and bicyclists are prohibited by law
- Noise Wall projects
- Total Maximum Daily Load (TMDL) projects
- Slope Stabilization projects
- Roadway patching projects

If the project is considered exempt from the Complete Streets Policy, the project manager will work with the Complete Streets champion to documen t internally as being exempted from the implementation process. This will be completed through a short form/checklist, receive Director approval, and included in the project file. The Modal Administrations will report the list of excluded projects to TSO annually.

Waiver Process

All roadway projects on MDOT right-of-way require the modal administration to submit a Complete Streets Objective Statement to TSO for approval. In the event a waiver is needed, the modal administration will follow the waiver process outlined in its Implementation plan subject to the conditions described below. To qualify for a waiver, the mode must demonstrate the project meets one of the criteria below. Modal leadership must submit a written memo to TSO requesting the waiver and provide supporting justification that one of the below criteria are met:

■ **The cost of the new accommodation would be excessively disproportionate to the need or probable use.** The memo must provide a cost assessment that includes the following:

● A cost analysis that demonstrates the cost burden is more than 20 percent of the total project cost,

● A summary of the proportion of the cost burden that is ADA improvements required by law,

● A summary of all the alternatives evaluated and planning level cost estimates associated with each alternative,

● An assessment of the disservice of not providing the facility, despite the cost, would cause the community and vulnerable roadway users.

■ **State or local governments have specifically precluded such accommodations in their bicycle/pedestrian master plans.** The memo should reference State and local plans for the specific project area or project area type (i.e. rural agricultural zone) and verifying communications with local government as follows:

● Highlights of the future land use, zoning and/or development planned or possible for the area.

● A record of communications with the local jurisdiction involving the decision not to address Complete Streets due to relevant planning documentation and area conditions (including demographic data below), and the outcomes of that outreach.

■ **The current and future needs as determined by land use/density, user types and volumes, safety data and population characteristics cannot be demonstrated.**

● A record of discussing the project with stakeholders and concurrence on the existing and future user needs.

● A map of crashes for the past five years.

● A record of the Short Trips Opportunity Areas (STOAs) in the project area and any pedestrian generators (schools, grocery stores, shopping centers, parks etc.) within one mile of the project area.

● A record of the community engagement activities that concurs the lack of need.

● An assessment of area demographics (i.e. EJ Screen, CJEST) including household income and access to a private vehicle.

● Documentation that an existing, alternative route is available.

■ **Construction of a bicycle/pedestrian accommodation is not constructable due to engineering limitations.**

● Documentation of environmental or topographical challenges prohibitive to implementation/construction.

■ **Construction of such accommodation would be unsafe for potential users.**

● A summary of how constructing the appropriate bicycle facility for the existing level of traffic stress will meet one of the above criteria. Refer to the Bicycle Policy and Design Guide, American Association of State Highway Transportation Officials (AASHTO) Bicycle Design Guide, the 2050 Maryland Bicycle & Pedestrian Statewide Plan's Facility Selection guidance and use the most aggressive of the guidance.

Each mode has a clear process for the Complete Streets Champion to facilitate the waiver process for modal leadership approval to be submitted to TSO for final approval.

3. Measuring Performance

COMPLETE STREETS

safety for all users

MARYLAND DEPARTMENT OF TRANSPORTATION

COMPLETE STREETS

Measuring Performance

TSO will track and measure Complete Streets progress on the below existing and new performance metrics in the agency's annual Attainment Report to the General Assembly. The 2025 baseline and targets for 2030 will be set by the first Attainment Report in 2025.
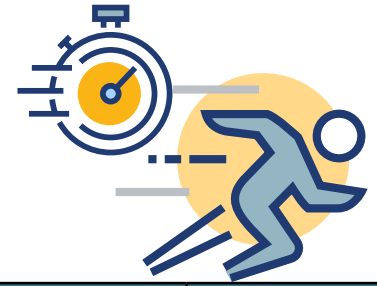
Table 8. MDOT Complete Streets Annual Performance Metrics

Criteria	Metric	Responsibility
Safety	5-year average of VRU Fatalities on SHA Roads	SHA
	5-year average of VRU Serious Injuries on SHA Roads	SHA
	5-year average of Speed-Related Fatalities on SHA Roads	SHA
	5-year average of Speed-Related Serious Injuries on SHA Roads	SHA
	Number of PSAP projects constructed	SHA
Pedestrian and Bicycle Connectivity	Total miles of sidewalk on State Roads	SHA
	Total number of new crosswalks constructed	SHA
	Total number of Pedestrian Signals installed	SHA
	Total Number of ADA upgrades	SHA
	Percentage of State Roads that are LTS 1 or 2	TSO
	Number of ADA accessible bus stops	MTA
	Number of ADA accessible rail stations	MTA
	Number of bus stops/rail stations with bike racks	MTA
	Number of bike racks at MTA facilities	MTA
Transit	Number of Transit Signal Priority (TSP) intersections	MTA
	Number of Bus Shelters	MTA
	Dedicated Bus Lanes (miles)	MTA
	On-time performance; broken down by mode	MTA
Equity	Number of projects in Justice40 communities	SHA
	Percentage of projects completed that are in PSAP Areas of Need	SHA
	Number of transit stops improved through roadway construction	SHA
	Number of essential destinations (Healthcare, schools and grocery stores) with access improved by Complete Streets projects	SHA
Training	Number of MDOT Complete Streets Call to Action Trainings Held	TSO
	Number of employees, partner staff, and consultant practitioners/ percent of professional employees who participate in a Complete Street training annually	TSO
	Percent employees participate in Bike to Work Week and Walktober among other health initiatives	TSO
Resiliency	% of lane miles or track miles that are susceptible to flooding based on CS-CRAB layers (existing resiliency measure)	TSO
	Green Stormwater Management Infrastructure: Measure level of innovation (e.g. projects with permeable pavement, smart pond technology) or % increase of green stormwater management facilities on State projects	MDTA
Implementation Performance	Percent of projects that seek and receive waivers	TSO
	Total funding programmed for Complete Streets projects in a six-year period	TSO
	Total funding spent on Complete Streets Projects in one fiscal year	TSO

Criteria	Metric	Responsibility
State Facility Accessibility	Number of showers, changing areas, and/or lockers provided for employees	TSO
	Services offered like bike repair stands and tools	TSO
	Number of bike racks, secure bike parking, and spaces for scooters to park installed at State facilities	TSO
Behavior and Trip Change	Percent of people walking as primary form of transportation	TSO
	Percent of people biking as primary form of transportation	TSO
	Percent of people taking transit as primary form of transportation	TSO
	Number of car trips converted to pedestrian or bicycle trips	TSO

Crash Modification Factors

TSO will continue to work with SHA to vet Crash Modification Factors (CMF) to SHA's Context Driven Toolkit. These factors are used to guide designers and planners on the most effective Complete Streets design treatments for reducing serious injury and fatal crashes.

Tracking Implementation of Safety Plans

A federally required Annual Report summarizes performance against safety goals, objectives, and targets, provides a comprehensive view of performance and identifies areas for improvement.

The MVA's MHSO is responsible for writing the Strategic Highway Safety Plan (every five years), the Maryland Triennial Highway Safety Plan (every three years) and MDOT's Annual Report.

Since October 1, 2024, the MHSO has been developing the next SHSP for the years 2026-2030. Specific goals and targeting methodologies of other Maryland agency plans will align with the efforts of Maryland's SHSP. Those plans include the Highway Safety Improvement Program (HSIP), Commercial Vehicle Safety Plan (CVSP), Highway Safety Plan (HSP), and the safety components of the Statewide Transportation Improvement Program (STIP) and the Maryland Connected and Automated Vehicle (CAV) Working Group's strategic framework. The MHSO will

improve pedestrian and bicyclist safety by aligning specific actions and strategies with SHA's Pedestrian Safety Action Plan (PSAP) and Maryland's 2025 Statewide Bicycle and Pedestrian Master Plan (BPMP). Education and outreach support will align with prioritized corridors to meet statewide performance targets, with the goal of ensuring that nobody becomes a statistic.

Through a combination of focused executive interviews, public meetings, and stakeholder work sessions, goals and strategies will be developed for the next SHSP:

- Executive Interviews – Invited transportation leaders will focus on current challenges, successes, and priorities regarding highway safety.

- Public Meetings – Scheduled public meetings in various locations that reach diverse communities will enable the gathering of input on safety concerns and proposed solutions.

- Stakeholder Work Sessions – Utilizing the feedback received from the executive interviews and the public meetings, stakeholders will utilize brainstorming strategies to facilitate discussions to record ideas, concerns, and consensus to clearly define strategies.

4. Internal and External Communication

safety for all users

MARYLAND DEPARTMENT OF TRANSPORTATION

Internal & External Communication

Internal Communication

MDOT's number one priority is the safety of everyone using the transportation system, including those who roll, ride, walk, bike, and work on our transportation network. TSO is committed to supporting the State's Vision Zero efforts across all MDOT modes. The internal communication about Complete Streets projects at MDOT will be focused on effective and efficient coordination to deliver projects that will support the State's Vision Zero goals.

TSO will support and coordinate communication of standard operating procedures (SOPs) to/from the modal administrations as well as between the modes. As part of updating the SHA Public Involvement Handbook in 2025, SOPs for internal communication will be further defined.

TSO also will lead staff communications and messaging on Complete Streets through New Employee Orientation, an MDOT-U Course for professional development and other training and certification opportunities for Complete Streets. TSO will provide additional Complete Streets best practice training for MDOT employees throughout the year, as outlined in the education section of this plan.

External Communication

MDOT is committed to clear and transparent communication with external partners and the public on the Complete Streets Policy implementation progress. TSO will lead the following efforts to promote external communications:

- Publicly post all approved waivers and Objective Statements.

- Conduct work sessions with local partners to incentivize dialogue and provide training essential to implementing Complete Streets throughout the State.

- Track external activities that can influence public/communication events.

- Work with local agencies and Public Information Officers to comply with the Complete Streets Policy.

- Identify and provide information and training to SHA's Community Relations Managers and advocacy groups for Complete Streets in various parts of Maryland.

- Participate in an update to the SHA Public Involvement Manual in 2025 for application and use by to all modal administrations.

Per the Policy, TSO will lead coordination between the modal administrations and the Sustainable Growth Subcabinet on initiatives and programs that support or are impacted by the Complete Streets Policy to strengthen the connection between transportation investments and land use and address historical disinvestment in underserved communities.

In 2025, TSO will guide and coordinate among modes an update of SHA's Public Involvement Manual to ensure applicability to and utility for all modes to integrate best practice tools and methods for effective public involvement, external communication, and partner coordination.

On a recurring basis, MDOT will provide training opportunities for local implementing agencies on how the Policy will impact various grant funding programs, like the Kim Lamphier Bikeways Network grant program.

TSO will provide guidance and review Priority Letters prepared by local governments seeking MDOT funding to prioritize projects that advance Complete Streets network building projects in their jurisdictions.

Each of the modal administrations have detailed external communication protocols and practices that will be followed to promote transparent communication on the implementation of the Complete Streets Policy through their various projects and activities.

TRAINING OPPORTUNITIES

The practices for each modal administration are outlined below:

State Highway Administration

The Office of Communications and District Community Relations Managers (CRMs) will coordinate and facilitate external communications on project work and the application of Complete Streets. CRMs will distribute Upcoming Project Activity Notices (UPANs) through list serves to area residents, Complete Streets advocates, and community leaders. Project notices also are sent through the Project Portal page and will include information about how Complete Streets will be incorporated into each project. Waivers also will be posted publicly per the TSO implementation plan.

SHA will include public facing communications outlets including the Project Portal Page, Project Information Form (PIF) sheets for major projects, and System Preservation Program sheets, with a checkbox indicating compliance or exemption. SHA public meetings also will be required to include a description of the Complete Streets Policy and how it is to be applied.

SHA will heavily rely on the guidance provided in the SHA Public Involvement Handbook to guide its approach to external communication and engagement of the public and elected officials in its decisions. As part of the Complete Streets Policy implementation, SHA team members will be expected to:

- Know requirements of federal and State legislation regarding public involvement
- Identify the levels and types of public involvement appropriate for a project
- Identify project stakeholders
- Use tools/resources appropriate for the levels and types of public involvement identified
- Document public involvement process and outcomes

Maryland Transit Administration

As part of the Complete Streets Policy implementation, MTA project managers will be expected to:

- Know requirements of federal and State legislation regarding public involvement
- Identify the level of public involvement appropriate for a project
- Identify project stakeholders
- Use tools/resources appropriate for the level of public involvement identified
- Document public involvement process and outcomes
- Communicate how the project complies with the Complete Streets Policy and the modal priorities that affect the decisions of the project.

To adequately train project managers on these expectations, education and training needs are identified in the next section.

The MTA project manager, with support from the Complete Streets Champion, will follow the below standard operating procedures for external communication regarding Complete Streets projects that require an objective statement or a waiver:

- The MTA project manager will include the Complete Streets Champion in correspondence about road user accommodations external to the agency on projects that have an Objective Statement or a waiver.
- The MTA project manager will provide the draft Objective Statement, once approved by the Complete Streets Champion and MTA leadership, to the right-of-way owner for review and comment. The comments will be reviewed and incorporated by the project manager and submitted to the Complete Streets Champion to facilitate final review and approval by MTA leadership.

Motor Vehicle Administration

Through Chapter 603 of 2024, the MD General Assembly established new VisionZero requirements that took effect on October 1, 2024, including additional implementation requirements for the State Vision Zero Coordinator. The primary requirement includes quarterly public meetings with live video streaming that includes a select group of MDOT executives (SHA, MVA, MDTA, TSO, Vision Zero Coordinator) or their appointed representative(s), and an analysis of SHA's infrastructure reviews. Conducted in compliance with the Maryland Open Meetings Act, meetings are now livestreamed and written testimony from the public is welcomed.

MDOT also will post Vision Zero information and meeting details publicly and has created a page on the ZeroDeaths Maryland website where meeting records will be maintained. Efforts by other modal administrations that are documented will be added to this site as appropriate.

The MVA has updated its Driver Education Curriculum to ensure compliance with statutory and regulatory changes. In July 2023, the three-hour Alcohol and Drug Education curriculum added slides to communicate responsible use of recreational cannabis. In 2024, work zone education was updated to convey examples of signage entering and exiting work zones, and display of flashing blue lights that indicate the presence of workers. Further, new law updates were incorporated to reflect that left lanes of multi-lane highways are primarily used for passing, prohibition of left lane travel at speeds greater than 10 miles per hour below the general flow of traffic, and new sanctions for failing to yield the right of way to bicyclists lawfully operating in marked bike lanes or road shoulders.

Maryland Transportation Authority

MDTA develops project specific stakeholder outreach plans depending on the context and requirements of each project. As part of MDTA planning and project delivery, MDTA holds coordination meetings with key stakeholders, including elected officials, permitting agencies, local jurisdictions and MPOs.

Maryland Aviation Administration

MAA also will leverage the below, existing external communication channels to communicate updates on projects as it relates to Complete Streets (e.g. objective statements and waivers) and other educational material, as appropriate, to external stakeholders and members of the public:

- E-mail news blasts,

- Social media, and

- Ongoing communication with local homeowner associations adjacent to the airports.

Education & Training

MDOT is committed to providing opportunities and support for training and continuing education on the Complete Streets Policy and best practices for implementation. This section outlines each modal administration's education needs and commitment to providing staff training and education opportunities.

The Secretary's Office

TSO will coordinate and advise ongoing education opportunities and training for modal administration staff. Initial training opportunities identified by TSO for 2025 include:

- Updating New Employee Orientation with content on:
  - The Complete Streets Policy, implementation plans and best practices for Complete Streets Design,
  - Shared language on Complete Streets and the Complete Streets Policy, and
  - Training on the Context Driven Guide, Practical Design and other guides and manuals as they are updated to comply with the policy.

- TSO will prioritize supporting the development of an MDOT- U course for employees for the first quarter of 2025.

- TSO will establish training education and outreach program including recurring webinars.

- TSO will continue to coordinate and promote Bike Month and Walktober programs and set targets for employee participation. TSO will develop a program to track trips replaced by biking, walking, transit during these programs and establish a goal for the State to inspire other organizations to promote transportation demand management programs for employees.

State Highway Administration

SHA will provide training for engineers, designers, and planners on the following topics:

- Safe System Approach,
- Complete Streets design approach and principles,
- Guidance updates,
- Decision-making processes,
- Identification of needs/opportunities and preparing Objective Statements for project-level Complete Streets conformance, and
- Public involvement and stakeholder education/facilitation.

These trainings will include exercises to walk staff through the changes to current protocols. The below, existing training courses are offered and will be updated to include key topics about Complete Streets and the Complete Streets Policy.

- Vision Zero Training Course,
- Safe System Approach Training Course, and
- The Engineer Experience (TEE) oriented to entry-level graduate engineers to include rotation opportunity to support SHA's Senior Safety Officer's work on Complete Streets compliance.

Maryland Transit Administration

MTA - with help from MDOT and SHA - will provide training for engineers, designers, and planners on the following topics:

- Complete Streets design approach and principles,
- Guidance updates,
- Decision-making processes,

- Writing Complete Streets Objective Statements, and
- Public involvement.

These trainings will include workshops with exercises to walk staff through the changes to current protocols. MTA staff will be encouraged to attend two training sessions per year from 2025 through 2029 and MTA staff associated with the implementation of Complete Streets Policy will be required to attend at least one training per year.

Motor Vehicle Administration

MVA staff will utilize e-learning platforms, including webinars, for ongoing education and training to build awareness around safer interactions for transit, motorists, pedestrians, bicyclists, and those using Electric Personal Assistive Mobility Devices (EPAMDs). This allows for flexible training options, making it accessible for all staff members.

MHSO will utilize the Pedestrian Bicyclist Emphasis Area Team (PBEAT) meetings to educate pedestrian-

bicyclist advocates, transportation professionals and law enforcement through presentations and work group sessions. In addition, best practices will be reviewed by looking at successful Complete Streets policies from other jurisdictions to identify effective training programs. Engaging with transportation planners and public health professionals who specialize in Complete Streets will be incorporated into PBEAT agendas. The Pedestrian/Bicyclist/Aggressive/Speeding Program Manager will attend relevant conferences and workshops to stay informed about the latest trends and innovations.

Maryland Transportation Authority

To support continuing education efforts on Complete Streets, MDTA will:

- Make staff available and participate in TSO-hosted Complete Streets events and
- Identify ongoing education and Complete Streets training for staff and will coordinate with SHA to provide updates to previously developed training based on elements applicable to MDTA.

Champions

A critical component of the overall success of this Implementation Plan rests with MDOT's employees, including designated Complete Street Policy Champions. TSO, MDTA and each modal administration have identified a committed professional to serve in this role. These individuals will help coordinate and advance implementation efforts within their respective agency and Department-wide. The identified Champions are outlined below along with a summary of their core responsibilities as stewards of the Complete Streets Implementation Plan.

Table 9. Complete Streets Champions and Responsibilities

Modal Administration	Champion	Champion's Responsibilities
The Secretary's Office	Director of Active Transportation and Micromobility	• Coordinate with the Modal Champions on the completion and implementation of their various Implementation Plans. • Convene a local jurisdictions work group in 2025 to facilitate state wide Complete Streets implementation. This also will serve as one of the communication lines to the local jurisdictions on any upcoming changes to expect based on the Policy's implementation and provide an opportunity to collaborate across jurisdictions, provide trainings, and support efforts at the local level to advance Complete Streets activities.
State Highway Administration	Senior Safety Officer	• Review updated internal documents. • Serve as a project sponsor throughout the duration of the project, reviewing project status at milestones against an approved Objective Statement. • Facilitate and promote education, internal and external communication outlined in this plan. • Attend Complete Streets trainings provided by MDOT. • Review waiver applications and facilitate waiver application review and approval by SHA leadership. • Prepare an annual report to TSO that includes performance metrics, a list of projects that received waivers and exemptions and project status for all Complete Streets projects with an Objective Statement. • Communicate with SHA leadership on Complete Streets topics. • Provide training and resources from various agencies and offices to SHA team members about SHA's role as a stakeholder in Complete Streets projects and the waiver process. • Be an available resource on questions related to Complete Streets and the Implementation Plan. • Each Office and District also will assign a Division Complete Streets Champion by December 2025. These local champions will be an internal resource and liaison for inquiries and messaging.

Modal Administration	Champion	Champion's Responsibilities
Maryland Transit Administration	MTA Statewide Strategic Planning designee	• Support, advise and review all objective statements developed by MTA project managers. • Serve as a project sponsor throughout the duration of the project, reviewing project status at milestones against an approved objective statement. • Facilitate and promote education, internal and external communication outlined in this plan. • Prepare an annual report as instructed by TSO on performance metrics and projects with Complete Streets Objective Statements. • Review waiver applications and facilitate waiver application review and approval by MTA leadership.
Motor Vehicle Administration	MVA Administrator and Governor's Highway Safety Representative MHSO Director and Vision Zero Coordinator	• Focus on all road users' behavior and will advocate for behavioral change by encouraging safe behavior, promoting safe practices, and supporting walking/biking/public transit as viable transportation options. The year-round Be the Driver marketing campaign will promote a culture that values safety, accessibility, and respect among all users of the transportation system. • Facilitate stakeholder meetings and engage with communities, businesses, and organizations to gather input and foster collaboration for planning and implementing processes • Work with public health, local organizations, advocacy groups, educational institutions, and law enforcement to integrate behavioral strategies into policies and projects. • Analyze data on transportation behaviors to identify areas for improvement and success. • Work to ensure that policies/legislation align with behavioral principles that enhance safety and promote active transportation.
Maryland Transportation Authority	Deputy Director of Planning	• Convene and lead a workgroup of MDTA staff to develop and maintain the Complete Streets Implementation Plan and support the MDOT Complete Streets policy.
Maryland Aviation Administration	Director of Planning and Environmental Services	• Attend Complete Streets trainings provided by MDOT. • Provide annual reports to MDOT on MAA's progress towards implementation (refer to Table 2). • Communicate with MAA leadership. • Provide training and resources to MAA team members about MAA's role as a stakeholder in Complete Streets projects and the waiver process. • Review updated internal documents. • Track the performance measures and report progress annually.
Maryland Port Administration	Strategic planning manager	• Attend Complete Streets trainings provided by MDOT. • Provide regular updates to MDOT on MPA's progress towards implementation. • Communicate with MPA leadership. • Provide training and resources to MPA team members about MPA's role as a stakeholder in Complete Streets projects and the waiver process. • Review updated internal documents, if applicable. • Track the performance measures and report progress annually.

5. Additional Complete Streets Implementation Initiatives

COMPLETE STREETS

safety for all users

MDOT
MARYLAND DEPARTMENT
OF TRANSPORTATION

Data Collection Before and After Projects

To evaluate the effectiveness of Complete Streets projects in accommodating multimodal trips, SHA will implement a data-collection process both before and after project implementation. This process will collect multimodal count data, including bicycles, pedestrians, and other non-motorized users. The goals of this data collection initiative are to:

- Assess the effectiveness of Complete Streets projects in supporting multimodal trips by analyzing mode shifts and changes in active transportation usage before and after project completion.

- Use collected data to develop and validate travel demand models, which will guide the planning and evaluation of future Complete Streets projects.

Methodology

- **Data Locations:** Counts will be collected at key intersections and along corridor segments within the project area. The specific locations can be determined on a case-by-case basis and will be coordinated with SHA in advance of the collection.

- **Data Types:**

  - Daily and hourly multi-modal turning movement counts at selected intersections or along corridor segments including any vehicles, pedestrian, bicyclist, transit, or other active transportation modes.

  - Data includes users of existing shoulders and sidewalks along corridor segments before and users of the proposed facilities after project implementation.

  - If transit routes are within the project limits, a transit ridership survey may be recommended by SHA.

- **Schedule:**

  - Data collection will take place during months with higher pedestrian and bicycle activity levels, typically from March through November, to capture peak travel patterns. Collection should be avoided on days with rainfall or extreme weather conditions to ensure accuracy.

  - Post-implementation data will be collected at multiple intervals to measure impacts over time.

  - Timing and schedule of the data collection efforts shall be coordinated with SHA.

- **Collection Tools:** Counts may be conducted using cameras, sensors, or other reliable methods.

Implementing Complete Streets at Rail Crossings

MDOT is currently preparing guidance on how Complete Streets principles intersect with the Freight Rail Program, particularly how active transportation projects intersect with freight rail corridors.

Many of the rail crossings throughout the state were designed and built before modern pedestrian safety standards were established. As a result, pedestrian and bicycle accommodations were not included in the original design. There is an opportunity to shift a focus towards providing safe crossings with proper infrastructure to connect pedestrian and bicycle networks. While there may be statutory authority to apply Complete Streets principles to grade crossings, implementing such policies will be challenging, especially with private railroads. Private railroads might demand higher costs for grade crossings if formal policies are enforced, with MDOT potentially bearing these costs. Therefore, it is essential to allocate space for this discussion to develop a comprehensive method for applying Complete Streets to grade crossings.

Additionally, abandoned or rail corridors with limited life span remaining have become opportunities for Rails-to-Trails infrastructure. Implementing such infrastructure requires extensive coordination with the rail company that owns the right-of-way. MDOT has started the process of developing SOP's for initiating these types of projects and how they can intersect with MDOT's Freight Rail Program.

Implementing Complete Streets through Transit Oriented Development

Complete Streets are essential to Transit-Oriented Development (TOD) because they prioritize accessibility and connectivity for all users where connectivity to premium transit is most needed. TOD areas also tend to have higher levels of density and mixed land use which fosters an environment where walking and cycling become viable alternatives to driving. Furthermore, Complete Streets create a seamless integration of transit services, making it easier for people to access public transportation and encouraging its use as a primary mode of travel. In addition to improving mobility, Complete Streets also contribute to the economic and social vitality of TOD areas. They promote active transportation, which can lead to increased foot traffic and patronage of local businesses, boosting the local economy.

MDOT works in partnership with State, local, and private partners to support TOD throughout Maryland, with two areas of focus: joint development of State-owned land and support for local jurisdictions leading their own TOD.

MDOT strategically leads TOD-Requests for Proposals (RFPs) to promote sustainable urban growth around transit hubs. These RFPs aim to encourage dense, mixed-use development within a half-mile radius of transit stations by leveraging state-owned land. The TOD program is a key component of Maryland's broader efforts to create vibrant, walkable communities that maximize the efficient use of transportation infrastructure. A key action item in this plan is to ensure all future TOD RFPs for Joint Development are compliant with the Complete Streets Policy and promote the construction of Complete Streets infrastructure.

MDOT also offers multiple resources to support local jurisdictions in implementing TOD and Complete Streets around premium transit stops:

- MDOT has partnered with many other state agencies to develop an interactive site, the State TOD Hub, that is a springboard for local jurisdictions, planners, elected officials, non-profit organizations, educational institutions, real estate professionals and the general public who are interested in advancing TOD or TOD principles in their jurisdictions.

- Station Area Planning support through the Transit Station Area Profile Tool, an interactive map that compiles key socio-economic, demographic, land-use and transit-access information for all of Maryland's current and planned fixed rail stations. MDOT also has the TOD Models and Guidelines Resources.

- MTA's Designing for Transit: TOD Design Guidelines provides design Guidelines to illustrate transit access considerations for diverse station types.

MDOT will continue to incorporate these resources in the education commitments to local jurisdictions as part of the Plan implementation.

6. Action Items

Action Items

A concise set of immediate action items are summarized below as part of MDOT's implementation plan to initiate policy implementation. These action items will be updated as needed, no less frequently than every three years.

Table 10. Complete Streets Implementation Plan Action Items

Action Item/ Deliverable	Description	Responsibility	Target Completion Date	Progress Status
The Secretary's Office				
Establish TSO Complete Streets Work Group with Local Jurisdictions	Convene a local jurisdictions work group in 2025 to facilitate State wide Complete Streets implementation.	TSO Champion	April 2025	In-Progress
Prescribe Objective Statement checklist	Develop an Objective Statement Checklist to be used by the modes in preparing their Objective Statement.	TSO Champion	February 2025	In-Progress
Priority letter guidance to locals	Develop guidance on how to request active transportation investment.	OPPPD	June 2025	In-Progress
Incorporate SWM into Context Driven Toolkit	Identify green storm water management treatments appropriate for the Context Driven Toolkit.	EST	December 2025	Not yet started
Ensure Complete Streets Policy is considered in all future TOD RFPs	Revise the Complete Streets facility/ infrastructure requirements to measure safety, TDM, site orientation and density as criteria of the developer/development team. Require the use of MD EJScreen or EPA EJScreen to ensure equity.	ORED	December 2025	Not yet started
Ensure Complete Streets Policy is considered in all future NEVI RFPs	Revise requirements to comply with the Complete Streets Policy.	EST	December 2025	Not yet started
Coordination on Highest Priority Guidance Updates	Support and coordinate on the high-high document updates for each of the mode's implementation plans.	TSO Champion	December 2025	In-Progress
Create a sidewalk and shared use path maintenance program	Develop a framework for sidewalk and shared use path maintenance.	TSO Champion	December 2025	Not yet started

Action Item/ Deliverable	Description	Responsibility	Target Completion Date	Progress Status
The Secretary's Office *(continued...)*				
Demonstration project program	Work with the SHA to identify and implement Complete Streets demonstration projects on State roads.	TSO Champion	December 2025	In-Progress
Create Resilience Policy	Finalize a resiliency policy that addresses flood risk, natural/man-made hazards and other environmental concerns.	TSO Champion	December 2025	In-Progress
Need to update COMAR 11.01.08.03 - Environmental Assessment Form and Environmental Effects Report to be inclusive of Complete Streets (last updated in 1974)	Require the use of MD EJScreen or EPA EJScreen to ensure equity. Require an analysis of the impact on the walkability and level of traffic stress scores - look to improve or be neutral versus negative.	OPPPD	December 2025	Not yet started
State Highway Administration				
Develop Checklist	Prepare a checklist to determine if a project is exempt, requires a waiver or requires an Objective Statement.	TSO and SHA Champion	January 2025	In-Progress
Confirm resources needed to complete updates to High-High documents in 2025	Confirm the resources and contract/Task needs to complete the 2025 document updates.	TSO and SHA Champion	January 2025	In-Progress
Convene Objective Statement Development Work Group	Convene Work Group to identify projects that need Objective Statement.	TSO and SHA Champion	January 2025	In-Progress
Baseline performance metrics	Calculate and determine baseline performance metrics and compile an annual report that can be easily updated.	TSO and SHA Champion	December 2025	Not yet started
Develop Multimodal Data Collection Plan	Prepare a plan for collecting multimodal count data before and after Complete Streets project implementation to assess project impacts and develop modeling tools.	TSO and SHA Champion	Ongoing	In-Progress
Identify Division Complete Streets Champion	Each Office/District will identify a Complete Streets Champion. This person will attend the education/training opportunities outlined in this plan.	OHD, OPPE, OPAD, OOS, OOTS, Districts	December 2025	Complete
Maryland Transit Administration				
Develop initial project checklist	For PMs to provide necessary information for "Project Type" and policy applicability.	BRP & OSP	March 2025	In-Progress
Develop Complete Streets Objective Statement Form	To guide the discussions on creating a Complete Streets Objective Statement.	BRP & OSP	March 2025	In-Progress
Develop Waiver Form	To guide the discussion on the reasons and justifications for obtaining a wavier to the Complete Streets policy.	BRP & OSP	March 2025	In-Progress

COMPLETE STREETS

Action Item/ Deliverable	Description	Responsibility	Target Completion Date	Progress Status
Maryland Transit Administration *(continued...)*				
Develop MTA internal Complete Streets guidance	For projects that fall within the Complete Streets Policy, but outside of the Complete Streets Objective Statement requirements. To be included in MTA Engineering Manual.	BRP, OSP and Engineering	June 2025	In-Progress
Document Review SOP	A document to define how we review various planning, design, and developer documents – both internal and external – for Complete Streets compliance.	BRP & OSP	December 2025	In-Progress
Complete Streets Champion SOP	Setting a guide to helping the Complete Streets Champion.	BRP & OSP	December 2025	In-Progress
Motor Vehicle Administration				
SHSP	FHWA required report that establishes emphasis areas, includes five required Safety Performance Measures and Output/Outcome Measures.	MVA/MHSO	January 2026	In-Progress
Triennial HSP	NHTSA required data driven plan that includes the State's goals, objectives, and countermeasure strategies for improving traffic safety.	MVA/MHSO	July 2027 (updates annually but submitted every three years)	On target
Annual Report	NHTSA required performance report that describes how projects contribute to meeting targets.	MVA/MHSO	January 2025	In-Progress
Vision Zero Public Meetings	Legislated public meetings for Vision Zero implementation.	MVA/MHSO	Ongoing	Vision Zero page on ZeroDeathsMD.gov complete First quarterly meeting held 12/5/24 Quarterly meetings scheduled for 2025
Driver Education Curriculum	Conduct regular reviews of the curriculum to reflect best practices in pedestrian and bicycle safety.	MVA	Annual reviews	Ongoing
Maryland Transportation Authority				
Existing MDTA projects	Define MDTA project categories that would not be relevant to the Complete Streets policy. For remaining projects in the existing MDTA Capital Program, review/evaluate/identify the projects that may or may not be applicable to the Complete Streets Policy.	MDTA Champion	July 2025	Not yet started
MDTA Project Delivery Process	Assemble resources to document and update the MDTA Project Delivery Process to incorporate Complete Streets guidance.	MDTA Champion	December 2025	Not yet started

Action Item/ Deliverable	Description	Responsibility	Target Completion Date	Progress Status
Maryland Transportation Authority *(continued...)*				
SHA guidance documents	Coordinate/participate with SHA on their guidance document updates.	MDTA Champion	December 2025	Not yet started
Maryland Aviation Administration				
Update internal documents	MAA will update internal documents to align with MDOT's Complete Streets Policy.	Division of Planning & Engineering	December 2025	Complete
Provide training on MAA's role and waiver process	MAA will provide a training session or materials on its role as a stakeholder and steward of the Complete Streets Policy.	Division of Planning & Engineering	December 2025	Complete
Create resource webpage that lists commute options and programs for MAA employees	MAA will create a webpage for employees that identifies available commute options and resources.	Division of Administration & Performance Management	December 2025	Complete
Report on performance measures	MAA's Champion will track the outlined performance measures and report progress annually.	MAA Champion	November of each year	In-Progress
Update action items	MAA will update this implementation plan every three years.	MAA Champion	November 2028	Not yet started
Maryland Port Authority				
Update internal documents	MPA will update internal documents to align with MDOT's Complete Streets Policy.	MPA Champion	TBD	Not yet started
Provide training on MPA's role and waiver process	MPA will provide a training session or materials on its role as a stakeholder and steward of the Complete Streets Policy.	MPA Champion	TBD	Not yet started
lists commute options and incentives for MPA employees	MPA will advise employees on commute options (i.e. Commuters Choice program) and incentives to access MPA facilities via internal webpage or via MPA's Dockside newsletter.	MPA Champion	June 2025	Not yet started
Report on performance measures	MPA's Champion will track the outlined performance measures and report progress annually.	MPA Champion	November 2025	Not yet started
Update action items	MPA will update this implementation plan with action items every three years.	MPA Champion	November 2028	Not yet started