

Project Prioritization Pilot NOFO Responses

Project Narrative Cover Page

What is the Project Name?	Maryland Surface Transportation Project Prioritization Process
Who is the Project Sponsor?	Maryland Department of Transportation
Is the Project Sponsor a State, or an MPO?	A State
Does this project involve (a) a private or non-private entity(ies) that will receive a direct and predictable benefit if the project is selected for award? This includes, but is not limited to, private or non-private owners of infrastructure facilities being improved or private and non-private entities directly benefiting from the completion of the proposed project.	No
If this project directly involves or benefits a specific private or non-private entity(ies), please identify the full name of each entity, separated by a comma.	N/A
Total Project Cost	\$2,000,000
Requested Grant Amount	\$2,000,000
Estimated Non-Federal Funding	
State(s) in which the project is located	Maryland
Urban Area in which the project is located, if applicable	Statewide, inclusive of the following; Cambridge, MD; Waynesboro, PA—MD; Taneytown, MD; Cumberland, MD--WV—PA; Eldersburg, MD; Hampstead-- Manchester, MD; Chestertown, MD; Brunswick, MD; Washington--Arlington, DC--VA--MD; Thurmont, MD; Keyser, WV--MD; Salisbury, MD--DE; Hagerstown, MD--WV--PA-- VA; Baltimore, MD; Frederick, MD; Denton, MD; Poolesville, MD; La Plata, MD; Leonardtown, MD; Chesapeake Beach, MD; Mountain Lake Park, MD; Ocean Pines--Ocean City, MD--DE; Lexington Park--California--Chesapeake Ranch Estates, MD; Westminster, MD; Indian Head, MD; Easton, MD; Urbana, MD; Rising Sun, MD; Crisfield, MD; Princess Anne, MD; Stevensville-- Chester--Romancoke, MD; Waldorf, MD; Philadelphia, PA--NJ-- DE--MD; Bel Air--Aberdeen, MD
Population of; (According to the 2020 Census)	5,288,760

Section 1 – Basic Project Information - Project Description, Location, and Parties

Project Description

The Maryland Department of Transportation (MDOT) is seeking Prioritization Process Pilot Program (PPPP) funds to improve its existing prioritization process for capital programming and develop a new needs identification process for long-range planning. The Department is committed to creating transparent, data-driven processes that it will use to meaningfully drive project selection.

MDOT is seeking support to supplement and enhance its ongoing work to modernize and update its [Chapter 30 Scoring Model](#). PPPP funding will enable MDOT to build a robust and meaningful public engagement and stakeholder consultant process, create user-friendly online tools to easily search projects, view project scores, and create accountability in project prioritization decisions, and enable continuous public input opportunities to ensure the project prioritization factors remain modern and reflective of the evolving needs of all Marylanders.

Maryland maintains an existing project prioritization process, known as the Chapter 30, which has been in effect since 2017. The MDOT has conducted project scoring via Chapter 30 since its implementation, and, over time, has identified opportunities for improvement. Maryland is unique in that its Department of Transportation, established similar to the US Department of Transportation, is centralized and includes all modal transportation agencies under one centralized umbrella. Revising project prioritization at MDOT provides a unique and significant opportunity to develop and enhance this prioritization process, while considering all facets of transportation links and connections.

To ensure our investments do the most to meet our goals and objectives, MDOT Secretary Paul Wiedefeld has directed MDOT to develop a new project prioritization process that will be used to evaluate surface transportation capacity projects, building upon efforts established by Chapter 30 and lessons learned. This directive builds upon recommendations from the Maryland Transportation Revenue and Investment Needs Commission (“[TRAIN Commission](#)”) established by [Chapter 455 of the 2023 Acts of Assembly](#). The Commission’s interim report recommended that “MDOT develop a new draft prioritization process to present to the commission during the 2024 interim, with the goal of implementing the new prioritization process for the [2026-2031 \[Consolidated Transportation Program\]](#)” starting during 2025 with adoption in mid-2026.

Through this initiative, MDOT will develop an improved process to (i) identify and prioritize key needs; (ii) evaluate and prioritize candidate projects for funding; (iii) create accessible transparency and accountability tools and (iv) enable continuous public feedback and input to ensure the project prioritization objectives remain current and impactful to all Marylanders. The improved process will seek to align prioritization goals and measures with Maryland’s long-range transportation plan, or the [Maryland Transportation Plan](#), to more effectively achieve the State’s strategic goals than the current Chapter 30 Scoring Model. Additionally, the enhanced model will be used to evaluate projects in the Statewide Transportation Improvement Program (STIP), contained in the State’s annual, six-year capital program known as the Consolidated Transportation Program (CTP). This will result in a significantly improved project prioritization process for MDOT that can also serve as a model for other states new to project prioritization.

Maryland Planning and Programming Terms

“Maryland Transportation Plan” or MTP is the statewide long-range transportation plan pursuant to 23 U.S.C. 135 (f)

“Consolidated Transportation Program” or CTP, provides the basis of the statewide improvement transportation program pursuant 23 U.S.C. 134 (g)

Project History and Context

“Money is important, but strategy is imperative.” – Governor Wes Moore

“MDOT is at the nexus of everything we hope to achieve as a state. This agency touches each of our priorities – from making Maryland safer, more affordable, more competitive, and making Maryland the state that serves,” said Gov. Moore.

Governor Moore has directed Maryland agencies to be data-driven and heart-led to create a safer, more affordable, more competitive state that leaves no one behind. MDOT believes that transportation is a powerful tool that can help deliver on these promises. For transportation to play its role, we must ensure that our limited dollars are being used to the greatest effect.¹



transportation projects for the Consolidated Transportation Program. The goals and measures used in Chapter 30 were set forth by state legislators at the time, rather than tied to key strategic documents, such as long-range plans, which restricts the ability of MDOT to administratively make improvements to the process based on experience and

results of past.

While Maryland is ahead of many other states, this process needs significant improvement.

In 2023, MDOT surveyed transportation stakeholders about the current Chapter 30 Scoring Model used to evaluate proposed transportation projects during development of the CTP, which

¹ https://www.mdot.maryland.gov/OPCP/TRAIN_2023_Interim_Report.pdf.

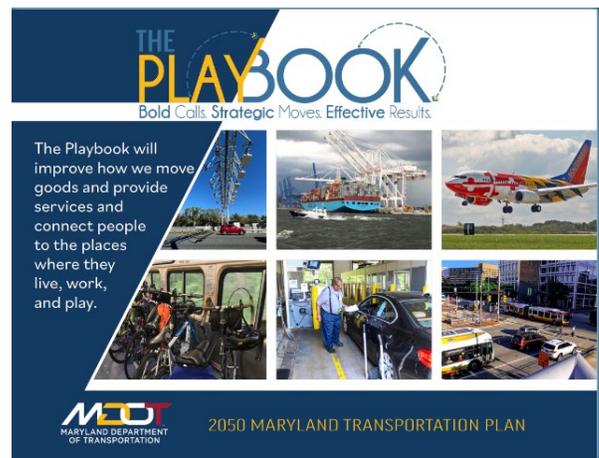
incorporates STIP, as required by federal law. Eighty-five percent of respondents did not believe the Chapter 30 scoring results were reflected in projects selected for funding or that the project prioritization process was data-driven.² A major flaw of the current project prioritization process is that while projects are scored via Chapter 30, there is no formal or public process for determining how the scores will be used to determine which projects receive funding in the CTP. During the FY 2023-2028 CTP cycle, 42 projects were evaluated via Chapter 30. The top-rated project added to the CTP that year was ranked 12th. Of the eight projects added, four were in the bottom half of the rankings that year. The CTP does not include any discussion of why no projects in the top quartile were selected for funding or why one project was selected over another.

The Maryland Commission on Transportation Revenue and Infrastructure Needs (the [TRAIN Commission](#)) was established by [Chapter 455, Acts of 2023](#), to review, evaluate, and make recommendations on the prioritization and funding of transportation projects. The TRAIN Commission examined the Chapter 30 Scoring Model in 2023 and recommended improvements. Their [interim report](#) included the following findings³:

“Common concerns were that the processes are not transparent, it is unclear why a project is or is not funded, and the scoring results are not reflected in projects selected for inclusion in the CTP and the overall fairness and ability of using one scoring system to compare multiple types of projects. During presentations from the Maryland Association of Counties and the Maryland Municipal League, the commission heard recommendations related to the benefits around standardization, the need for clearer and earlier information in project selection, and the need for local input in prioritization.”

“The current process lacks consistency and uniformity and can be improved to promote fairness. Through this effort MDOT will develop (i) a process to identify and prioritize key needs in the statewide long-range transportation plan, known as the Maryland Transportation Plan (MTP) and (ii) a process to evaluate and prioritize candidate projects for funding in the state’s Consolidated Transportation Program (CTP), which incorporates the statewide transportation improvement program, which will be used for the development of the FY26-31 Program. This will result in a significantly improved project prioritization process for MDOT.”

The current [Maryland Transportation Plan](#), MDOT’s statewide long-range transportation plan, outlines the agency’s goals and principles as well as high-level trends, conditions and performance. Through the work performed under this Project, MDOT will develop a needs identification and prioritization process that will result in a more detailed, data-driven process that aligns with the state’s goals.



The development of this process will be informed by the existing Maryland Transportation Plan, the State Freight Plan, the State Rail Plan, the State Transit Plan, the Transportation Asset Management Plan, the Strategic Highway Safety Plan and Highway Safety Improvement Program, the Pedestrian Safety Action Plan, the Transit Asset Management Plan, the Transit Safety Plan, the CMAQ

² https://www.mdot.maryland.gov/OPCP/TRAIN_Meeting_3_Agenda_AND_Slides.pdf

³ https://www.mdot.maryland.gov/OPCP/TRAIN_2023_Interim_Report.pdf.

Performance Plan, the Congestion Management Process and/or Congestion Management Plan, the Resilience Improvement Plan, the Carbon Reduction Strategy, the Complete Streets Strategy, Process and Prioritization Plan, the Alternative Fuel Vehicle Corridor Plan, the Electric Vehicle Infrastructure Deployment Plan, the Safe Streets for All Action Plan, and the Chapter 30 process. When complete, the new prioritization process will inform the development of the next Maryland Transportation Plan which will advise and be integrated, as appropriate, into the other plans as they are updated and revised in the future.

MDOT believes that an improved project prioritization process will help ensure MDOT is helping advance Maryland’s economic competitiveness and growth, helping to move goods and connecting our communities to opportunities. For example, the prioritization process will use a measure of access to jobs to understand the extent to which a project increases potential job opportunities for Maryland residents.

Moreover, MDOT believes creating an improved prioritization process is one of the most powerful ways that MDOT can prioritize the Moore Miller mission to “Leave No One Behind in Maryland.” The Administration recently released the [Governor’s Maryland State Plan](#) identifying the ten priorities for this Administration, to Leave No One behind by:

- Ending Child Poverty in the State of Maryland
- Setting Maryland’s Students Up for Success
- Creating an Equitable, Robust, and Competitive Economy
- Connecting Marylanders to Jobs
- Creating Safer Communities
- Making the State of Maryland a Desirable and Affordable Home for All Residents
- Infrastructure to Better Connect All Marylanders to Opportunities and Each Other Ensuring
- World-Class Health Systems for All Marylanders
- Making Maryland a Leader in Clean Energy and the Greenest State in the Country Making
- Maryland a State of Service

MDOT has a role to play in nearly every priority area. Our goal for this initiative is to ensure MDOT’s planning and programming processes incorporate this broader view of transportation’s role and recognize that transportation is not an end unto itself but a means to an end. A robust prioritization system that specifically recognizes this role and provides criteria with which projects can be ranked against goals will ensure that it is funding the projects that provide the most benefits relative to their costs across the themes of safety, accessibility and mobility, climate change and the environment, social equity, economic competitiveness, and land use considerations.⁴

Project Location

The Project will be located in the State of Maryland. It will inform and be integrated into the statewide transportation plan and the statewide transportation improvement program.

Lead Applicant

MDOT is the lead applicant for this project. SHA and MTA, within MDOT, have demonstrated experience with receipt and expenditure of federal-aid highway and transit program funds under Title

⁴ https://www.mdot.maryland.gov/OPCP/TRAIN_2023_Interim_Report.pdf.

23 and Title 49 Chapter 53 of the United States Code. They obligate more than \$900 million in federal funds annually, and both have secured recent Infrastructure Investment and Jobs Act discretionary grant awards including the FY 2023 RAISE grant award for the Mondawmin Transit Hub project and the largest FY 2022 ATTAIN award in the nation for the ROUTES on US 50 project.

Other Public and Private Parties

MDOT will consult with local governments, local communities, Metropolitan Planning Organizations (MPOs), local transit agencies, regional governmental bodies, community groups and others including the TRAIN Commission, in the development and implementation of the new project prioritization process. Their feedback will help inform the development of criteria MDOT will use in the prioritization process. In addition, many of these entities will be eligible to submit applications for projects that will be evaluated and prioritized for funding consideration.

Section 2 – Grant Funds, Sources and Uses

Scope of Work

Overview of Ongoing & Proposed Work

MDOT plans for the work to proceed in four phases, the first of which, Component #1, is already underway. The four phases are:



Component #1: Prioritization Process Improvements, initial work is funded and would occur prior to the work proposed for federal funding



Component #2: Implementation, Evaluation, and Iterative Improvement of Prioritization Process



Component #3: Accountability and Transparency Tool



Component #4: Stakeholder Outreach and Engagement.

MDOT currently has funding to initiate preliminary work for Component #1, which will produce a new draft prioritization process for selecting projects for the CTP. In this application, MDOT seeks funding to do the rest of the work that is necessary to successfully adopt this new system and to test, implement and finalize the prioritization process improvements. The work will proceed as described below.

Component #1 will produce a preliminary framework and implementation plan for a new prioritization process. Should PPPP funding be awarded to Maryland, Components #2-4 would support implementation of the new process and enable finalization of the framework with the following advantages:

- 1. Comprehensive Communication and Engagement Campaigns:** Fund broader and more diverse communication and engagement strategies, including social media campaigns, local radio and TV spots, and mailers, to ensure that all community members are aware of the importance of transportation project prioritization and how to engage in the process. It will also support the development of platforms and tools for better public engagement and transparency in the project prioritization process, ensuring that community needs and preferences are well represented.

2. **Targeted Outreach to Underrepresented Groups:** Resources will be allocated specifically for reaching out to communities that are often underrepresented in transportation decision-making processes, including non-English speaking populations, low-income communities, and people with disabilities, ensuring their voices are heard and considered.
3. **Transparent Decision-Making Processes:** Enhance transparency by making all public comments, feedback summaries, and decision-making documents readily available and easily accessible to the public.
4. **Partnerships with Local Organizations:** Partner with metropolitan planning organizations, local community organizations, schools, and businesses to reach broader audiences and integrate local knowledge and needs into transportation projects.
5. **Education and Capacity Building:** Create educational materials and programs to help the public and stakeholders understand the complexities of transportation planning, the importance of their input, and how decisions are made. Offer workshops for community members on how to effectively participate in the planning process, how to provide constructive feedback, and how to advocate for community needs within the context of transportation projects.
6. **More Frequent and Diverse Public Meetings:** Increase the number and variety of public meetings, including workshops, open houses, and public forums, offering both in-person and virtual options to accommodate different schedules, accessibility challenges, and comfort levels with technology.
7. **Digital Tools and Platforms:** Invest in modern, user-friendly digital platforms that facilitate easier submission of public comments, participation in virtual town halls, and access to project information, including updates and timelines.
8. **Interactive Mapping and Visualization Tools:** Develop or purchase access to software that allows stakeholders to visualize project impacts, propose changes, and see real-time data on traffic, environmental impacts, and other relevant metrics.



Component #1: Prioritization Process Improvements

Non-federal: \$500,000 | March 2024 – November 2024 | Ongoing – not included in PPPP Request

MDOT is already taking the crucial first steps towards improving its prioritization process for scoring and ranking surface transportation capacity projects. The agency formally launched an interdepartmental working group comprised of representatives from the Secretary’s Office, the State Highway Administration, and the Maryland Transit Administration. This group is charged with developing a new preliminary prioritization process and a plan for implementing it by the end of calendar 2024. More details can be found in Merit Criteria 1 on page 13.

This component is defining the parameters of a robust prioritization process. It includes the following activities:

- Assessment of the current prioritization process to determine what elements should be retained and what elements should be changed (Chapter 30);
- Review of other state prioritization processes to garner important lessons learned, including measures used to evaluate projects, eligible applicants, eligible project types, and other processes parameters;

- Development and internal consensus building on the key parameters of the prioritization process, including eligible project types, eligible applications, principles for criteria and measures.
- Development and internal consensus building on criteria and measures to use for project scoring;
- Stakeholder engagement throughout to get input on their thoughts on the draft parameters and specific elements of a new prioritization process;
- Testing of parameters, criteria, and measures using a sample set of projects;
- Review results of testing with stakeholders and get feedback; and,
- Finalize parameters, criteria & measures, and scoring approach.

However, we have seen with Chapter 30 that having a prioritization process is necessary but not nearly sufficient solely for success. To be successful, Marylanders also needs:

- 1) Excellent, robust internal capacity for training on, implementing, and iteratively improving the new system;
- 2) Excellent and robust engagement and training for our external partners and stakeholders;
- 3) An efficient online system to both manage the project submission and scoring process, and to be a public facing portal where stakeholders and the public can see maps with transportation needs, projects, scores, explanations of funding decisions and other information that will make the process transparent and accountable.

Components 2, 3 and 4 will occur upon the completion of task 1 and are the tasks for which MDOT is applying for funding under this grant. These tasks will be completely concurrently not sequentially. Please see the Gantt chart in Criteria #3 Budget and Schedule on page 23 for more detail on the timing of various activities.

Component #2: Implementation, Evaluation, and Iterative Improvement of Prioritization Process



Federal: \$750,000 | December 2024-December 2026 | PPPP Grant Proposed

Implementing a new prioritization process is a monumental task that requires the collaboration and coordination of various stakeholders. MDOT will engage with local governments, industry experts, MPOs, and the community to ensure that the process is transparent, inclusive, and equitable. Utilizing insights from Component #1, a dedicated project team will set out to take the implementation work plan that was produced at the end of Component #1 and add more specificity that embodies clarity, ease of use, transparency, and accountability. This component will focus on getting the mechanics of the project prioritization process streamlined and functional, while getting all stakeholders engaged and educated on how to provide input to ensure the project's success.

This component entails training stakeholders for implementation, evaluation, and continuous improvement of a sustainable process. The key activities include:

- Build training material and guidance documents for various stakeholders and process users
 - Training localities and regional and local agencies for new applications
 - Ensure sufficient support resources for assisting stakeholders
- Deliver training sessions using multiple platforms described in Component #4

- Implement the new process for the FY 2026-2031 CTP
- Score the eligible projects with updated criteria and measures
- Develop an initial ranked list of projects
- Monitor the implementation steps and identify any challenges experienced by the stakeholders to ensure the process operates smoothly.
- After the first round of prioritization, initiative activities will focus on evaluating the results and the effectiveness of the new prioritization process and fostering continuous improvement examining whether there were issues with any of the criteria or established process parameters, and opportunities to improve public engagement materials and efforts.

Throughout the implementation of the new prioritization process and evaluation activities, ongoing management and review will be an integral part of the execution of this component and ensuring alignment with all defined and developed goals and objectives.



Component #3: Accountability and Transparency Tool

\$750,000 | December 2024-December 2026 | PPPP Grant Proposed

A tool that supports project prioritization while delivering transparency and accountability to the public is crucial for the implementation of the new project prioritization process. The tool will pick up on the process scaffolding generated by Component #1 and build out both efficient functions for facilitating implementation and public-facing communications components, serving as a cornerstone for building public trust, ensuring efficient use of resources, and fostering community involvement. By providing clear, accessible information on how projects are selected and prioritized, this tool will help to demystify the transportation project decision-making process.

When the public understands the criteria and processes used to evaluate projects, it can reduce skepticism and increase confidence in public institutions. The tool will help to ensure that resources are allocated efficiently and effectively and provide for the systematic evaluation of projects based on quantifiable criteria. This will lead to accountability in transportation decision-making, ensuring that limited public resources are directed towards projects that offer the greatest benefit to Marylanders. It also increases the likelihood that citizens and stakeholders engage and participate in the process. Without the tool, keeping the process moving forward, accessing current information, and getting stakeholders engaged at the right points will be challenging. It will also be more difficult to view project information in a common format that is map based. The tool will accomplish the following:

- Provide a mechanism for holding decision-makers responsible for their choices
- Encourage diligence and integrity in the planning process
- Allow for the continuous evaluation and adjustment of project priorities in response to changing needs, priorities, and feedback
- Allow stakeholders to review key information related to the prioritization process, such as project applications including project descriptions, limits, maps, letters of support and other pertinent information
- Evaluate results including scores by measures for all projects; and similar information for past years

While the public engagement process will inform the final components of the tool and how information is provided the public, the tool will include, at a minimum, the following:

- Online application portal
- A map-based interface to see information geographically
- Ability for the public to review submitted project applications and make input
- Project evaluations and scoring mechanism
- Database of all relevant data

The following are the activities that will be carried out in this component:

- Establish a cross-functional team to oversee the project
- Define key criteria for tool success
- Conduct workshops to gather insights from stakeholders about their needs and expectations for the new process and tool.
 - Identifying essential tool features and functionalities (consider also conducting a survey)
- Identify potential tools and vendors
- Review tools used by other agencies and evaluate use by MDOT
- Select and acquire tool
- Plan implementation of the tool
- Install and configure tool
- Migrate data and integrate with existing IT infrastructure and databases
- Customize tool as needed
- Train and change management of tool use with stakeholders
- Monitor tool use and adjust configuration and tool use guidance, as needed



Component #4: Continuous Stakeholder Outreach & Engagement

\$500,000 | December 2024-December 2026 | Proposed

Stakeholder engagement stands at the center of Maryland’s new prioritization process development and implementation, with opportunities for continuous stakeholders and the public to engage and provide input or feedback cutting across and underpinning all components.

Stakeholder engagement is already a part of the Maryland-funded Component #1 of the workplan. In Component #1 stakeholders include (but are not limited to):

- TRAIN Commission
- General Assembly
- Department of Legislative Services
- Legislators
- Local Governments
- Maryland Association of Counties and the Maryland Municipal League
- MPOs
- Transit Authorities, including WMATA and locally operated transit services (LOTS)
- City of Baltimore
- Community-Based Organizations
- Social Equity Organizations

- The Public
- Federal Agencies (FHWA, FTA)
- State Commission on Indian Affairs

Plans for how to engage with these stakeholders are further detailed in Merit Criteria 1.

With support provided under this grant, the agency plans to expand and deepen our stakeholder involvement activities throughout Component activities with tasks described below:

- Stakeholder analysis to understand varying perspectives to be addressed in the prioritization process and the design of a plan for stakeholder outreach and engagement
 - Design will consider potential barriers to participation and opportunities for collaboration
 - It will identify tactics that mitigate barriers to participation, maximize participation, and achieve MDOT engagement objectives
- Develop a range of techniques for outreach and engagement. These include surveys, workshops, interviews, focus groups, partner- or community- hosted events, public meetings and open houses, and online forums that seek a complementary mix of tactics that would meet a variety of needs and preferences.
 - Additional considerations will be to address inaccessible facilities, lack of digital access, and economic hurdles, including childcare and transportation. The also include interpretation at meetings, translation of communications materials, and selection of accessible venues.
- Develop a Communication Plan to ensure coordination, consistency, and clarity across outreach and engagement activities

Training (getting stakeholders ready for the new prioritization process)

- Project introduction activities with stakeholders to share information on the new prioritization process: videos, open meetings, smaller group meetings
 - Examples include a video that explains the new process and how it has changed from the Chapter 30 process, a set of open public meetings through the state to make sure that everyone had a less than one hour commute distance to the meeting that provide an introduction to the new process, a set of virtual meetings with the same content, meetings with key stakeholder groups in their locations
- Feedback meetings with the same groups after the introduction activities to get input on proposed implementation activities and tool functionalities
 - Examples include an online mechanism for feedback, meetings with key stakeholder groups to get feedback
- Training sessions to go over the new process and the tools to support the process. These sessions will be designed to target the needs of each stakeholder group.
 - Examples include online training sessions will be designed for people to take at their own timing, videos that show how to undertake key steps in the process will be developed, in person sessions with key stakeholders will be conducted

Implementation (helping stakeholders use the new prioritization process)

- Engagement events throughout the implementation of the new prioritization process to communicate the updated process, solicit project nominations, share scoring process materials and/or initial result, and solicit feedback on initial results. The audience for this will

include the TRAIN Commission, General Assembly, Department of Legislative Services, key legislators, local governments, MPOs, transit authorities, City of Baltimore, community-based organizations, social equity organizations, members of the public, federal agencies (FHWA, FTA), and the State Bureau of Indian Affairs

- Publication of user documentation on tool use.

Evaluation (determine what improvements can be made for the prioritization process)

- Internal and external engagement to discuss results of the first cycle of the prioritization process and solicit feedback and suggestions for process adjustments moving forward
- Internal and external stakeholder engagement to gather input on the accountability and transparency elements of the tool for future improvement.

Funding Sources

Component #1 is fully supported by state funds. PPPP funding would be applied toward Components #2-4. MDOT intends to use the PPPP grant to complete these three components, described in this grant proposal. No other federal or state funds will be used.

Component	Status	Total Budget	Non-Federal Funding (State)		Proposed PPPP Funding (Federal)	
			Amount	Share	Amount	Share
1. Prioritization Process Improvements	Ongoing	\$500,000	\$500,000	100%	\$0	0%
2. Implementation of Prioritization Process	Proposed	\$750,000	\$0	0%	\$750,000	100%
3. Accountability and Transparency Tool	Proposed	\$750,000	\$0	0%	\$750,000	100%
4. Stakeholder Outreach and Engagement	Proposed	\$500,000	\$0	0%	\$500,000	100%
TOTAL		\$2,500,000	\$500,000	20%	\$2,000,000	80%

* Figures above are inclusive of contingency

Important Factors

- The activities in this effort align with the schedule of the Consolidated Transportation Program (CTP), Maryland’s six-year capital budget for transportation projects, development. The new prioritization process is intended to be applied to project selection for the FY 2026 – FY 2031 CTP which will be developed in Fall 2025 and adopted in Spring 2026.
- Component #1 will further define the activities of Components #2-4. The tasks and estimates are as accurate as possible but may be adjusted based on the work this spring and summer.

Section 3 – Merit Criteria

Criterion #1: Prioritization Process Plan

a) Priority Objectives

MDOT's prioritization process will use the following priority objectives:

- Safety;
- Accessibility and mobility;
- Climate change and the environment;
- Social equity;
- Economic competitiveness; and
- Land use.

It will develop a number of criteria under each Priority Objective against which projects will be judged. For instance, a criterion for accessibility and mobility might be “degree to which project improves access to jobs.” In all cases MDOT will seek to create criteria that can be judged based on data and analysis, which generates a quantitative measure of the project's impact on that criterion—as opposed to a subjective rating.

To develop the Priority Objectives, MDOT anticipates using the following process, which will include numerous points where MDOT will consult with the State's MPOs and the public. These points of consultation are highlighted in the outline below and further explained in the text that follows the outline.

Outline:

March-April 2024: MDOT will conduct work internal to the Department to examine the existing Chapter 30 process, other state prioritization processes, and a number of other factors that will allow MDOT to form some opinions about what makes a good prioritization process and how to hold meaningful discussions with external stakeholders about such a process.

May 2024: MDOT will have an initial round of engagement with external stakeholders including all of the State's MPO's, the public, and targeted outreach and engagement with diverse groups such as community-based organizations. MDOT will arrange meetings with every MPO, County, and the City of Baltimore as well as key legislators, the Train Commission, and transit operators providing materials in advance of the meeting to get their reactions and ideas. At the meetings, MDOT will present the thinking behind the overall process and individual Priority Objectives, performance measures, how MDOT envisions the process being implemented and provide time for discussion, questions and suggested additions or changes. MDOT will take notes and summarize input at the end of the meetings. MDOT will provide the opportunity to submit written comments after the meetings and also prepare a memo that summarizes all the comments from all the meetings and discuss how those comments were incorporated into the prioritization process.

June 2024: MDOT will take the input from these engagements and incorporate them into the preliminary prioritization process and run the first tests of this process on real projects.

July 2024: MDOT will identify weaknesses and opportunities for improvement in the prioritization process based on the testing and will begin drafting the guidelines for implementation of the preliminary prioritization process. The implementation process will include opportunities for public and stakeholder input on projects prior to their selection.

August 2024: MDOT will conduct a second round of engagement with all of the external stakeholders from the first round. MDOT will highlight what has changed from the first set of engagement

meetings and the rationale for those changes. MDOT will take notes and summarize input at the end of the meetings. MDOT will provide the opportunity to submit written comments after the meetings. MDOT will prepare a memo that summarizes all the comments from all the meetings and discuss how those comments were incorporated into the prioritization process. This memo will be distributed to all meeting attendees.

September 2024: MDOT will incorporate stakeholders' input into the prioritization process and run another round of testing using specific projects.

October-November 2024: MDOT will draft an implementation plan describing how the Project Prioritization Process will be implemented.

Beginning of Federally Funded Grant Activities

December 2024: MDOT will finalize the draft Project Prioritization Implementation Plan. MDOT will conduct kick off meetings with our external stakeholders (including all the State's MPOs, the public, local jurisdictions, and targeted outreach and engagement with diverse groups such as community-based organizations). The meetings will describe the work we propose to undertake and ask for suggested changes or additions to the process, products and outcomes sought. We will also be proposing to these groups a preliminary plan of engagement (subject to change based on the work we do in Component 4 which is meant to refine our engagement activities) that we will use throughout the project to get their input and suggestions for the best ways to engage each of them in the process as it moves forward. The types of techniques and approaches we anticipate proposing/using are spelled out in greater detail in Component #4.

December 2024-January 2025: MDOT will begin the following tasks: 1) implementation process documentation, 2) creating new process trainings and communications materials for staff and stakeholders, 3) development of an on-line Project Prioritization Tool to aid implementation, transparency and accountability; and 4) implementation planning, 5) engagement strategy design, 6) engagement materials and resources preparation, 7) implementation of engagement activities, 8) ongoing engagement and monitoring, and 8) review of other state's efforts to identify and prioritize specific and data-driven opportunities and challenges as a part of their long-range transportation plans.

This will include 1) reviewing/selecting a vendor for the on-line tool, 2) documenting each step of the prioritization process from project submissions to evaluations, including guidelines and manuals for stakeholder engagement, and 3) engaging contractors to conduct the supplemental MTP needs analyses that will be included in the on-line tool.

February-April 2025: MDOT will be 1) finalizing and publishing the Project Prioritization Implementation and associated materials, 2) preparing both the department and the stakeholders for the transition to the new project prioritization process. Communication materials and training programs will be developed and disseminated, aiming to ensure a smooth adoption of the new process (in this process we will be using engagement plans and techniques created in Component 4), 3) MDOT and its contractor will be conducting the analyses for the MTP opportunities and challenges supplement, and 4) MDOT and its contractors will work to onboard the online tool.

May-August 2025: MDOT will be 1) using the prioritization process to prioritize projects, issuing a draft Consolidated Transportation Program (CTP), providing scoring feedback to stakeholders and evaluating the process, 2) entering projects into the online tool, testing the tool and ultimately publishing the tool so the public can easily find projects and see the scoring and any other factors that went into project selection, 3) completing a draft of the needs supplement to the MTP, and getting stakeholders input on the preliminary list of projects in the prioritization pool.

Throughout these stages (Feb-Aug) MDOT will follow the stakeholder engagement plan that we will have discussed and developed in partnership with our stakeholders during the Dec 2024-Jan 2025 phase of the work and deploy the techniques and approaches described in Component 4 of our work.

September 2025-January 2026: MDOT will publish the draft CTP based on the results of the prioritization process, make the results of the evaluation of each project available, and seek public input on the draft CTP. Based on the results of the public feedback and review of scores, MDOT will release a final CTP in January 2026 which will be reviewed and approved by the General Assembly. If MDOT makes a decision to deviate from the rankings of projects resulting from the prioritization process, the final CTP will include a detailed description outlining the reasoning and rationale for each such deviation.

January -May2026: MDOT will review and analyze the results of the first round of the prioritization process. We will examine if the process worked as intended, whether there were unintended consequences, how the results compared to past programming processes and other potential areas for improvement. This examination will result in materials that will be available to the public for discussion.

June-December 2026: MDOT will engage stakeholders to discuss the results of the first round of the prioritization process. It will present examination of the prioritization process it completed as well as solicit feedback from stakeholders on the results including whether the priority objectives or criteria should be modified. At the end of this process and based on input, MDOT will determine whether updates are appropriate and necessary.

b). Public Input, Transparency, and Accessibility of the Prioritization Process

MDOT believes that public input, transparency, and accessibility of information is critical to a successful project prioritization process. It is committed to developing and implementing its project prioritization process in a way that allows the public meaningful opportunities to engage in the process continuously and understand its outcomes.

The Consolidated Transportation Program process currently involves public input. Today at the start of the process, local priority letters are solicited from each locality in the State, then a draft Program is released in September for public comment, followed by direct meetings with each locality at both the state and local elected official level, and finally a final Program is published in January for review and approval by the General Assembly.

Similarly, the Maryland Transportation Plan update every 4-5 years goes through a comprehensive and collaborative process including stakeholders, the general public, Metropolitan Planning Organizations, state partners, and federal surface transportation partners. The recent 2050 Maryland Transportation Plan was developed through two comprehensive public surveys on transportation priorities, funding needs, transportation needs, along with goals, objectives, and strategies. Outreach was garnered through social media, video outreach, e-newsletters, a web site (www.mdot.maryland.gov/MTP) and collaboration through the annual CTP process with the localities and elected officials in the fall of 2022 and 2023.

MDOT believes there are additional opportunities to increase and improve public engagement and transparency. Through this grant, MDOT will establish a process that will commit to a number of activities that will increase the availability and usefulness of information for stakeholders providing them with better opportunity to engage in the CTP prioritization development process and development of the MTP assessment of transportation challenges and opportunities, including—

- Publish user friendly information on goals and measures of the prioritization processes in addition to technical guidance;

- Incorporate information about the prioritization processes into public mtgs, websites, etc.;
- Create an online, searchable database of identified transportation challenges and opportunities, contained as a supplement to the Maryland Transportation Plan, to allow the public to see key transportation needs across the state and understand whether local governments or the state are nominating projects for funding that address these needs;
- Create an online, searchable database for the draft and final Consolidated Transportation Program to allow the public to easily determine which projects have received funding;
- Publish along with the draft CTP Program –
 - ‘Scorecards’ for each evaluated capacity/enhancement project that outline the evaluation results using the established criteria and ranking of such project; and
 - A detailed explanation of any circumstance where a decision was made to recommend a project outside of the ranking results, including factors like public support and comments, geographic diversity and balance, and whether a project is in an economically distressed area;
- Conduct public meetings after release of the draft Program throughout the State

In addition, to these efforts MDOT will work with disadvantaged and underrepresented groups to understand the best methods for effective public engagement. This will be accomplished by conducting focus groups with these groups. These groups will involve compensation to participants to help reduce barriers to participation such as transportation and childcare. The main goals of the focus groups will be to understand from these groups directly the best methods of potential engagement considering factors like social norms, digital divide, barriers for people with disabilities and economic barriers. MDOT will use the findings from these focus groups to inform the public involvement plan for both the development of the MTP challenges and opportunities and the development of the prioritization process for the Consolidated Transportation Program.

After each CTP cycle where capacity enhancing projects are evaluated, MDOT will undertake a review of the process to determine whether there are opportunities for improvement. This will involve similar meetings to those used during the initial development with stakeholders where the results of the past evaluations are discussed to understand where benefits were not properly captured and to consider whether new measures are necessary.

MDOT has received letters of support for this application from the following—

- Baltimore Regional Transportation Board
- Calvert – St. Mary’s MPO
- Hagerstown/Eastern Panhandle MPO
- National Capital Region Transportation Planning Board
- Tri-County Council for Southern Maryland (regional planning org for Southern MD)

c). State DOT and MPO Criteria

MDOT will develop criteria for identifying transportation challenges and opportunities in the long-range plan and evaluating and selecting projects for the statewide transportation improvement program through a process that involves significant and continuous public engagement. The focus of the measures will be including criteria that support the MD state long range plan, state transportation goals, federal planning factors (23 USC 135), national transportation goals, and the priority objectives developed by MDOT as part of this work.

Statewide Transportation Plan Planning Factors

MDOT will develop criteria for the following areas – safety, accessibility and mobility, climate change and the environment, social equity, economic competitiveness, and land use. Based on public engagement, MDOT may also consider other criteria that it determines to be appropriate.

The table (in appendix E) outlines MDOT’s determination of how these criteria support the statewide transportation plan planning factors.

Criteria will not be developed that support planning factors (C) Security for All Users and (H) Preservation of the Existing System. However, this should not be interpreted as a MDOT ignoring those factors. Rather these factors are so innate to our capital programming activities and agency mission that the need for transportation security and safety and state of good repair are funded separately from any funds for enhancement or expansion of the transportation system. MDOT’s budget, planning and capital programming processes focus first on safety, supporting operations, and maintaining the system in a state of good repair prior to making any funds available for capacity enhancements. These factors are paramount and projects and strategies that address them will not compete against those that enhance the transportation system.

Transportation Performance Measures

The prioritization processes developed and implemented through this work will use and build upon the data and information from the existing transportation performance management process. The main way this will be incorporated is through the challenges and opportunities identification process in the long-range plan that will be developed and implemented through this grant.

Today, the Maryland Transportation Plan is mostly a policy document that outlines goals, objectives, guiding principles and strategies. MDOT will modify this plan to include a more data-driven analysis that, in addition to identifying goals and objectives, will prioritize specific transportation needs throughout the state. For example, the challenges and opportunities identification process will use the data and system information for excessive person hours of delay to determine specific areas within Maryland where users travel excessive peak hour delay. The amount of delay in a given location will then be used to help determine the priority of that need. Similar processes will be used for the other challenges and opportunities.

In addition, MDOT will through the public engagement process develop additional considerations to help identify transportation needs in its long-range plan. These areas may include items such as social equity and land use that are not currently considered in the national goals. MDOT believes it is necessary and appropriate to take a broad approach when identifying and prioritizing transportation needs.

For the CTP prioritization process, MDOT will use 6 of the 7 national goal areas to inform the criteria used to determine which capacity enhancing projects receive funding in the CTP (Appendix F).

MDOT does not intend to create measures to identify and prioritize transportation needs and projects based on the national goal of reduced project deliveries. Similar to the planning factors that are not being considered for this project, the timely delivery and execution of projects is extremely important to MDOT and its role of a steward of taxpayer funding. However, MDOT does not believe it is appropriate to use in the planning and programming processes rather it is a focus on the implementation and delivery aspects of projects after planning and programming has been completed.

Transportation Goals in the Planning Area

MDOT is unique compared to many states in that it is responsible for funding and operating highway, transit, port, tolling, and aviation assets. It understands the importance of multimodal and intermodal transportation system. The MTP considers all of these modes but this request for the PPPP grant is focused on surface transportation and capacity enhancements. MDOT is committed to developing a prioritization process that considers all surface transportation needs whether they are roads, operational improvements, nonmotorized transportation or transit. All of the tools in the toolbox are necessary to make sure Maryland's transportation system plays its role in leaving no one behind.

In January 2024, MDOT published the 2050 Maryland Transportation Plan, known as the Playbook. This Plan lays out the vision, guiding principles and goals and objectives for Maryland's multimodal transportation system. The four goals of the Plan are shown in the chart to the left. These goals serve as the overarching goals for all transportation planning activities in Maryland. They inform and are informed by all the transportation reports and plans including the Carbon Reduction Strategy (November 2023) and the State Freight Plan.

MDOT will develop criteria both for the MTP needs identification process and the CTP (inclusive of the STIP) project prioritization process that will reflect the goals for the transportation planning area (Appendix G). The specific criteria will be developed in combination with public engagement process outlined in this application.

As discussed above, MDOT will review the criteria used in the prioritization process after each use and engage the public to determine whether modifications are necessary. This review cycle will allow for the opportunity to ensure that as transportation planning activities are completed any new goals, priority objectives and other factors can be incorporated into future prioritization processes.

d). Assessment and Scoring

MDOT is committed to using the processes for the development of both the MTP and CTP. MDOT will assess and evaluate challenge and opportunities, and projects using quantitative criteria developed with public engagement that reflect the priority objectives, national goals, and Maryland's goals as outlined in its plans.

For the CTP, MDOT will establish quantitative criteria that will be used to assess nominated projects for the extent to which they address the outcome measured by each criterion. The outcomes for each project will be compared to their costs to create a ranked list of propose capacity enhancing projects in the CTP.

Public input and engagement are very important to the development of the MTP and CTP. For both, once initial lists of challenges and opportunities, and recommended projects are created, MDOT will undertake an additional public engagement process to understand public support. The public

Goals show, at the highest level, what MDOT plans to do by 2050. Together with the guiding principles they produce a vision of how the transportation system will serve Maryland, and the key outcomes MDOT desires for Maryland.

Enhance Safety and Security: By protecting the safety of all residents, workers, and visitors, Maryland will achieve zero traffic-related fatalities and serious injuries.

Deliver System Quality: By investing to achieve system quality, MDOT will create an infrastructure program that is financially sustainable, environmentally resilient, and in a state of good repair.

Serve Communities and Support the Economy: By expanding transportation options to allow Maryland's diverse communities to access opportunities and to support the movement of goods, MDOT will expand transit and active transportation use, and bolster the State's economy.

Promote Environmental Stewardship: By minimizing and mitigating the environmental effects of transportation, Maryland will achieve a 20 percent reduction from 2019 in vehicle miles traveled (VMT) per capita by 2050, a 40 percent reduction in on-road transportation sector greenhouse gas (GHG) emissions by 2031, and move towards net-zero by 2045.

support and feedback will influence final prioritization of challenges and opportunities for the MTP and the projects ultimately included in for funding in the CTP (inclusive of the STIP) and may be a justification for deviating from the scoring list when selecting projects. As mentioned above, when a decision to deviate from the recommended list of projects for inclusion in the CTP is made, a detailed written description will be provided to outline why such decision was made.

Criterion #2: Equity

The Moore-Miller Administration and Maryland Department of Transportation are deeply committed to equity. MDOT is driven by the Governor’s mantra of “Leave No One Behind.” Recognizing the historical inequities in transportation access and outcomes, MDOT strives to ensure that all communities, particularly those that have been historically marginalized or underserved (to include Historically Disadvantaged Communities and Areas of Persistent Poverty), have equitable access to safe, reliable, and efficient transportation options. MDOT will prioritize equity with the aim to reduce disparities, improve accessibility, and enhance the overall quality of life for all Marylanders.

MDOT has already taken steps to translate our values into practices. To advance our equity policies and practices enterprise-wide and to coordinate with the Governor’s administration, MDOT hired our first Chief Equity Officer in the Fall of 2023. We have incorporated equity and environmental justice into our plans and practices. For instance, in MDOT’s long-range plan, known as the 2050 Maryland Transportation Plan (MTP), equity was added as one of the plan’s five guiding principles. We have also developed an implementation plan and performance measures, including new equity performance measures added this year, to track our progress towards these goals.

Our project prioritization process will continue to reflect our strong commitment to equity. Specifically, the project prioritization process will identify major priority objectives and associated criteria against which projects will be judged. Within each goal area, a number of criteria will be developed upon which projects will be rated. Equity will be one of the major goals. This grant will enable us to do much more extensive work in this area, which, but for this grant, would not otherwise be possible.

For instance, with this grant Maryland’s prioritization system will include:

1. Use of an analysis of equity impacts for the selection of projects. In developing our project prioritization system MDOT will be engaged in extensive outreach and engagement efforts as discussed elsewhere in this application. We are committed to employing an analysis of equity impacts as a part of our evaluation of projects. MDOT will specify and refine the parameters of the analysis based on feedback from our internal and external stakeholders. However, we believe we can say at this point that Maryland’s project prioritization system will include an analysis of equity impacts of projects including but not limited to:
 - a. Whether projects are located in overburdened or underserved communities as identified in Maryland’s State Plan;
 - b. Whether the project provides improved access to jobs, essential services, and other essential destinations for overburdened or underserved communities;
 - c. Whether the project improves safety in overburdened or underserved communities;
 - d. Whether the project improves modal choices in overburdened or underserved communities;
 - e. Whether the project supports active living and/or reduces environmental burdens in overburdened or underserved communities; and,

- f. Other factors identified with our partners during the process of developing the project prioritization system under this grant.
2. A data-driven method to identify and select projects that enable all people within multimodal transportation networks to reach their desired destination safely, affordably, and with a comparable level of efficiency and ease. MDOT will make equity a priority in our prioritization system. As part of that, we are committed to including criteria that evaluate projects on the degree to which they help residents in underserved and overburdened communities reach their desired destination safely, affordably and with a comparable level of efficiency and ease to others using the multimodal network. We will work with our internal and external stakeholders to determine the precise structure and methods for those criteria. As a part of the Maryland Transportation Plan, MDOT will conduct transportation equity analyses for all the overburdened, underserved census tracts in the state to determine which places have low levels of access to jobs, critical services and other destinations; to understand which locations have long average trip times; and to find locations with high incidences of crashes, injuries or other safety issues. Using this and other data will allow MDOT to identify and prioritize these transportation needs and develop projects that address these issues.
3. Maryland has done extensive work to identify its vulnerabilities to climate change and natural hazards and to identify geographies and facilities, and communities that have high levels of vulnerability. For example, the Maryland Department of Emergency Management ensures that each locality and the state, has adopted hazard mitigation plans which identify the natural hazards that are of highest threat around the state. County nuisance flood plans, in accordance with Maryland House Bill 1427 (2019), §3-1018(b) and (c), identify where damaging but less hazardous flooding takes place. The State Highway Administration [Climate Change Vulnerability Viewer](#) identifies risks to different communities and transportation facilities. MDOT's asset management plan identifies facilities that are critical for emergency evacuation. Similarly, Maryland has mapped the locations of overburdened and underserved communities in the state. The Maryland Department of the Environment has also developed the [Environmental Justice Screening Tool](#). These tools and other data can be used to assess which communities and facilities are most impacted by climate and natural hazards, whether those communities are underserved and/or overburdened and whether critical facilities in those places have been neglected or underinvested in. Together with our internal and external stakeholders we will review these tools and data to identify challenges and opportunities in the Maryland Transportation Plan related to natural hazard and climate threats in vulnerable, underinvested communities and populations.
4. In addition to the means identified above, equity considerations will be identified (e.g., using various equity factors as criteria for project selection) and used to prioritize the selection of projects that proactively address equity and barriers to opportunity in the following ways:
 - a. In the project prioritization guidelines for localities and other project sponsors equity considerations will be explained and examples given showing how projects can help address equity and how projects which do will score better and be prioritized;
 - b. During the development of the prioritization system Maryland will examine criteria that do not fall explicitly under the equity goal (i.e. congestion mitigation, or economic development) and examine, in consultation with our stakeholders, the option of providing extra points in the event that the benefit within that goal is accruing to residents of overburdened or underserved communities;

- c. Proposed projects will be invited to identify equity benefits of their project that may not fit neatly into the project prioritization’s scoring system and such information will be made available to the public and decision-makers; and,
- d. MDOT will work with stakeholder to include criteria in the project prioritization system for projects that contribute substantially to “non-transportation” equity benefits such as the following: integrate land use, affordable housing, and transportation planning in order to create more livable communities and expand travel choices; implement transit-oriented development that benefits existing residents and businesses, low-income and disadvantaged communities, and minimizes displacement; or implement new transit-oriented development and provide affordable housing in neighborhoods that where affordable housing needs exceed supply.

Criterion #3: Budget and Schedule

Please go to page 23 to see this section.

Section 4 – Project Readiness

Project Status and Funding Overview

MDOT is currently advancing the initial phase of this project prioritization project, with completion of the first phase anticipated by the end of 2024. Funded through state allocations, the inaugural component lays a robust groundwork for the subsequent phases.

The \$2,000,000 PPPP funding request will support critical advancements in project prioritization including the execution of a refined project prioritization framework, the acquisition of a software solution to support this framework, and the execution of an expansive stakeholder engagement initiative.

Project Work Plan and Budgeting

The work plan for this project is outlined in Section 2, further described in Criterion #1 in Section 3, and the schedule and budget presented in Criterion #3 of Section 3. The understanding gained from developing the Component 1 work plan that is already underway makes the detailed work plan a much better plan of action for the implementation phases of the project. The seasoned expertise of our project team—professionals who bring a wealth of experience in similar undertakings adds to the confidence and accuracy of the work plan and budget. Section 3 presents the budget and schedule in a Gantt chart style to communicate visually the timeframe of the project and the relationships across phases and tasks. The team has also strategized a tiered contingency framework to address potential variances in funding, scaling operations to align with 0%, 50%, 75%, and 100% of the NOFO funding.

Federal Transportation Requirements Affecting State and Local Planning

MDOT, in consultation with our MPO partners, confirms it will expediently develop and submit Statewide Transportation Improvement Program (STIP) and, if necessary, Transportation Improvement Program (TIP) amendments, if this application is awarded federal funding. MDOT is confident in its ability to move these amendments, especially given the strong support MDOT’s PPPP application has received from our MPO partners, as demonstrated in the letter of support attachment.

Inclusivity and Compliance

In alignment with Title VI of the Civil Rights Act, MDOT upholds a commitment to an inclusive and transparent stakeholder process, rejecting any form of exclusion. Each proposed activity within this project not only meets but exceeds the compliance benchmarks set forth by federal mandates.

Project Milestones and Public Engagement

The task schedule in Section 3 (Criterion #3) and in the work plan's Component #4 (Section 2), the project milestones and public engagement schedules reflect an adherence to structured progress and active community involvement.

Strategic Alignment and Community Support

The underpinnings of our project resonate with the core objectives of Maryland's strategic transportation frameworks—the Maryland Transportation Plan (MTP) and the Maryland Consolidated Transportation Program (CTP), which are referenced throughout the proposal documentation. Endorsements from key stakeholders, captured in supporting letters, underscore the broad-based consensus and community backing for this endeavor.

Commitment to Timely Execution

Governed by Secretary Wiedefeld's prioritization and Governor Moore's strategic agenda, MDOT is unwavering in its pledge to timely completion, expediting processes where feasible to add greater value to Maryland travelers through improved project selection. Our confidence is bolstered by a high degree of assurance in meeting scheduled targets and maintaining a laser focus on essential tasks.

Risk Management and Software Acquisition

MDOT has conducted an exhaustive risk assessment with ongoing evaluations to adapt our mitigation strategies. The acquisition of a software solution constitutes a central element of our project, ensuring a seamless and efficient operational workflow. MDOT is considering creative ways to acquire software to mitigate the risk of procurement delay. This could include adopting software that was developed by another transportation agency.

Stakeholder Involvement and Legislative Dynamics

We recognize the imperative for continuous stakeholder engagement and have woven legislative considerations, such as an amendment to the current Chapter 30 process, into the work plan.

Project Momentum and Alignment with Federal Goals

The initiation of the project signifies a strong likelihood of prompt and effective utilization of NOFO funds, adhering to obligation deadlines and expenditure timelines. At the heart of our mission is the alignment of project selection with administrative priorities and strategic goals of both MDOT and the Federal Highway Administration (FHWA), especially in areas such as safety, climate change, sustainability, accessibility, and the enhancement of prioritization processes which, without the PPP Grant, would remain uninitiated or incomplete.

Appendix A. Component 1 - Project Objectives

- Increase transparency of the project selection process and link with State plans
- Clearly identify which funds/projects are subject to project prioritization & establish a structure for allocating those funds that creates accountability
- Build trust with Governor, legislators & local officials that MDOT is using funds wisely & that whether they or not agree with all aspects of the process they understand why a project was selected
- Examine project outcomes relative to the cost
- Ensure the process can evaluate all modes of surface transportation
- Ensure projects funded support the MDOT MTP and align with the outcomes sought by Governor & legislature
- Drive innovative project development by clearly indicating what types of project outcomes will be rewarded & collaborating with local governments & regions during the development process
- Ensure investments reflect the diverse needs of Maryland, including rural areas & historically underserved communities & groups
- Partner with local governments & regions in the development of the process to allow for support of the process
- Create a pipeline of fully funded projects – providing certainty to SHA, MTA, local communities & the contractors
- Understand whether funded projects deliver on their anticipated benefits & adjust the process accordingly

Appendix B. Assessments and Parameters

The following is a summary of the assessments that have been conducted and the preliminary parameters that have been developed for the new prioritization process.

Eligible Modes:

Chapter 30:

- Highways
- Transit
- Bike/pedestrian

Other State Processes:

- 6/6 consider highways
- 4/6 consider transit (IL, OH, UT, VA)
- 3/6 consider bike/pedestrian (MN, UT, VA)
- 1/6 considers non-surface transportation mode (NC)

New Prioritization Process:

- The process applies to surface transportation, e.g., highway, public transportation, and nonmotorized transportation.

Eligible Project Types:

Chapter 30:

- Major projects
 - >\$5 million
 - capacity in nature
- On state system
- “Capacity Expansion” definition details & exceptions
- Feasibility study requirement

Other State Processes:

- Focus on:
 - highway capacity expansion/enhancements (all)
 - safety (MN, NC, OH, UT, VA (5/6))
 - transit & rail capacity expansions (IL, NC, OH, UT, VA (5/6))
 - bike/pedestrian improvements (MN, UT, VA (3/6))
 - transportation demand management (MN, UT, VA (3/6))
- Varying definitions of capacity enhancement

New Prioritization Process:

'Capacity Enhancing' Definition

- The process applies to 'capacity enhancing' projects with costs over \$5 million.
 - The process does not apply to in-kind interchange reconstructions and bridge replacements or transit quality of service improvements (e.g., bus shelters, travel time information, etc.).
 - A policy will be developed regarding rail car purchases (commuter rail, heavy rail, and light rail).

Project Readiness

- Project readiness requirements will include: a) minimum level of design through the feasibility study (~5-10%); b) a draft feasibility study to be published for public comment; c) an identified alternative for projects subject to an alternatives analysis.
 - In its first two rounds, the new process will include projects with feasibility studies completed in the last 4 years for Chapter 30.
 - SHA and MTA will develop policies that will be used to validate cost estimates of projects nominated for evaluation. The policy will provide an 'incentive' for projects that are further developed by reducing contingency applied, as appropriate.

Limits on Applications

- The number of applications per applicant per round will be capped via tiers based on population and project size.
 - If every county, MPO, and state agency submitted their entire allotment of applications this would result in approximately 260 nominations. This does *not* include transit agencies and municipalities are considered. (Note: There are more than 400 municipalities in Maryland.)
 - Applicants must re-submit unsuccessful projects in future rounds if they wish the project to be considered again.

	Over \$20M	\$20M or less	Total
Under 50K	1	3	4
50K to 500K	2	4	6
Over 500K	4	6	10
SHA/MTA/MDOT	6	10	16

Eligible Applicants:

Chapter 30:

- County governments
- Municipal governments
- State government agencies
- No cap on the number of applications

Other State Processes:

- Mix of:
 - state modal administrations
 - regional entities
 - localities
 - public transit agencies
- State DOTs ineligible in 2/6 (MN, VA)
- Caps range from 1 (MN*) to 30+ (NC)

*Corridors of Commerce program

New Prioritization Process:

- The following entities are eligible to apply: County governments, State government agencies, MPOs, RTPOs, transit agencies, independent cities, and municipalities.

Project Evaluation:

Chapter 30:

- Alignment with CTP development process
- 23 measures across 9 goals
 - Mix of quantitative & qualitative
 - Reliance on condition & output-based measures
 - Scaling by project cost within project benefits calculation

Other State Processes:

- Measures not in legislation
- < 23 measures in 5/6 states
 - OH has 24 measures
- Varying measure categories (safety, operations/congestion, accessibility/mobility, environmental impacts, economic factors, land use, multimodal considerations, asset condition)

New Prioritization Process:

Frequency

- The process will run every other year, with scoring cycles not during election years.
- Topline criteria and measures will be re-evaluated every two cycles; improvements to the evaluation methodology, etc. will be considered after each round. MDOT will publish a process review and seek public feedback before finalizing changes.

Measure Types

- Measures should be (i) quantitative; (ii) examine outcomes not current performance; (iii) tied to the key inputs informing the target outcome (does the measure effectively assess project alignment with the associated outcome?); (iv) evaluate outcomes as directly as possible; (v) limit the number of measures evaluating the same outcome; and (vi) include some way to reflect local support.
- Public feedback and local priorities will be considered as a post-evaluation factor during the final CTP decision-making process.
- MDOT will establish standards for local priority letters that will inform on local government priorities.
- MDOT will publish applications online.
- MDOT will solicit public comment on projects during draft CTP review.

Measure Scoring

- Scoring will vary by measure. Scores will scaled be based on the highest value a scored project achieved (as done for some measures in Chapter 30).

Geographic Equity

- The approach to addressing geographic equity will be based on the funding amount.
 - If biennial funding is [\$400M] or less then—
 - i. Funds will be allocated on a statewide basis
 - ii. MDOT will produce statistics showing how funding levels vary by SHA district along with factors like population, employment, etc. that will be made public with the draft CTP
 - iii. Public feedback will be solicited during the Fall
 - iv. Final decision making will take public input into consideration
 - If biennial funding is greater than [\$400m] then—
 - i. 50-66.67% of funding will be awarded on a statewide basis while remainder would be distributed to and allocated to top ranked projects within each SHA district

- ii. MDOT will produce statistics showing how funding levels vary by SHA district along with factors like population, employment, etc. that will be made public with the draft CTP
- iii. Public feedback will be solicited during the Fall
- iv. Final decision making will take public input into consideration

Funding:

Chapter 30:

Funding:

- No known set amount of funding for prioritized projects
- Funding allocated on a statewide basis
- Projects selected are not required to be fully funded

Communication of Results:

- Lack of clarity about use of project scores
- Limited detail & accessibility of published results
- Limited use of scores to refine unsuccessful project scopes/cost-effectiveness

Other State Processes:

Funding:

- Varying annual amounts ranging from \$150M (MN, * OH) to \$1,200M** (NC)
- Mix of funding sources (large federal formula program funds, state funds, etc.)
- Mix of statewide & district/regional awards
- NC and VA have formula that requires prioritization at both the statewide and district/regional level
- Do not require full funding of projects (OH, NC, UT)
- Require full funding of projects (VA, MN)***

*Legislature controls the amount each year.

**Portion is used for SGR and other exempt projects.

***IL unspecified.

Communication of Results:

- 5/6 states governed or approved by a Transportation Commission
- Variations in methods & requirements for public presentation of process materials & results

New Prioritization Process:

Sources Subject to Prioritization

- The following sources will be exempt from the prioritization process even when funds are used for a capacity enhancing project —
 - Highway User Revenue
 - LOTS funding
 - Transportation Alternatives Program
 - CMAQ
 - 5307 Funds
 - Carbon Reduction Program
 - Discretionary federal grants
 - [suballocated STBG funds for areas over 200,000?]
- Any other state or federal funding source under MDOT control will be subject to the prioritization process if funds are being used for a capacity enhancing project.

Decision-Making & Awards

- Projects will be fully funded when selected through the prioritization process.
- MDOT will develop policies for when —
 - Anticipated future revenues are less than anticipated.
 - i. Options include:
 1. Borrowing from future rounds
 2. Cancelling future rounds
 3. Removing funding for lowest ranked projects included in the prioritization process
 - A project's cost increases significantly from when it was selected.

Appendix C: Criteria and Measures

The following are the draft criteria measures that are being developed for the improved prioritization process.

Safety

[In this category, measure #2 would not apply to transit projects; the total possible safety category score would remain the same, but it would reflect only measure #1 scoring.]

1. Reduction in fatal and severe injury crashes
 - a. Methodology
 - i. Quantify the 5-year rolling average of fatal and severe injuries in equivalent property damage only
 - ii. Determine appropriate crash modification factor using FHWA “CMF Clearinghouse”, except for bike/ped projects and others where there are limited CMFs and MDOT will develop a policy to be used in those circumstances
 - iii. Apply crash modification factor to determine anticipated outcomes
 - b. Meets parameter criteria:
 - i. Quantitative: Yes
 - ii. Outcome-based: Yes
 - iii. Tied to key inputs: Yes
 - iv. Directly evaluates outcome: Yes
 - c. Data needs
 - i. Fatal and severe injury crashes for the last 5-10 years
 - ii. FHWA crash modification factor
 - iii. Types of crashes along with time of crashes to apply appropriate crash modification factor for the countermeasure
 - d. Level of effort to evaluate projects
 - i. Moderate
 - e. Considerations
 - i. Need to determine period for evaluation – 5 years, 5-year rolling average, etc.
 - ii. Does MDOT want to exclude crashes where alcohol or drugs are the primary cause and there is not history of non-alcohol and drug related crashes?
 - iii. Does MDOT want to use a single, hybrid amount for both fatal crashes and severe injury crashes recognizing the role vehicle age plays in the difference between these outcomes?
 - iv. Does MDOT want to use a different modification factor for bike/ped facilities as the FHWA crash modification factors show an increase in crashes and fatalities?

2. For non-transit projects, reduction in fatal and severe injuries crashes per 100M vehicle miles traveled
 - a. Methodology
 - i. Quantify the 5-year rolling average of fatal and severe injuries in equivalent property damage only
 - ii. Quantify the vehicle miles traveled annual on a per 100 million basis
 - iii. Determine the rate per 100 million vehicle miles traveled
 - iv. Determine appropriate crash modification factor using FHWA “CMF Clearinghouse”
 - v. Apply crash modification factor to determine anticipated outcomes
 - vi. Calculate the anticipated outcomes on a per 100 million vehicle miles traveled
 - b. Parameter criteria:
 - i. Quantitative: Yes
 - ii. Outcome-based: Yes
 - iii. Tied to key inputs: Yes
 - iv. Directly evaluates outcome: Yes
 - c. Data needs
 - i. Fatal and severe injury crashes for the last 5-10 years
 - ii. FHWA crash modification factor
 - iii. Traffic data for the facility
 - iv. Types of crashes along with time of crashes to apply appropriate crash modification factor for the countermeasures being implemented
 - d. Level of effort
 - i. Low, if implementing the crash frequency measure
 - e. Considerations
 - i. Is crash rate compared to crash frequency important to MDOT?
 - ii. Does MDOT want to exclude crashes where alcohol or drugs are the primary cause and there is not history of non-alcohol and drug related crashes?
 - iii. Does MDOT want to use a single, hybrid amount for both fatal crashes and severe injury crashes recognizing the role vehicle age plays in the difference between these outcomes?
 - iv. Does MDOT want to use a different modification factor for bike/ped facilities as the FHWA crash modification factors show an increase in crashes and fatalities?

Accessibility and Mobility

3. Increase in the access to jobs
 - a. Methodology
 - i. Calculate the access to jobs in the baseline condition for the region for (i) auto, (ii) transit and (iii) nonmotorized
 1. Analyze access to jobs_by mode for each_TAZ
 2. Weight each TAZ modal score by residential population

3. Add up all the analyzed TAZs information to determine baseline condition
 4. Apply decay curves to travel by each mode, with no limit on the travel time for access to a job being capture
- ii. Determine the (i) change in impedances on roadways (travel speed), (ii) change in transit service including wait time related to frequency, and/or (iii) change in nonmotorized facilities
 1. Repeat analysis for (i) but with changes described
 - iii. Determine the delta between (ii) and (i) by mode and sum for the total change
- b. Parameter criteria:
 - i. Quantitative: Yes
 - ii. Outcome-based: Yes
 - iii. Tied to key inputs: Yes
 - iv. Directly evaluates outcome: Yes
 - c. Data needs
 - i. Current travel speeds on roadways throughout the region
 - ii. Current transit service – coverage and frequency throughout the region
 - iii. Current nonmotorized facilities
 - iv. Change in travel speeds on roadways from person hours of delay measure
 - v. Change in transit service – coverage and frequency
 - vi. Change in coverage of nonmotorized facilities
 - vii. Survey data, such as American Community Survey, for travel time decay curve to apply to ‘discount’ jobs that require greater travel times compared to those that require shorter travel times
 - d. Level of effort
 - i. Moderate, assuming travel time analysis is otherwise being completed and MDOT has or obtains access to a GIS accessibility tool
4. Increase in non-SOV trips
 - a. Methodology
 - ⌘ Use ridership estimates from feasibility studies for transit projects
 - ⌘ For bike/ped projects, either develop a rules-based on context and length or estimate from feasibility study
 - b. Parameter criteria:
 - i. Quantitative: Yes
 - ii. Outcome-based: Yes
 - iii. Tied to key inputs: Yes
 - iv. Directly evaluates outcome: Yes
 - c. Data needs
 - i. *[To be determined.]*
 - d. Level of effort
 - i. *[To be determined.]*

- e. Considerations:
 - i. How do you value this?
 - 1. Number of trips?
 - 2. Person miles traveled?
 - a. Captures benefits of greater travel distances
 - b. Values trips of greater distance more than trips of a lesser distance even if same outcome is achieved
 - c. May require additional level of analysis

Climate Change and the Environment

- 5. Reduction in greenhouse gas emissions
 - a. Methodology
 - i. Determine change in expected future fuel consumption
 - 1. Establish baseline expected fuel consumption using the state's travel demand model
 - 2. Evaluate project and its associated impacts in travel demand model to determine expected change in fuel consumption
 - a. Will need to post process impacts for non-motorized trips
 - b. Parameter criteria:
 - i. Quantitative: Yes
 - ii. Outcome-based: Yes
 - iii. Tied to key inputs: Yes
 - iv. Directly evaluates outcome: Yes
 - c. Data needs
 - i. Expected nonmotorized trips
 - ii. Outputs from person hours of delay model analysis for each project
 - d. Level of effort
 - i. *Limited provided that travel demand model is used for person hours of delay measure.*
 - e. Considerations:
 - i. From a scoring standpoint, how does MDOT want to handle projects that increase GHG? They could receive a zero, all projects could be scaled 0 to 100 with the greatest increase receiving a 0, or those projects could receive a negative score.

- 6. Reduction in criteria pollutants
 - a. Methodology
 - i. Determine change in expected future fuel consumption
 - 1. Establish baseline expected fuel consumption using the state's travel demand model
 - 2. Evaluate project and its associated impacts in travel demand model to determine expected change in fuel consumption
 - a. Will need to post process impacts for non-motorized trips

3. Only count benefits that accrue to nonattainment and maintenance areas
- b. Parameter criteria:
 - i. Quantitative: Yes
 - ii. Outcome-based: Yes
 - iii. Tied to key inputs: Yes
 - iv. Directly evaluates outcome: Yes
- c. Data needs
 - i. Expected nonmotorized trips
 - ii. Outputs from person hours of delay model analysis for each project
- d. Level of effort
 - i. Limited provided that travel demand model is used for person hours of delay measure
- e. Considerations:
 - i. From a scoring standpoint, how does MDOT want to handle projects that increase criteria pollutants? They could receive a zero, all projects could be scaled 0 to 100 with the greatest increase receiving a 0, or those projects could receive a negative score.
 - ii. Are all criteria pollutants of equal value? For example, should PM be weighted higher than ozone or should they be weighted the same?
 1. Can the statewide travel demand model distinguish between truck fuel consumption and passenger vehicle fuel consumption? This would allow for analyzing different criteria pol

Social Equity –

[These are variants on the other measures focused on disadvantaged communities. There are two options – examining impacts in disadvantaged communities for a measure and examining the ratio of something for a disadvantaged community to all communities for a measure. The latter assumes that disadvantaged communities face disparate impacts in a given measure area.]

7. Change ratio of access to jobs of disadvantaged communities to the access to jobs for all areas
 - a. Methodology
 - i. Same as the methodology for the safety measure except there is a baseline and a project impact for both all residents and another for disadvantaged communities only
 1. ‘All residents’ refers to the weighted average for all TAZs within the region where the project is located (urbanized area, county, SHA district)
 - ii. Relative change in baseline ratio to project impact ratio would be the measure score
 - b. Parameter criteria:

- i. Quantitative: Yes
 - ii. Outcome-based: Yes
 - iii. Tied to key inputs: Yes
 - iv. Directly evaluates outcome: Yes
- c. Data needs
 - i. See access to jobs measures
 - ii. Population and location of disadvantaged communities
- d. Level of effort
 - i. Limited assuming the safety measure is used
- e. Considerations
 - i. Determination of how to quantify impact or whether a community is considered a disadvantaged community. For example, MDOT could look at actual disadvantaged population in traffic impact analysis zones or determine a zone is a disadvantaged community if population exceeds a certain threshold as it develops the weighted baseline and project impacts for disadvantaged communities.
 - ii. Definition of “disadvantaged communities” will be an existing standard established by another government entity. Options include:
 1. The 2050 Maryland Transportation Plan’s (MTP) definition of ‘disadvantaged communities,’ based on the [Climate and Economic Justice Screening Tool](#): “Communities are considered disadvantaged if they are in census tracts that meet the thresholds for at least one of the tool’s categories of burden (climate change, energy, health, housing, legacy population, transportation, water/wastewater, and workforce development) or if they are on land within the boundaries of Federally Recognized Tribes” (Appendix A).
 2. SB0528’s definition of an ‘underserved community,’ used in the [Maryland Department of the Environment’s Environmental Justice Screening Tool](#): “any census tract in which, according to the most recent U.S. census bureau survey:
 - a. at least 25% of the residents qualify as low-income;
 - b. at least 50% of the residents identify as nonwhite; or
 - c. at least 15% of the residents have limited English proficiency.”
 3. Including an additional, transportation-specific definition that builds on Florida’s framing of “[Transportation disadvantaged](#)” populations: “those persons who because of physical or mental disability, income status, or age are unable to transport themselves or to purchase transportation and are, therefore, dependent upon others to obtain access to health care, employment, education, shopping, social activities, or other life-sustaining activities, or children who are handicapped or high-risk or at-risk” (Chapter 427.011 F.S.).

8. Change ratio of fatal and severe injury crashes in disadvantaged communities to the fatal and severe injury crashes for all areas
 - a. Methodology
 - i. Same as the methodology for the ‘crash reduction’ measure except there is a baseline and a project impact for both all ~~areas~~ residents and another for disadvantaged communities only
 1. ‘All residents’ refers to the weighted average for all TAZs within the region where the project is located (urbanized area, county, SHA district)
 - b. Relative change in baseline ratio to project impact ratio would be the measure score Parameter criteria:
 - i. Quantitative: Yes
 - ii. Outcome-based: Yes
 - iii. Tied to key inputs: Yes
 - iv. Directly evaluates outcome: Yes
 - c. Data needs
 - i. See the safety measure
 - ii. Population and location of disadvantaged communities
 - d. Level of effort
 - i. Moderate, assuming travel time analysis is otherwise being completed and MDOT has or obtains access to a GIS accessibility tool
 - e. Considerations
 - i. Same as the safety measure
 - ii. Determination of how to quantify impact or whether a community is considered a disadvantaged community. For example, MDOT could look at actual disadvantaged population in traffic impact analysis zones or determine a zone is a disadvantaged community if population exceeds a certain threshold as it develops the weighted baseline and project impacts for disadvantaged communities
 - iii. Options include:
 1. The 2050 Maryland Transportation Plan’s (MTP) definition of ‘disadvantaged communities,’ based on the [Climate and Economic Justice Screening Tool](#): “Communities are considered disadvantaged if they are in census tracts that meet the thresholds for at least one of the tool’s categories of burden (climate change, energy, health, housing, legacy population, transportation, water/wastewater, and workforce development) or if they are on land within the boundaries of Federally Recognized Tribes” (Appendix A).
 2. SB0528’s definition of an ‘underserved community,’ used in the [Maryland Department of the Environment’s Environmental Justice Screening Tool](#): “any census tract in which, according to the most recent U.S. census bureau survey:

- a. at least 25% of the residents qualify as low-income;
 - b. at least 50% of the residents identify as nonwhite; or
 - c. at least 15% of the residents have limited English proficiency.”
3. A definition that builds on Florida’s framing of “[Transportation disadvantaged](#)” populations: “those persons who because of physical or mental disability, income status, or age are unable to transport themselves or to purchase transportation and are, therefore, dependent upon others to obtain access to health care, employment, education, shopping, social activities, or other life-sustaining activities, or children who are handicapped or high-risk or at-risk” (Chapter 427.011 F.S.).

Economic Competitiveness

9. Reduction person hours of delay
- a. Methodology
 - i. Determine peak period travel volumes on any affected roadway and/or transit service
 - ii. Determine the baseline travel speeds on the roadway and/or transit line
 - iii. Calculate the baselines annual hours of delay
 - 1. Roadway – vehicles by occupancy rates and transit vehicles based on route ridership
 - 2. Transit – to be discussed
 - iv. Analyze impact of projects on travel speeds using travel demand model or other tool
 - v. For transit projects need to look at removing volume from roadways based on census “OnTheMap” tool and calculating travel time benefits. In addition to any direct savings for transit users
 - b. Parameter criteria:
 - i. Quantitative: Yes
 - ii. Outcome-based: Yes
 - iii. Tied to key inputs: Yes
 - iv. Directly evaluates outcome: Yes
 - c. Data needs
 - i. Change in travel speeds on roadways
 - ii. Change in travel speeds of transit using fixed guideway or increases in frequency of fixed guideway transit service
 - iii. Increase in transit ridership
 - iv. Census “OnTheMap” tool for travel direction of new transit riders
 - d. Level of effort
 - i. Significant
 - e. Considerations
 - i. What threshold does MDOT want to use as the basis for determining delay – the speed limit? Something lower? Free flow travel?

- ii. Peak period or all day? The former is a lot less work while the latter can ignore non-peak times with delay or could allow for mixing and matching of peak periods (rush hour vs weekend depending on facility)
- iii. How confident is MDOT in its statewide travel demand model?

10. *[Under development.]*

Land Use

[Under development.]

Appendix D: Priority Objectives Exploration Process Considerations

Priority Objectives identified via Maryland's Consolidated Transportation Program (CTP):

- *Support existing project commitments and uphold government agreements;*
- *Meet all Federal and other legal mandates, such as Total Maximum Daily Load (TMDL) compliance, the requirement to implement Positive Train Control (PTC) by 2015, and Federal Aviation Administration (FAA) regulations;*
- *Meet all Federal match requirements to maximize Federal revenue sources;*
- *Address critical safety issues;*
- *Support system preservation;*
- *Support local and/or statewide economic development;*
- *Support alternative modes of transportation (transit, bike and pedestrian);*
- *Support the single top priority (or one or two of three top priorities) within a local priority letter; Consistent with local plans;*
- *Included in the regional metropolitan planning organization (MPO) long-range plan (if the project is located within an MPO boundary);*
- *Supports the Department's program priorities and goals and, Project supports State plans and objectives, such as priority revitalization area (e.g. Transit-Oriented Development or a designated Sustainable Community)⁵*

Priorities identified by the Miller-Moore Administration:

- *Emphases on safety, affordability, competitiveness, and service⁶*
- *Vision for building "an economy that works for everyone," with related budget and legislative priorities including connecting Maryland residents to jobs and supporting place-based interventions to address poverty at the neighborhood level.⁷*

⁵ Summary of the Consolidated Transportation Program, *Maryland's FY 2013-2018 Consolidated Transportation Program*

⁶ The Office of Governor Wes Moore, "Priorities," n.d., <https://governor.maryland.gov/Pages/home.aspx>.

⁷ The Office of Governor Wes Moore, "Making Maryland More Competitive," n.d., <https://governor.maryland.gov/priorities/Pages/make-maryland-more-competitive.aspx>.

Appendix E. Criteria Support Crosswalk with Statewide Transportation Plan Planning Factors

Planning Factors	Safety	Accessibility and Mobility	Climate Change and the Environment	Social Equity	Economic Development	Land Use
(A) Economic Vitality		X		X	X	X
(B) Safety for All Users	X	X		X		
(C) Security for All Users						
(D) Accessibility and Mobility for People and Freight		X		X	X	X
(E) Protect and Enhance the Environment	X		X	X		X
(F) Connectivity of the Transportation System		X				
(G) Efficient System Management and Operations*	X	X	X	X	X	X
(H) Preservation of the Existing System						
(I) Resiliency and Reliability	X	X	X	X		
(J) Travel and Tourism	X	X			X	

* Planning factor (G) “promote efficient system management and operations” will be a considered in each of the criteria

Appendix F. Criteria Crosswalk with National Goals

National Goals (below)	Safety	Accessibility and Mobility	Climate Change and the Environment	Social Equity	Economic Development	Land Use
Safety	X	X		X		
Infrastructure Condition	X	X		X		
Congestion Reduction		X			X	X
System Reliability	X	X			X	X
Freight Movement and Economic Vitality	X	X			X	X
Environmental Sustainability		X	X	X		X
Reduced Project Delivery Delays						

Appendix G. Criteria Crosswalk with MTP goals

MTP Goals (below)	Safety	Accessibility and Mobility	Climate Change and the Environment	Social Equity	Economic Development	Land Use
Enhance Safety and Security	X	X		X		
Delivery System Quality	X		X	X		
Serve Communities and Support the Economy	X	X		X	X	X
Promote Environmental Stewardship		X	X	X		X