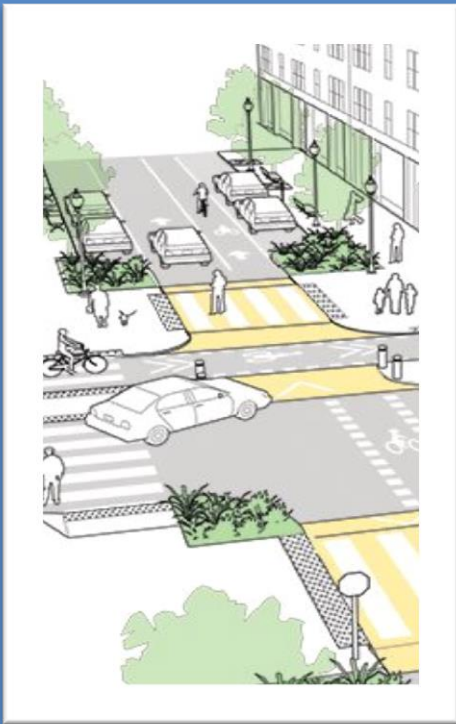
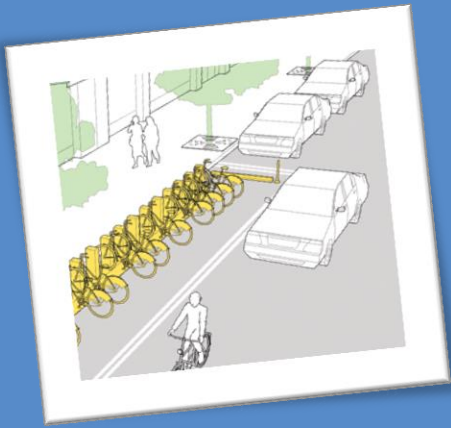


Complete Streets Funding Program Guidance



January 2016

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Introduction: Complete Streets are for Everyone

A Complete Street is one that provides safe and accessible options for all travel modes – walking, biking, transit, and motorized vehicles – for people of all ages and abilities. Designing streets with these principles contributes toward the safety, health, economic viability and quality of life in a community by improving the pedestrian and vehicular environments and providing safer, more accessible and comfortable means of travel between home, school, work, recreation and retail destinations. More broadly, embedding Complete Streets principles in policy and practice help promote more livable communities.

In addition, the creation of Complete Streets encourages an active transportation lifestyle and is supported by the United States Centers for Disease Control and the Massachusetts Department of Public Health as a way to decrease obesity and reduce risk for chronic diseases (heart disease, arthritis, diabetes, etc.). Also inherent in the development of a Complete Street is meeting the most current accessibility guidelines outlined by the Americans with Disabilities Act (ADA) and the Massachusetts Architectural Access Board (AAB), which are upheld by Code of Massachusetts Regulations 521 (521 CMR).

Complete Streets improvements may be large scale, such as corridor-wide improvements that include a separated bicycle lane, new crosswalks and new bus stops; or a small scale improvement, such as a new bus shelter to encourage transit use. Other Complete Street project examples include improved street lighting, minor changes to traffic signal timings, new bicycle or pedestrian facilities, a median refuge island, or improved connection to transit. The design of a Complete Street should be context sensitive and incorporate improvements or treatments that fit with the need and within the character of a community.

The Massachusetts Department of Transportation (MassDOT) recognizes the importance of supporting projects that provide context-sensitive, multimodal transportation options on appropriate roadways. In 2013 MassDOT issued its own *Healthy Transportation Policy Directive* to ensure that all MassDOT projects are designed and implemented in a way that all our customers have access to safe and comfortable healthy transportation options at all MassDOT facilities and in all the services we provide.

MassDOT also recognizes the importance of supporting Complete Streets on local roads for the benefits they provide, and to assist in closing critical gaps in transportation networks. MassDOT is pleased to provide a new Complete Streets Funding Program to further the understanding and development of Complete Streets on local roads across the Commonwealth.

This *Complete Streets Funding Program Guidance* document describes the full requirements of the program, including guidance on best practices in Complete Streets Policy development and implementation. The Complete Streets Portal provides the online application and program participation process.

MassDOT has allocated \$12.5 million for the first two years of this effort. Future funding will be based on the availability of funds and the interest and success of the program.

Chapter 1: Background and Overview

The Massachusetts Department of Transportation (MassDOT) Complete Streets Funding Program was created by legislative authorization through the 2014 Transportation Bond Bill¹ with the intent of rewarding municipalities that demonstrate a commitment to embedding Complete Streets in policy and practice. MassDOT was provided with seven criteria to develop the program, along with the requirement that one-third of the funding be spent on Massachusetts municipalities below the median household income. MassDOT conducted a robust stakeholder process, described below, to further develop the program criteria and keep within the spirit of the legislative intent. A more detailed description of the *Program Response to Transportation Bond Bill Requirements* is contained in Appendix A.

Briefly, the reward for municipalities that choose to participate is:

- 1) Funding for technical assistance to analyze their community needs and develop a Complete Streets Prioritization Plan, and
- 2) Funding for construction of Complete Streets infrastructure projects.

The eligibility requirements are designed to demonstrate a municipality's commitment to embedding Complete Streets in policy and practice, while also allowing a level playing field for entry into the program. In other words, MassDOT is seeking to meet a community where it is at, and allow flexibility in the level of commitment and implementation.

To be eligible for technical assistance a municipality must attend training and pass a Complete Streets Policy in the manner prescribed; and to be eligible for project funding the municipality must complete a Complete Streets Prioritization Plan, which is a targeted investment strategy.

The Complete Streets Funding Program is structured with three Tiers to meet municipalities where they are at in the development of their Complete Streets Policy and practices:

Tier 1 – Complete Streets Training and Policy Development

Tier 2 – Complete Streets Prioritization Plan Development

Tier 3 – Project Construction Funding

A full explanation of the program reward, eligibility requirements, model policy guidance and flexible options for entry into the program are discussed in Chapters 2, 3, and 4. In Chapter 5 more general guidance is given on best practices for incorporating Complete Streets in municipal operations, and in Chapter 6 the MassDOT training, Portal process, and contracting process are explained.

¹ House Bill 4046, An Act financing improvements to the Commonwealth's transportation system. April 18, 2014. <https://malegislature.gov/Bills/188/House/H4046>

Outreach Process for Program Development

MassDOT led an extensive stakeholder engagement effort for over a year to develop the Complete Streets Funding Program requirements. This included presentations and meetings with municipal public works and planning officials, the Massachusetts Healthy Transportation Compact Advisory Group, the Massachusetts Bicycle and Pedestrian Board, the Massachusetts Partnership for Health Promotion and Chronic Disease Prevention's Built Environment Community of Practice, the Transportation Managers Group, and Regional Planning Agencies. Additional information about this process can be found in Appendix A.

The stakeholder engagement process included meetings with 19 municipalities during August and September of 2015. Municipalities were represented by Department of Public Works (DPW) directors and planning officials. The municipalities MassDOT sought input from varied in size and location and included Gateway Communities, communities below the Commonwealth's median household income, and some with environmental justice and Title VI areas. MassDOT met with municipalities as far south as New Bedford and Tisbury; as far west as Amherst and Belchertown; and as far north as Lawrence. Some of the municipalities MassDOT consulted with already passed a Complete Streets policy.

Lessons Learned from Outreach Process

Municipalities clearly acknowledged the need to include more Complete Streets elements on all project types. However, the current Chapter 90 funding does not reach far enough to do more than address immediate needs. Without additional funding options municipalities are unable to adequately address the needs of multiple modes.

Municipalities are concerned that the additional funding required to meet the Complete Streets commitment required by the statute on all municipal road projects reduces their overall spending ability. The example of the Safe Routes to School program (SRTS) was cited – in trying to meet the requirements of the Healthy Transportation Policy Directive (P-13-0001) and Engineering Directive (E-14-006), several SRTS projects had to be re-scoped and the result was an average increase in project cost of 30 percent

Municipalities are also concerned that they cannot meet the mode share goal and lack the baseline data needed to even develop such a goal as outlined in the statute.

All stakeholder input was considered throughout the development process of the Complete Streets Funding Program and is reflected in the structure and requirements of the program as presented in Chapter 2 and the Complete Streets Policy Guidance and Scoring System presented in Chapter 3.

Benefits of Complete Streets

Employing Complete Streets principles in the project development process entails a balanced approach to address the needs of all modes; the result is an integrated transportation network that promotes safer and more convenient access and travel for all users and people of all abilities. Effective application of these principals may also provide the following benefits:

- **Safety** – Safety may be improved through the reduction of number and severity of crashes. There are several strategies to improve safety that can be deployed through a complete streets approach including: road diets, medians and pedestrian crossing islands in urban and suburban

areas, corridor access management, roundabouts, and pedestrian hybrid beacons. The last two of which are considered proven safety countermeasures by the Federal Highway Administration (FHWA). These and other measures often enhance safety for all users. For example, medians with pedestrian crossing islands allow pedestrians and bicyclists to cross streets in two, simplified stages; medians also reduce left turning and access-related crashes for vehicles.

Complete Streets measures also promote a better understanding of the function of the roadway environment and often result in more predictable and desirable behaviors. Such behaviors include a reduction in the incidence of speeding, which has the effect of improving safety for all users as well. Other behaviors such as sidewalk bicycle riding- especially against the flow of motorized traffic where intersection and driveway conflicts may occur- may be reduced as well.

- **System Efficiency** – Complete Streets support an efficiently planned transportation system that maximizes space for each mode of travel. This helps to increase overall system capacity and reduce congestion.
- **Public Transportation** – Complete Streets provide opportunities for more reliable transit service and can improve connections between customers and transit and enhance access to transit stops.
- **Livable Communities** – Complete Streets promote more livable communities by fostering stronger communities where residents are able to interact and have equal access to transportation. Children, older adults, people with disabilities, and others who choose to not drive a vehicle all have equal access to other transportation choices that promote a healthy lifestyle and physical activity. Complete Streets have also been shown to lower overall transportation costs, thus providing better transportation equity.
- **Transportation Options** – An increasing number of people are showing an interest in living in areas that provide transportation options for various reasons. Complete Streets can offer these transportation choices that have also been shown reduce household costs on transportation.
- **Health** – Complete Streets help improve quality of life by providing transportation options and by encouraging active transportation through improved connections to activities. The travel paradigm has begun to shift toward healthier options such as walking and biking.
- **Energy** – Complete Streets promote travel by modes that are more energy efficient such as walking, biking, and transit. In many Complete Streets projects this mode shift away from travel by automobile has been realized, which helps lessen dependence on oil.
- **Environment** – Complete Streets have multiple environmental benefits. The largest source of transportation greenhouse gas emissions is from automobiles. By maximizing alternative modes of transportation, Complete Streets aid in reducing vehicle trips thereby reducing greenhouse gas emissions and improving air quality. Complete Streets can also reduce pavement width, which reduces deleterious impacts of stormwater runoff on water quality and reduces the urban heat island effect.
- **Economic Development** – Complete Streets can provide accessible connections between land uses, thus providing greater opportunity for people to access activities that support daily life, recreation and entertainment, and other activities. The more activity an area can generate, the greater the investment. Numerous Complete Streets projects have demonstrated economic benefits through higher property values and increased business revenues.

Considerations and Challenges to Implementation

While support for multimodal facilities is a well-established goal, there may be multiple challenges to achieving desired Complete Streets that balance multiple transportation modes safely and efficiently. These challenges may be dependent upon the type of road, composition and volume of traffic, and the surrounding roadway environment. Some potential challenges on Complete Streets projects include:

- **Physical Constraints** – Implementing Complete Streets designs may be a challenge at locations with significant constraints. This may be most relevant in urban areas and downtown villages (where demands by all users are the heaviest and right-of-way is often constrained) or in a park or historic settings where there may be impacts to natural, historic, and/or cultural resources.
- **Intersections** – Intersections are an integral component of Complete Streets. Intersections are where the greater percentage of conflicts occur along a roadway for all users. Intersections may be dissimilar along a corridor, with different approaches, volume, control, and geometric characteristics. Many times, intersections typically have to be treated individually.
- **Driveways** – Driveways have attributes similar to intersections in that they may differ greatly in volume and geometric characteristics when compared to the roadway corridor. Driveways interrupt the desired cross section, introducing elements that may impact a Complete Streets design.
- **The Transportation Network** – The entire transportation network should be considered to effectively apply the appropriate facilities for users of all abilities, in particular, the safety and needs of children, elderly, and those with disabilities. For example, bicyclists should be provided a complete bicycle network that offers safer routes to destinations. However, not every roadway can be designed to accommodate all types of bicyclists. Facilities for bicyclists must be appropriate for the land use, roadway classification, traffic speed, composition, and volume context. A Complete Streets approach should consider the appropriateness and safety of facilities on the roadway network; that is the appropriate context should be considered.

The public should also be engaged to understand the needs and perceptions that relate to travel by each mode. This is necessary to ensure there is a return on the investment for a given facility and that new facilities help a municipality achieve its larger safety and mode share goals.

- **Special Conditions** – Streets may be designated to address traffic needs for special conditions. While all public roads are designed with emergency vehicle access in mind, even during construction, selected streets may be critical for event management (i.e. concerts, sporting events, festivals, etc.), incident management needs, or as an evacuation route, which may limit or constrain how the street is able to meet the needs of multiple modes.
- **Snow Removal** – The road environment must provide adequate space for snow storage as well as all designated modes of transportation. Municipalities must ensure that all transportation infrastructure, including sidewalks and bike lanes/separated bicycle facilities are in usable condition year-round.
- **Ownership and Cross-Jurisdictional Issues** – It is not uncommon for a specific road to have ownership by multiple jurisdictions. This may add complexity as different municipalities or agencies may have different goals that need to be considered when designing a Complete Streets project.

- **Organizational Changes** – Applying a Complete Streets approach may depart from the common practices of a jurisdiction. Some of the perceptions of deploying a Complete Streets approach may have to be overcome, which can begin by providing staff with training on new planning, design, and operational approaches utilized in Complete Streets designs. It may also be necessary to re-evaluate policies and procedures long established through automobile-centered investment and design.
- **Long-Term Maintenance and Funding** – As is with many transportation projects, funding a Complete Streets project may be one of the biggest challenges. Funding challenges may exist at the project onset, from potential property acquisitions, to long-term operations and maintenance costs. Maintenance issues may be further exacerbated by complex or multi-jurisdictional roadway ownership; in particular, maintenance of sidewalks, which are often the responsibility of adjacent property owners.

Chapter 2: Program Overview

The objective of the Complete Streets Funding Program is to reward municipalities that demonstrate a commitment to embedding Complete Streets in policy and practice with technical assistance and construction funding. This chapter provides an overview of the Program, including its objectives, rewards, eligible projects, and structure and process.

Program Objectives

The Complete Streets Funding Program’s objectives are as follows:

1. Provide technical assistance and incentives for adoption of Complete Streets policies at the municipal level so that a broader range of communities are encouraged to enter the program in order to be eligible for project funding.
2. Encourage municipalities to adopt a strategic and comprehensive approach to Complete Streets, rather than simply seeking funding for a single project, by providing technical assistance to municipalities to create Complete Streets Prioritization plans (described below).
3. Facilitate better pedestrian, bicycle, and transit travel for users of all ages and abilities by addressing critical gaps in pedestrian, bicycle, and transit infrastructure by funding Complete Streets projects in cities and towns that have already adopted policies and undertaken planning.
4. Distribute funding to reward municipalities who have committed to adopting Complete Streets best practices through the Community Compact Cabinet.
5. Ensure that underserved municipalities are served equitably by the program as anticipated by statute.

Program Reward

The objective of the Complete Streets Funding Program is to reward municipalities that demonstrate a commitment to embedding Complete Streets in policy and practice. There are two program rewards outlined below.

Program Reward

(for municipalities that meet the eligibility requirements)

- 1. Technical Assistance – up to \$50,000** for analysis in support of a Complete Streets Prioritization Plan. (Funding is not available for assistance in Policy development.)
- 2. Construction Funding – up to \$400,000** (Design is not an eligible expense. Chapter 90 monies can be used to support design)

Technical Assistance

The technical assistance funding will to determine municipality’s Complete Street needs. This could be in the form of a network gap analysis or safety audit.

The first reward is for technical assistance funding, up to \$50,000, for analysis and completion of a Complete Streets Prioritization Plan. The Complete Streets Prioritization Plan will be a targeted investment strategy to improve safety, mobility or accessibility. It will identify the streets, infrastructure, cost estimate and timeline for the municipality's desired Complete Street improvements, and should align with local master plans and roadway maintenance schedules. The technical assistance funding provides municipalities the means to fund planning studies or conduct analysis, if it doesn't already exist, to support a prioritized list of projects.

This funding can be used to engage third-party consultants or offset costs for assistance from regional planning associations in such activities as a network gap analysis or walk, bicycle or safety audit. Technical assistance funds are handled independently of construction funds and do not count against the \$400,000 total municipalities are eligible for under construction funding.

The municipality is required to enter into a contract with MassDOT and will receive funding through a reimbursement process. Additional information regarding contracting with MassDOT is located in the *Contracting with MassDOT* section in Chapter 6.

Construction

One of the primary purposes of this funding program is to ultimately provide funds to municipalities for the construction of infrastructure projects that support Complete Streets goals and principles. The second reward is for construction of Complete Streets infrastructure projects listed on the Complete Streets Prioritization Plan. An award of up to \$400,000 will be available to eligible municipalities for construction.

Municipalities that complete the requirements outlined by Tiers 1 and 2 (discussed in detail in the *Program Structure and Process* section of this chapter) are eligible for construction of Complete Streets infrastructure projects. Prior to receiving funds, the municipality is required to enter into a contract with MassDOT. Additional information regarding contracting with MassDOT is located in the *Contracting with MassDOT* section in Chapter 6. Eligible and ineligible project types are described in the following section. Projects eligible for funding through the Transportation Improvement Program (TIP) may not qualify for Complete Streets funding in their entirety, although it is likely they would have components that could.

Eligibility

Many projects are candidates to incorporate Complete Streets elements and may be eligible for Complete Streets construction funding, including:

- New construction
- Reconstruction
- Some types of rehabilitation
- Resurfacing and changes in the allocation of pavement width on an existing roadway (e.g., removal of on-street parking or reduction in the number of travel lanes)²

² While MassDOT Complete Streets construction funding could be available for roadway width reallocation measures identified above, funding shall not be awarded for roadway resurfacing costs.

Eligible Roadways

Implementation of Complete Streets elements is appropriate on many public roadways, including arterials, collectors, and local streets.

Eligible Project Types

Projects may incorporate one or more Complete Street elements to improve safety and/or pedestrian, bicycle, transit, vehicular, or freight mobility. Specific project types that are eligible for Complete Streets construction funding can be found in Appendix B.

If a project or element does not appear on the list in Appendix B, it may still be eligible for funding. The applicant should provide justification for the decision based upon the classification of comparable projects.

Specific project types not eligible for Complete Streets funding are also outlined in Appendix C.

Exceptions

The following exceptions should be noted:

- Corridors where non-motorized use is prohibited, such as freeways that are posted with signs that exclude non-motorized modes;
- When the cost of accommodation will be excessively disproportionate to the need or probable use³; or
- When minimal population or other factors indicate an absence of need.

Eligibility Requirements and Program Process

The Complete Streets Funding Program eligibility requirements are organized into three Tiers, each of which carries specific responsibilities for both the municipality and MassDOT. In Tier 1, the municipality demonstrates its commitment to Complete Streets principles by passing a Complete Streets policy through its official approval channels. Tier 2 seeks to have municipalities look holistically at Complete Street needs, safety, or network gaps, and develop a hierarchy of funding priorities that align with local plans and roadway work. Tier 3 is where a municipality identifies projects from its priority plan for funding, MassDOT determines which projects are to be funded, and then the municipality and MassDOT enter into a contract. The following sections provide additional details on the funding program and Tiers.

Program Tiers

Tier 1 – Training and Complete Streets Policy Development

Tier 2 – Complete Streets Prioritization and Plan Development

Tier 3 – Project Approval and Notice to Proceed

³ The FHWA defined “excessively disproportionate” as exceeding 20 percent of the cost of the larger transportation project.

Tier 1 – Training and Policy Development

This first Tier of the program is designed to assist municipalities in developing a comprehensive Complete Streets policy and incorporating Complete Streets principles into current and future infrastructure development practices.

MassDOT will provide assistance through hosting workshops as part of the Baystate Roads program. These workshops cover two levels: Complete Streets 101 Introductory Training and Complete Streets 201 Advanced Training. To complete Tier 1, each municipality must send at least one representative to at least one training workshop. For more information on training workshops and eligible municipal employees, see the *Training* section of Chapter 6.

Municipalities who have developed a Complete Streets policy can submit it to MassDOT for review and scoring. The Complete Streets policy must score at least 80 points out of a possible 100 points to be approved by MassDOT. Any Complete Streets policy that scores less than 80 will be returned to the municipality for revision. The scoring system is designed to confirm that the municipality's Complete Streets policy is sufficiently comprehensive. Additional details on the review and scoring process are available in Chapter 3, *Complete Streets Policy Guidance and Scoring System*. The Complete Streets policy must be passed by the municipality's highest elected official or governing body (Mayor, Board of Selectmen or City Council).

Additional points will be available to municipalities who become members of the Community Compact Cabinet (+4 points) and who choose Complete Streets as one of their Best Practices (+4 points) up to a maximum score of 100. More information on Community Compacts is included below.

Alternatively, a municipality can provide MassDOT with a Tier 1 commitment letter in order to access up to \$50,000 in technical assistance funding to work on their Complete Streets Prioritization Plan (see Tier 2 section below). The Tier 1 commitment letter (see below) and the \$50,000 in technical assistance funding enables the municipality to work on its Complete Streets policy and Prioritization Plan in parallel, thus broadening the group of municipalities that will be eligible for project funding in FY17 and beyond. As long as the municipality fulfills all of the Tier 1 requirements or provides a letter committing to complete the Tier 1 requirements within the year, the municipality can proceed to Tier 2.

Tier 1 Commitment Letter

In order to become eligible to receive technical assistance funding prior to fulfilling the Tier 1 requirements, a municipality must provide Intent to *Become a Complete Streets Eligible Municipality* letter:

- Statement of intent to complete Tier 1 requirements within 1 year of MassDOT verification including:
 - Submitting a Complete Streets Policy for scoring (≥ 80 points)
 - Passing Complete Streets Policy by highest elected official or governing body
- Signature of highest ranking municipal administrator (Mayor, Town Manager, etc.)

Tier 1 Required Municipal Actions

1. Have a municipal employee **attend Complete Streets 101 or 201 Training**.
2. **Submit a Complete Streets Policy** (Bylaw, Ordinance, or Administrative Policy) that has been approved by the highest elected official or board with one public meeting, or alternatively
3. **Upload Intent to Become a Complete Streets Eligible Municipality letter** (allows municipality to qualify for Technical Assistance funding in Tier 2).

Community Compacts

A Community Compact is a voluntary, mutual agreement entered into between the Commonwealth and individual cities and towns to elevate partnerships, to work toward mutual accountability, reduce red tape, and to promote best practices. The program was established by an Executive Order signed by Governor Baker in January 2015 as a way to elevate the Administration's partnership with municipalities throughout the Commonwealth.

In a Community Compact, a community will self-identify and agree to implement at least one best practice over a two year period that they select from seven best practice areas. The Complete Streets best practice, one of the best practices in the area of Transportation and Citizens Safety, states that:

Complete Streets policies and programs provide accommodations for all users and modes, create safer and more livable neighborhoods, and encourage healthy transportation alternatives. The municipality will become certified through MassDOT and demonstrate the regular and routine inclusion of complete streets design elements and infrastructure on locally-funded roads.

As of the date of this Guidance document there were 55 communities that signed Community Compacts. Approximately 20 percent have selected Complete Streets as their best practice commitment.

Communities that sign a compact receive priority for specific Commonwealth technical assistance resources to help achieve their chosen best practice(s). The Massachusetts Department of Revenue Division of Local Services administers the program and serves as the primary point of entry for communities looking for resources in best practice development and implementation.

Tier 2 – Complete Streets Prioritization Plan Development

This second Tier of the program looks to the municipality to determine its Complete Streets needs and prioritize its Complete Streets infrastructure projects through the development of a Complete Streets Prioritization Plan. Municipalities can enter into Tier 2 in one of three ways, outlined below:

<u>Tier 2 Entry Options</u>		
Option 2a	Option 2b	Option 2c
<ol style="list-style-type: none"> 1. Fulfill all Tier 1 requirements 2. Want to submit their Complete Streets Prioritization Plan for review 	<ol style="list-style-type: none"> 1. Fulfill all Tier 1 requirements 2. Want to request Technical Assistance (up to \$50k) to develop a Complete Streets Prioritization Plan 	<ol style="list-style-type: none"> 1. Commit to fulfilling Tier 1 requirements (through letter of intent to MassDOT, see Tier 1) and developing a Complete Streets Prioritization Plan. 2. Want to request Technical Assistance (up to \$50k) to develop a Complete Streets Prioritization Plan

Option 2a provides municipalities that have already completed a Complete Streets Prioritization Plan to submit it to MassDOT for review. The municipality must provide the Prioritization Plan in the provided format (downloadable from the Complete Streets Portal).

Options 2b and 2c allow municipalities to access to up to \$50,000 in technical assistance funding to work on their Complete Streets Prioritization Plan. Option 2b is available to those municipalities who have fulfilled all Tier 1 requirements. Option 2c is available for those municipalities who have not completed Tier 1 but commit to fulfilling the Tier 1 requirements within a year of MassDOT verification of the commitment letter. In order to receive technical assistance funding under either Option 2b or 2c, the municipality must enter into a contract with MassDOT.

In developing its needs assessment, the municipality can draw from planning documents and sources and/or engage with consultants or other resources to help them to generate a master list of potential Complete Streets projects. Documents or planning studies that may be drawn from include (but are not limited to):

- Capital Investment Plans
- Network Gap Analyses
- Roadway Maintenance Plan
- Pavement Management System
- Private Development Review processes
- ADA Transition Plan/Assessments
- Safety Audits
- Bike/Ped Audits

The list of potential projects will be vetted by the municipality through its own prioritization process. The prioritized list will then be formatted into the MassDOT Prioritization Plan template and submitted to MassDOT for approval. After acceptance of the municipality's Prioritization Plan, the municipality will have completed Tier 2. Municipalities that complete Tier 1 and Tier 2 requirements become a MassDOT Complete Streets Eligible Municipality and are eligible to submit projects for funding in Tier 3.

Tier 2 Required Municipal Actions		
Option 2a	Option 2b	Option 2c
<ol style="list-style-type: none"> 1. Format Prioritization Plan into MassDOT template 2. Submit Prioritization Plan to MassDOT for approval 	<ol style="list-style-type: none"> 1. Apply for technical assistance funding (up to \$50,000) 2. Enter into a contract with MassDOT 3. Develop and submit Complete Streets Prioritization Plan on provided template to MassDOT for approval 	<ol style="list-style-type: none"> 1. Commit to fulfilling Tier 1 (<i>through Letter of Intent to Become Complete Streets Eligible Municipality</i>) and Tier 2 requirements within a year 2. Apply for technical assistance funding (up to \$50,000) 3. Enter into a contract with MassDOT 4. Develop and submit Complete Streets Prioritization Plan on provided template to MassDOT for approval

Tier 3 – Project Approval and Notice to Proceed

Tier 3 presents municipalities with the opportunity to receive funding for Complete Streets infrastructure projects. Municipalities can only enter Tier 3 after the successful completion of Tier 1 and Tier 2, fulfilling all requirements and receiving MassDOT approval of its Complete Streets policy and Prioritization Plan. Through the project prioritization process, municipalities have identified candidate Complete Streets infrastructure projects for funding. The municipality will annually submit an application for funding, highlighting five projects for which they would like to receive funding⁴. For year 1 of the Complete Streets Funding Program (FY16), funding can range up to \$400,000 (with no minimum) for each municipality. This funding cap can include numerous, less expensive projects or a single project. Since the level of award per municipality could vary based on the total number of applications received, municipalities are encouraged to consider the cost of individual projects when preparing their applications. MassDOT is committed to working diligently to fund all eligible projects prioritized by the municipalities. However, funding awards will depend on the overall number of municipalities seeking funding and will be based on several criteria:

- How well each project accomplishes Complete Streets goals:
 - › Safety
 - › Connectivity
 - › Mobility
 - › Accessibility
- Equity
 - › Municipality median household income at or the below statewide average

⁴ It should be noted that only Tier 3 project approvals are required on an annual basis. While updating of the Prioritization Plan is encouraged every five years, the Tier 1 and Tier 2 obligations are only required in the first year.

- › Gateway Community
- › Environmental justice/Title VI area
- Geographic distribution of funding
- Number of submitted projects
- Available funding

Based on funding available and the number of project applications received in Tier 3, MassDOT may chose projects ranked lower in priority for a given municipality.

In order to receive funds from MassDOT, the municipality must enter a contract with MassDOT. The municipality and appropriate District State Aid office will be notified of approved projects. The municipality will then enter a State Aid process, similar to the Chapter 90 process.

Tier 3 Required Municipal Actions

- 1. Submit Tier 3 application with project priority list**
- 2. Enter contract with MassDOT**
- 3. Enter State Aid process**

Schedule and Cost Estimate

As communities identify priority Complete Streets projects and apply for funding in Tier 3, they should also establish the anticipated schedule and prepare conceptual cost estimates for each project.

Schedule

Projects put forward for consideration will be expected to complete permitting and design, secure all necessary rights of way, and obligate all other funding sources within the current fiscal year. Any project that receives an award but does not demonstrate readiness within a reasonable timeframe that would enable construction during the upcoming construction season, will lose its funding commitment for that year and will not be eligible to submit the project for funding consideration again until the following round. Funds committed to projects that are unable to demonstrate readiness in a reasonable timeframe will be redistributed to other projects that are ready to proceed to construction.

It is MassDOT's intent that funding be awarded to projects that are ready to proceed. To meet the minimum threshold for consideration for the Complete Streets Program, infrastructure projects must make reasonable efforts to demonstrate:

- A timeline and funding source for completing design in a timeframe that allows for construction in the upcoming construction season; and
- Project design that is consistent with MassDOT's Complete Streets design guidelines (as well as other MassDOT design guides and Engineering Directives), which call for accommodation of all roadway users in a manner that is appropriate to the type of roadway and location; and
- A complete list of required state and local permits; and

- Demonstration that all required permits can be reasonably obtained such that construction can be completed within the fiscal year for which the money is awarded; and
- All rights of way are secured or evidence that the rights of way will be secured such that construction can be completed within the fiscal year for which the money is awarded; and
- Demonstration that all sources necessary to fully fund the project have been obtained and a complete draw schedule that reflects a construction start during the upcoming construction season. Sources must be fully committed.

Cost estimate

Each potential project will be evaluated based upon its ability to enable or encourage bicycling, walking and transit trips rather than individual automobile trips. Eligible projects will be selected based on the municipality's priorities and needs. To insure a fair and equitable distribution of available funds, construction costs will be a critical factor in the final selection of Complete Streets projects.

Costs for pedestrian and bicycle safety infrastructure often vary greatly among regions. The FHWA document *Costs for Pedestrian and Bicyclist Infrastructure Improvements, A Resource for Researchers, Engineers, Planners and the General Public* provides meaningful estimates of infrastructure costs by collecting up-to-date cost information for pedestrian and bicycle treatments from municipalities across the country. Using this information, applicants can better understand the cost of pedestrian and bicycle treatments in their communities and make informed decisions about which infrastructure enhancements are best suited for implementation.

It must be noted that costs in this document can vary widely from state to state and also from site to site. Therefore, the cost information contained in the FHWA report should be used only for estimating purposes and not necessarily for determining actual bid prices for a specific infrastructure project. Applicants should field review all proposed projects sites to identify potential items of work specific to each project and supplement the information in the FHWA report with MassDOT cost estimating and weighted bid prices, which are available from the representative district office.

Chapter 3: Complete Streets Policy Guidance and Scoring System

MassDOT provides the following model policy guidance for municipalities interested in building a Complete Streets Policy that suits their community. This guidance is adapted from Smart Growth America and the National Complete Streets Coalition's Local Policy Workbook. MassDOT has also developed a Complete Streets Policy Scoring System that will be used to score municipal policies and model policy language for each element. Table 1 (below) can be used to score draft policies. The scoring system was also adapted from the National Complete Streets Coalition's methodology.

MassDOT requires that the municipal Complete Streets Policy be adopted as a bylaw, ordinance or administrative policy by the municipality's highest elected body (i.e. Mayor or Board of Selectmen) and include at least one public meeting. Ideally, the body, individual, or entity responsible for carrying out the policy should be identified. The municipal Complete Streets Policy must score 80 points or above to meet the eligibility criteria.

An ideal Complete Streets policy contains the following four core areas and ten elements. Policies are scored based on their level of commitment to these ten elements. There is a possible 100 points for the ten policy elements. Additional points are awarded if a municipality is a signatory to the Community Compact (4 points) and has chosen Complete Streets as its best practice (4 points).

Complete Streets Ten Policy Elements Snapshot

I. Vision and Intent

1. Includes a **vision and intention** for how and why the community wants to advance Complete Streets infrastructure. (10 points)

II. Core Commitment

2. Specifies that the transportation system serves **'all users'** including pedestrians, bicyclists and transit passengers of **all ages and abilities**, as well as trucks, buses and automobiles. (20 points)
3. Applies to **all projects and phases**, including reconstruction, new construction, design, planning, maintenance, and operations, for the entire right of way. (15 points)
4. Makes any **exceptions** specific and sets a clear procedure that requires high-level approval of exceptions. (10 points)

III. Best Practice

5. Encourages and aims to create a **comprehensive, integrated, connected network** for all modes. (10 points)
6. Is clear regarding what **jurisdictions** the policy applies to and emphasizes the need for coordination. (5 points)
7. Directs the use of the latest and best **design criteria** and guidelines while recognizing the need for flexibility in balancing user needs. (10 points)
8. Directs that Complete Streets solutions be **context sensitive** and complement the community. (5 points)
9. Establishes **performance standards** with measurable outcomes. (5 points)

IV. Implementation

10. Includes specific next steps for **implementation** of the policy. (10 points)

Special Consideration – Community Compact Cabinet

If a municipality is a signatory to the Community Compact it will receive 4 points toward its policy score. If a municipality has committed to Complete Streets as a best practice, it will receive an additional 4 points (for a total of 8 points) toward the policy score, not to exceed 100 points. The Community Compact is administered by the Massachusetts Department of Revenue's Division of Local Services (<http://www.mass.gov/governor/administration/groups/communitycompactcabinet/>).

Ten Complete Streets Policy Elements

I. Vision and Intent

1. Vision and Intent (10 pts)

A strong vision inspires a community to follow through on its Complete Streets Policy. Just as no two policies are alike, the visions across municipalities are not one-size-fits-all. The vision of each municipality cannot be empirically compared across policies, so this criterion compares the strength and clarity of each policy's commitment to Complete Streets. Clarity of intent and presentation makes it easy for those

tasked with implementation to understand the new goals and determine what changes need to be made to fulfill the Policy's intent.

1. Vision and Intent (10 pts)

Core Points

- 10 points: The strongest policies are those that are clear in intent, stating that facilities meeting the needs of people traveling on foot and bicycle "shall" or "must" be included in transportation projects. Full points also are awarded to policies in which the absolute intent of the policy is obvious and direct, even if they do not use the words "shall" or "must," because there is no equivocating language.
- 5 points: Many policies are clear in their intent—defining what a community expects from the policy—but use equivocating language that dilute the directive. For example, an average policy may say that the needs of pedestrians and bicyclists "will be considered" or "may be included" as part of the process.
- 2 points: Some policies are indirect: they refer to implementation of certain principles, features, or elements defined elsewhere; refer to general Complete Streets application with no clear directive; or instruct the development of a more thorough policy document.

No additional points available for this element.

Examples of indirect language include phrases such as "consider the installation of Complete Streets transportation elements" and "supports the adoption and implementation of Complete Streets policies and practices to create a transportation network that accommodates all users." Using this language perpetuates the separation of modes and the perception that a road for motor vehicles is fundamentally different from the road for other users, that only some roads should receive a Complete Streets treatment, and even that these roads require special, separately funded "amenities" or "enhancements."

Model Policy Language: Vision and Intent (Plymouth, MA)

The Plymouth policy recognizes that all, new, maintenance, or reconstruction, are included as opportunities to implement Complete Streets. The town will, to the maximum extent possible, design, construct, maintain, and operate all streets to provide for a comprehensive and integrated street network of facilities for people of all ages and abilities.

II. Core Commitment

2. Users and Modes (20 pts)

No policy is a Complete Streets Policy without a clear statement affirming that people who travel by foot or on bicycle are legitimate users of the transportation system and equally deserving of safe facilities to accommodate their travel. It is therefore a requirement to include both modes—walking and bicycling—in the policy before it can be further analyzed. Beyond the type of user is a more nuanced understanding that not all people who move by a certain mode are the same. The needs of people—young, old, with disabilities, without disabilities—are integral to great Complete Streets policies. Additional points are available, awarded independently of each other and the core points for modes.

2. Users and Modes (20 pts)

Core Points

- 12 points: Policy includes two more modes, in addition to walking, bicycling, and transit. Such modes include cars, freight traffic, emergency response vehicles, or equestrians.
- 8 points: Policy includes one more mode, in addition to walking, bicycling, and public transportation.
- 4 points: Policy includes public transportation, in addition to walking and bicycling.
- 0 points: Policy includes walking and bicycling only.

Additional points are available - awarded independently of each other

- 4 points: Additional points if the policy references the needs of users of all ages.
- 4 points: Additional points if the policy references the needs of users of all abilities.

Model Policy Language: Users and Modes (Beverly, MA)

Complete Streets are designed and operated to provide safety, comfort, and accessibility for all the users of our streets, including pedestrians, bicycles, transit riders, motorists, commercial vehicles and emergency vehicles, and for people of all ages, abilities, and income levels. Furthermore, Complete Streets principles contribute toward the safety, health, economic viability and quality of life in a community by improving the pedestrian and vehicular environments in order to provide safer, more accessible and comfortable means of travel between home, school, work, recreation and retail destinations.

3. All Projects and Phases (15 pts)

The ideal result of a Complete Streets policy is that all transportation or roadway improvements are viewed as opportunities to improve safety, mobility and accessibility. A strong Policy will seek to embed Complete Streets planning into all projects beyond new construction or full reconstruction. In projects such as resurfacing, restriping, minor residential street reconstruction, or spot improvements (i.e. intersection signal retiming and curb ramp construction), the basic Complete Streets principles of multimodal, green, and smart should be applied.

For example, if a municipality proposes to resurface a roadway it may also consider restriping to accommodate bicyclists where permissible or adding a crosswalk and a pedestrian hybrid beacon. In routine work on traffic lights, the signal timing could be changed to allow more time for pedestrians of all abilities to cross safely and/or audible pedestrian and countdown pedestrian signals could be installed.

3. All Projects and Phases (15 pts)

Core Points

- 10 points: Policy clearly applies to municipal road repairs, upgrades or expansion projects on public right-of-way.
- 0 points: Policy does not apply to projects beyond newly constructed roads or is not clear regarding its application.

Additional points are available

- 5 points: Policy requires procedures be developed to incorporate Complete Street elements when conducting municipal road repairs, upgrades or expansion projects on public right-of-way.

Model Policy Language: All Projects and Phases (Reading, MA)

Where feasible, Complete Streets design recommendations shall be incorporated into all publicly and privately funded projects. This includes transportation infrastructure and street design projects requiring funding or approval by the Town of Reading, as well as projects funded by the state and federal government, such as the Chapter 90 funds, Town improvement grants, Transportation Improvement Program (TIP), the MassWorks Infrastructure Program, Community Development Block Grants (CDBG), Capital Funding and other state and federal funds for street and infrastructure design. The same will be applied to private developments and related street design components or corresponding street-related components. In addition, to the extent practical, state-owned roadways will comply with the Complete Streets resolution, including the design, construction, and maintenance of such roadways within Town boundaries.

The Town Engineer, in consultation with the Department of Public Works and/or the Parking/ Traffic/ Transportation Task Force as needed, will use best judgment regarding the feasibility of applying Complete Streets principles for routine roadway maintenance and projects.

4. Clear, Accountable Exceptions (10 pts)

Making a policy work in the real world requires a process for exceptions to provide for all modes in each project. MassDOT believes the following exceptions are appropriate with limited potential to weaken the policy. They follow FHWA's guidance on accommodating bicycle and pedestrian travel and identified best practices frequently used in existing Complete Streets policies.

1. Accommodation is not necessary on corridors where specific users are prohibited, such as interstate freeways or pedestrian malls.
2. Cost of accommodation is excessively disproportionate to the need or probable use. MassDOT does not recommend attaching a percentage to define "excessive" as the context for many projects will require different portions of the overall project budget to be spent on the modes and users expected. In many instances the costs may be difficult to quantify. A percentage cap may be appropriate in unusual circumstances, such as where natural features (steep hillsides, shorelines, etc.) make it very costly or impossible to accommodate all modes. Any cap should always be used in an advisory rather than absolute sense.
3. A documented absence of current and future need.

Many communities have included other exceptions that MassDOT, in consultation with transportation planning and engineering experts, believes are likely to be considered appropriate:

1. Transit accommodations are not required where there is no existing or planned transit service.
2. Routine maintenance of the transportation network that does not change the roadway geometry or operations; such as mowing, sweeping, and spot repair.
3. Where a reasonable and equivalent project along the same corridor is already programmed to provide facilities exempted from the project at hand.

In addition to defining exceptions through good policy language, there should be a clear process for granting them, preferably with approval from senior officials. Establishing this within a policy provides clarity to staff charged with implementing the policy and improves transparency and accountability to other agencies and the public.

4. Clear, Accountable Exceptions (10 pts)

Core Points

- 4 points: Policy includes one or more exceptions, none are inappropriate.
- 2 points: Lists exceptions, but at least one lacks clarity or allows loose interpretation
- 0 points: Policy lists no exceptions.

Additional points are available

- 6 points: Additional points for specifying an approval process for policy exceptions.

Model Policy Language: Exceptions (Stoughton, MA)

Exceptions to the Complete Streets Policy may be granted by the Town of Stoughton Street Commissioners which include:

1. *Transportation networks where specific users are prohibited by law, such as interstate freeways or pedestrian malls. An effort will be made, in these cases for accommodations elsewhere.*
2. *Where cost or impacts of accommodation is excessively disproportionate to the need or probable use.*
3. *Documentation of an absence of current and future need.*

III. Best Practice

5. Network (10 pts)

An ideal Complete Streets Policy recognizes the need for a connected, integrated network that provides transportation options to a resident's many potential destinations. Approaching transportation projects as part of the overall network—and not as single segments—are vital for enhancing safe access to destinations. Successful Complete Streets processes recognize that all modes do not receive the same type of accommodation and space on every street, but that everyone can safely and conveniently travel across the network. MassDOT encourages additional discussion of connectivity, including block size and intersection density.

5. Network (10 pts)

Core Points

- 10 points: Policy simply acknowledges the importance of a network approach.
- 0 points: Policy does not reference networks or connectivity.

No additional points available for this element.

Model Policy Language: Network (Acton, MA)

WHEREAS, Complete Streets support economic growth and community stability by providing accessible and efficient connections between home, school, work, recreation and retail destinations by improving the pedestrian and vehicular environments throughout communities;...

6. Jurisdiction (5 pts)

Creating Complete Streets networks is challenging because many different agencies have a role in funding, planning and development of streets. Roadways are designed, built and maintained by state, regional, and local agencies, as well as private developers. Individual jurisdictions do have an opportunity to influence the actions of others, through funding or development review, and through an effort to work with their partner agencies on Complete Streets. In this policy element, the policy is rated based on the level of jurisdiction that the policy applies to and recognition of the need to work with other departments, agencies and/or private developers.

6. Jurisdiction (5 pts)

Core Points

- 3 points: A municipality's policy clearly notes that projects receiving any funding (state, federal, private) are expected to follow a Complete Streets approach.
- 2 points: Policy is restricted in its jurisdiction and applicability.
- 0 points: Policy does not clearly state its jurisdiction and applicability.

Additional points are available

- 2 points: Additional points for recognizing the need to work with entities.

Model Policy Language: Jurisdiction (Acton, MA)

(1) All transportation infrastructure and street design and construction projects requiring funding or approval by the Town of Acton shall adhere to the Town of Acton Complete Streets Policy.

(2) Projects funded by the State or Federal government, including but not limited, Chapter 90 funds, Transportation Improvement Program (TIP), MassWorks Infrastructure Program, Community Development Block Grants (CDBG), or other State and Federal funds for street and infrastructure design shall adhere to the Town of Acton Complete Streets Policy, subject to and as may be modified by funding agency guidelines and standards.

(3) Private developments and related or corresponding street design and construction components shall adhere to the Town of Acton Complete Streets Policy.

(4) To the extent possible, state-owned streets shall comply with the Town of Acton Complete Streets Policy, including the design, construction, and maintenance of such streets within Town boundaries, subject to and as may be modified by MassDOT guidelines and standards.

7. Design (10 pts)

Complete Streets implementation relies on using the best and latest design standards to maximize design flexibility. Intertwined with the need to use the best currently available guidance and standards is the need for a balanced approach to transportation design; one that provides flexibility to best accommodate all users and modes given the unique characteristics of the surrounding community. The municipality should consider adding language to the policy that recognizes the need for some roads to offer greater or lesser degrees of accommodation for each type of user while still ensuring basic accommodation is provided for all permitted users.

7. Design (10 pts)

Core Points - awarded independently of each other

- 8 points: Policy clearly names specific recent design guidance or references using the best available.
- 2 points: Policy addresses the need for a balanced or flexible design approach.
- 0 points: Policy does not address design guidance, balancing of user needs, or design flexibility.

No additional points are available for this element.

Model Policy Language: Design (Salem, MA)

The latest design guidance, standards, and recommendations available will be used in the implementation of Complete Streets, including the most up-to-date versions of:

- *The Massachusetts Department of Transportation Project Design and Development Guidebook*
- *The National Association of City Transportation Officials (NACTO) Urban Bikeway Design Guide*
- *The National Association of City Transportation Officials (NACTO) Urban Street Design Guide*
- *Pioneer Valley Planning Commission's Healthy Community Design Toolkit*
- *The latest edition of American Association of State Highway and Transportation Officials (AASHTO) A Policy on Geometric Design of Highway and Streets*
- *The United States Department of Transportation Federal Highway Administration's Manual on Uniform Traffic Design Controls*
- *The Architectural Access Board (AAB) 521 CMR Rules and Regulations*
- *Documents and plans created for the City of Salem, including but not limited to:*
 - › *Bicycle Master Plan*
 - › *Open Space and Recreation Action Plan*
 - › *Salem Downtown Renewal Plan*

8. Context Sensitivity (5 pts)

An effective Complete Streets policy must be sensitive to the surrounding community, its current and planned infrastructure and expected transportation needs. At minimum a Complete Streets policy should mention the importance of context sensitivity in making decisions. MassDOT encourages more detailed discussion of adapting roads to fit the character of the surrounding neighborhood and development.

8. Context Sensitivity (5 pts)

Core Points

- 5 points: Policy mentions community context as a factor in decision-making.
- 0 points: Policy does not mention context.

No additional points are available for this element.

Model Policy Language: Context Sensitivity (Stoughton, MA)

Complete Streets principles include the development and implementation of projects in a context sensitive manner in which project implementation is sensitive to the community's physical, economic, and social setting. The context sensitive approach to process and design includes a range of goals by considering stakeholder and community values on a level plane with the project need. It includes goals related to livability with greater participation of those affected in order to gain project consensus. The overall goal of this approach is to preserve and enhance scenic, aesthetic, historical, and environmental resources while improving or maintaining safety, mobility, and infrastructure conditions.

9. Performance Measures (5 pts)

Understanding what constitutes the success of a municipal Complete Streets policy is important to establish at the outset with the community. Municipalities with Complete Streets policies can measure success a number of different ways, from system-wide multimodal performance measures to project-level indicators. Some community-wide measures may simply aggregate a project-level measure across many projects (such as the total number of accessible curb cuts) and others may address non project-specific issues (such as improved air quality). Below is a partial list of measures the municipality may want to include, starting from simple outputs to more challenging outcomes:

- Linear feet of new or reconstructed sidewalks
- Miles of new or restriped on-street bicycle facilities
- Number of new or reconstructed curb ramps
- Number of new or repainted crosswalks
- Number of new street trees/percentage of streets with tree canopy
- Number of ADA accommodations built
- Percentage completion of bicycle and pedestrian networks as envisioned by municipal plans
- Efficiency of transit vehicles on routes
- Change in percentage of transit stops with shelters
- Change in percentage of transit stops accessible via sidewalks and curb ramps
- Increase in Bicycle, Pedestrian, and Multimodal levels of service (LOS)
- Auto Trips Generated (ATG)
- Number and type of crosswalk and intersection improvements
- Decrease in rate of crashes, injuries, and fatalities by mode
- Transportation mode shift: more people walking, bicycling, and taking transit
- Rate of children walking or bicycling to school
- Vehicle Miles Traveled (VMT) or Single Occupancy Vehicle (SOV) trip reduction
- Economic impacts in business districts
- Satisfaction levels as expressed on customer preference surveys
- Number of approved exemptions from municipal Complete Streets Policy

Given the complexity and range of performance measures available, some policies will opt to focus on creation and deployment of new metrics during implementation. When this is the case, the need for such measures should be mentioned in the policy document.

9. Performance Measures (5 pts)

Core Points

- 5 points: Policy includes at least one performance measure. 0 points: Policy does not include any performance measures.

No additional points are available for this element.

IV. Implementation

10. Implementation Steps (10 pts)

A formal commitment to the Complete Streets approach is only the beginning. MassDOT has identified some examples of implementation steps for a Complete Streets policy:

1. Restructure or revise related procedures, plans, regulations, and other processes to accommodate all users on every project
2. Develop new (or revise existing) design policies and guides to reflect the current state of best practices in transportation design. Municipalities may also elect to adopt national or state level recognized design guidance.
3. Encourage municipal staff and community leaders to attend introductory and advanced classes and training opportunities on Complete Streets.
4. Develop and institute better ways to measure performance and collect data on how well the streets are serving all users.

Assigning oversight of implementation or requiring progress reports is a critical accountability measure, ensuring the policy becomes practice. Policies can also influence the funding prioritization system to award those projects improving the multimodal network. Points for either type of activity are awarded independently.

10. Implementation Steps (10 pts)

Core Points

- 6 points: Policy specifies the need to take action on at least two to four implementation steps or accountability measures.
- 2 points: Policy includes at least one implementation steps or accountability measure.
- 0 points: Policy does not include any implementation or accountability measures.

Additional points are available - awarded independently of each other:

- 4 points: Additional points for identifying a specific person or advisory board to oversee and help drive implementation or establish a reporting requirement.

Model Policy Language: Implementation Steps (Middleton, MA)

A Complete Streets Committee comprised of stakeholders, including members of relevant Town departments will be created to implement this initiative. The Complete Streets Committee will be a multidisciplinary team and members will include representation from: Department of Public Works (DPW), Board of Health, Planning, Inspection Department, Town Administrator's office and other committees, departments or organizations as appropriate. The focus of this Committee will be ensuring the implementation of the Complete Streets Policy and, where necessary, altering existing practices and overcoming barriers that may act as impediments to implementation. In addition, this Committee will regularly update and solicit feedback on potential projects with the general public to ensure that the perspectives of the community are considered and incorporated, as appropriate.

Complete Streets Score Sheet

Table 1 summarizes the Complete Streets Policy scoring system.

Table 1: Complete Streets Policy Element Score Sheet (Possible 100 points)

Complete Street Elements	Potential Scoring
<p>1. Vision and Intent Total Points: 10</p> <p>Core points:</p> <ul style="list-style-type: none"> ● Indirect: Indirect statement (“shall implement Complete Streets principles,” etc.) ● Average: Direct statement with equivocating or weaker language (“consider,” “may”) ● Direct: Direct statement of accommodation (“must,” “shall,” “will”) <p><i>No additional points available for this element.</i></p>	<p style="text-align: right;">2</p> <p style="text-align: right;">5</p> <p style="text-align: right;">10</p>
<p>2. All Users and Modes Total Points: 20</p> <p>Core points:</p> <ul style="list-style-type: none"> ● “Bicyclists and pedestrians” (required for consideration) ● “Bicyclists, pedestrians, and transit” ● “Bicyclists, pedestrians, transit,” plus one more mode ● “Bicycles, pedestrians, transit,” plus two more modes <p><i>Additional points available - awarded independently of each other:</i></p> <ul style="list-style-type: none"> ● Including reference to “users of all ages” ● Including reference to “users of all abilities” 	<p style="text-align: right;">0</p> <p style="text-align: right;">4</p> <p style="text-align: right;">8</p> <p style="text-align: right;">12</p> <p style="text-align: right;">4</p> <p style="text-align: right;">4</p>
<p>3. All Projects and Phases Total Points: 15</p> <p>Core points:</p> <ul style="list-style-type: none"> ● Policy does not apply to projects beyond newly constructed roads, or is not clear regarding its application. ● Policy clearly applies to municipal road repairs, upgrades or expansion projects on public right-of-way. <p><i>Additional points available:</i></p> <ul style="list-style-type: none"> ● Policy requires procedures be developed to incorporate Complete Street elements when conducting municipal road repairs, upgrades or expansion projects on public right-of-way. 	<p style="text-align: right;">0</p> <p style="text-align: right;">10</p> <p style="text-align: right;">5</p>
<p>4. Exceptions Total Points: 10</p> <p>Core points:</p> <ul style="list-style-type: none"> ● No mention of policy exceptions. ● Lists exceptions, but at least one lacks clarity or allows loose interpretation. ● Lists exceptions, none are inappropriate. <p><i>Additional points available:</i></p> <ul style="list-style-type: none"> ● Specifies an approval process. 	<p style="text-align: right;">0</p> <p style="text-align: right;">2</p> <p style="text-align: right;">4</p> <p style="text-align: right;">6</p>

Table 1: Complete Streets Policy Element Score Sheet (cont.)

Complete Street Elements	Potential Scoring
<p>5. Network Total Points: 10</p> <p>Core points:</p> <ul style="list-style-type: none"> • Policy does not reference networks or connectivity. • Policy simply acknowledges the importance of a network approach. <p><i>No additional points available for this element.</i></p>	<p>0 10</p>
<p>6. Jurisdiction Total Points: 5</p> <p>Core points:</p> <ul style="list-style-type: none"> • Policy does not clearly state its jurisdiction and applicability. • Policy is restricted in its jurisdiction and applicability, and does not articulate a need to work with other jurisdictions. • A municipality's policy clearly notes that projects receiving any funding (state, federal, private) are expected to follow a Complete Streets approach. <p>Additional points available:</p> <ul style="list-style-type: none"> • Policy recognizes the need to work with other agencies, departments, or jurisdictions. 	<p>0 2 3 2</p>
<p>7. Design Total Points: 10</p> <p>Core points - awarded independently of each other:</p> <ul style="list-style-type: none"> • Policy does not address design guidance, balancing of user needs, or design flexibility. • References design flexibility in the balance of user needs. • References specific design criteria or directing use of the best and latest designs. <p><i>No additional points available for this element.</i></p>	<p>0 2 8</p>
<p>8. Context Sensitivity Total Points: 5</p> <p>Core points:</p> <ul style="list-style-type: none"> • No mention of keeping within the community context. • Mentions community context as a factor in decision making. <p><i>No additional points available for this element.</i></p>	<p>0 5</p>
<p>9. Performance Standards Total Points: 5</p> <p>Core points:</p> <ul style="list-style-type: none"> • Policy does not include any performance measures or next steps. • Policy includes at least one performance measure. <p><i>No additional points available for this element.</i></p>	<p>0 5</p>

Table 1: Complete Streets Policy Element Score Sheet (cont.)

Complete Street Elements	Potential Scoring
<p>10. Implementation steps Total Points: 10</p> <p><i>Core points:</i></p> <ul style="list-style-type: none"> • No implementation plan specified. • Policy includes at least one implementation step or accountability measure. • Addresses two or more implementation steps or accountability measures. <p><i>Additional points available - awarded independently of each other:</i></p> <ul style="list-style-type: none"> • Policy assigns oversight of implementation to a person or advisory board or for establishing a reporting requirement. 	<p style="text-align: center;">0</p> <p style="text-align: center;">2</p> <p style="text-align: center;">6</p> <p style="text-align: center;">4</p>

Chapter 4: Prioritization Plan Development

Once a municipality has developed a Complete Streets policy that has been approved by MassDOT and adopted at the local level, or has committed to develop a policy within 1 year of MassDOT verification of a commitment letter, the next step is to develop a Prioritization Plan – Tier 2 of the MassDOT Complete Streets Funding Program. Within this plan, the municipality will identify projects that incorporate Complete Streets elements and rank these projects based on their ability to address defined issues/needs. Through the Prioritization Plan process, the municipality will also assess project details including the readiness level of each project, conceptual cost estimate, and multimodal benefits.

The Project Prioritization Plan must be accepted by MassDOT before a municipality can apply for Complete Street project construction funding in Tier 3 of the Program.

Prioritization Plan Development Actions

- 1. Download MassDOT Prioritization Plan template from Portal**
- 2. Determine evaluation criteria**
- 3. Develop methodology to apply the evaluation criteria (establish weights)**
- 4. Submit Prioritization Plan to MassDOT (upload to Portal)**

Prioritizing Projects at the Local Level

Many municipalities have existing Prioritization Plans or plans of highly desired projects already developed. These plans can most often be modified to fit the MassDOT Complete Streets Prioritization Plan format and then ranked based on the municipality's desired evaluation criteria (considerations discussed below). The municipality can use existing Capital Improvement Plans, Master Plans, Long Range Transportation Plans, Local Comprehensive Plans, and other available documentation to form the basis of the Complete Streets Prioritization Plan. Further guidance on project types, needs assessments, and the development of Prioritization Plan elements can be found below and in Chapter 5.

Potential Evaluation Criteria

The process of prioritizing projects will be unique to each community and should consider evaluation criteria tailored to addressing defined issues/needs and accomplishing goals established by the municipality. A municipality should select evaluation criteria that are applicable to a wide range of projects, efficient to apply and easy to understand, and agreed upon by various departments to ensure consistency and efficacy. Potential criteria that could be evaluated include:

- Safety benefits (addresses high crash location, reduces vehicular speeds, etc.)
- Pedestrian mobility improvements (new or improved crosswalks, ADA upgrades, sidewalks/paths, pedestrian signals, lighting, signage, etc.)
- Bicycle mobility improvements (new or separated bike lanes, wider shoulders, signal accommodation, shared-use paths, bicycle parking, signage, etc.)
- Transit operations and access improvements (enhanced stop amenities, dedicated bus lanes, queue jump lanes, stop consolidation, signal priority, etc.)

- Vehicular operations improvements
- Freight operations improvements
- Air quality benefits
- Compatibility with local or regional goals
- Degree of public/stakeholder support
- Plan progress
- Anticipated project schedule
- Cost estimate

As part of the evaluation process, municipalities may also wish to consider potential impacts to right-of-way, environmental resources, cultural/historical resources, and environmental justice as criteria.

Example Methods to Prioritize Projects

Once a municipality develops a list of active and potential Complete Streets projects and gathers project details to assess the selected evaluation criteria, the city or town would then develop a methodology to apply these criteria and prioritize its list of projects. A variety of prioritization methodologies could be considered:

- **Evaluation Criteria** – Apply the selected evaluation criteria to each Complete Streets project with the project scoring the highest ranked as number one and so on.
- **Weighted Evaluation Criteria** – Establish weights for the selected evaluation criteria to emphasize the municipality’s key goals. Score the list of Complete Streets projects using these weighed evaluation criteria.
- **Weighted Evaluation Criteria plus Cost Level** – Group projects into cost levels after ranking projects based on weighed evaluation criteria.
- **Weighted Evaluation Criteria plus Target Geographies** – Group projects into targeted geographies (i.e. town centers, recreational areas, schools) after ranking projects based on weighed evaluation criteria.

Submitting a Prioritization Plan

The intent of the Prioritization Plan for the purposes of the MassDOT Complete Streets Funding Program is to streamline municipal plans into uniform, organized content that allows MassDOT to review projects, allows for a broader understanding of the municipality’s upcoming transportation plan, and will allow for the ability to sort projects among all Complete Streets municipalities for specific performance measures. Municipalities are encouraged to submit Prioritization Plans that include anticipated projects over a five-year horizon and to commit to regularly updating their plans as needs within the community change or projects are completed.

Once a municipality enters Tier 2 of the program, a Prioritization Plan template will be available for download on the Complete Streets online Portal (see Chapter 6). Instructions for completing the Prioritization Plan form are provided in Appendix D. The municipality will identify the Complete Streets project type, need addressed, funding amount requested, and other information about each project in their plan. As discussed above, it is up to the municipality’s discretion how specific projects should be prioritized. Once the municipality has completed their Prioritization Plan, the form is uploaded back to the online Portal. The system will alert MassDOT and the review committee will review and approve the plan. Upon approval of the Prioritization Plan, the municipality has successfully completed Tier 2.

Chapter 5: Incorporating Complete Streets Best Practices

Embedding Complete Streets Best Practices into programs and activities a municipality regularly performs encourages a holistic approach and can limit additional burdens. This chapter discusses methods for a municipality to incorporate Complete Streets Best Practices.

Embedding Complete Streets Best Practices into Programs

- 1. Capital Improvement Plans**
- 2. Network Gap Analysis**
- 3. Private Development**
- 4. Recurring Roadway Rehabilitation**
- 5. ADA Transition Plan/Assessment**
- 6. Safety Audits**
- 7. Bike/Ped Audits**

Capital Improvement Plans

Consideration of the municipality's Complete Streets policy and Prioritization Plan should be incorporated into planning, approval, design, and funding for all of roadway and infrastructure projects. The municipality's Capital Improvement Plan can be considered as a resource for the development of the Prioritization Plan. To the extent practical, projects should anticipate opportunities to incrementally achieve fully Complete Streets and networks over time. The municipality should examine all planned capital improvement projects to determine if they can be leveraged to advance the Complete Streets policy and, moving forward, apply the policy to all applicable transportation projects in the Capital Improvement Plan. This may include:

- Considering all elements of the right-of-way and utilizing all applicable Complete Streets policies during repaving and resurfacing.
- Modifying Capital Improvement Program project criteria to value inclusion of transit, bicycle, and pedestrian features.
- Planning all future roadway projects to benefit all users, with consideration given to land use, available right-of-way, and cost.
- Evaluating construction costs based upon each type of facility proposed within the right-of-way in order to maximize community benefits.

Network Gap Analysis

Balancing the needs of all users across an integrated multimodal transportation network is essential to enabling safe travel. Rather than trying to make each street perfect for every traveler, communities should

aim to develop a holistic street network that emphasizes critical connections and the nexus of modes around key destinations.

A critical step in developing a comprehensive network is first evaluating existing accommodations by mode and then overlaying an understanding of land use, demographics, safety, and usage statistics. This process will help to identify gaps in each of the modal networks in a community. By overlaying the networks (pedestrian, bicycle, transit, etc.), a municipality can identify missing or inadequate connections between modes. The results of this network gap analysis could be used to inform and prioritize Complete Streets improvements.

Network gap analysis is a snapshot of the current system and outlines where gaps in the system are currently located. Municipalities should recognize that it will become outdated as the transportation network changes and Complete Streets projects are installed and should plan to continually update their network gap analysis.

Municipalities could complete a network gap analysis in a variety of ways and should tailor their approach to local needs and priorities. It is anticipated that the network gap analysis could be completed by one or more of these methods:

- Utilizing a multimodal travel demand model to assess desire lines based on land use
- Developing a geodatabase using GIS analysis tools
- Conducting a site walk of critical connections with one or more advocacy groups (WalkBoston, MassBike, etc.), district/chamber of commerce, neighborhood associations, or other local groups
- Interviewing key stakeholders

Specific elements evaluated during the network gap analysis could include:

- Sidewalks and Paths
- Bike Facilities
- Marked Crosswalks
- Transit Routes/Frequency
- Roadway centerline, number of lanes, curblines, right-of-way
- Average Annual Daily Traffic (AADT)
- Posted Speed Limit
- Signalized Intersections
- Jurisdiction Boundaries
- Land Use (Zoning Classifications)
- Community/Senior Centers
- Parks
- Population
- Employment Centers/Employees
- Demographics (Census Data)
- Elementary, Middle, and High Schools (Public and Private)
- Universities and Community Colleges
- Crash Data
- Topography

Municipalities should utilize existing documents, such as pedestrian and bicycle studies or community master plans, as a resource and to help guide network-related decisions.

It may be beneficial to collaborate with other levels of government, adjacent municipalities (provided they are also Complete Streets communities), and/or departments within the community to complete a network gap analysis and foster partnerships for future project prioritization and implementation.

Private Development Review

Creating networks of Complete Streets requires coordination among both public and private entities. Private developers are often responsible for building roads in new developments or altering the right-of-way – both having a major impact on road networks.

It is key for private developers to follow a community's Complete Streets vision. To ensure a shared vision, municipalities should include language regarding the review of private development projects and how they will incorporate Complete Streets. Communities may choose to include changes to zoning or subdivision codes or to right-of-way standards in their Complete Streets policy or implementation plan to ensure newly built or redesigned streets are aligned with the approved Complete Streets policy. To encourage a dense, well-connected network of streets, municipalities may choose to specify preferred and maximum block lengths based on land use.

Recurring Roadway Rehabilitation

A comprehensive Complete Streets strategy strives to consider all transportation improvements as opportunities to create safer, more accessible streets for all users. This includes the integration of Complete Streets elements not only into new construction and reconstruction projects, but also into rehabilitation, repair, major maintenance, and operations work so that even small projects can be an opportunity to make meaningful improvements.

Maintenance projects typically involve the repair and preservation of the roadway pavement structure, and upgrading pavement markings and signage to meet safety requirements. Opportunities to implement Complete Streets elements within these types of projects include:

- Restriping to reduce lane widths or reallocate space to provide a full bike lane
- Striping shoulders
- Striping wider outside lanes
- Providing shared lane markings
- Road diets by restriping or reassigning lanes
- Widening or paving a shoulder to provide striped bike lane, wider outside lane, or paved shoulder
- Upgrading or installing curb ramps to achieve ADA compliance

Operation projects such as intersection improvements, traffic signal installation/upgrades, pavement restriping, and roadway widening also offer opportunities to include Complete Streets elements:

- Restriping or widening shoulders through intersections for bike lanes
- Installing sidewalks
- Providing crosswalks
- Providing pedestrian refuges or islands
- Upgrading or installing curb ramps to achieve ADA compliance
- Installing pedestrian signal heads and countdown equipment
- Retiming signals to allow for pedestrian phases and/or improve pedestrian operations
- Incorporating accessible pedestrian crossing signals

- Incorporating other Complete Streets amenities or technologies

Routine maintenance activities such as mowing, sweeping, spot repair, temporary detours, etc. may not be appropriate to incorporate Complete Streets elements. While MassDOT Complete Streets construction funding could be available for the measures identified above, funding shall not be awarded for roadway resurfacing costs.

ADA Transition Plan/Assessment

As a requirement of the 1990 ADA legislation, each municipality was expected to establish and implement an ADA Transition Plan within the public right-of-way. This plan was meant to ensure that citizens of all abilities were able to gain access to and navigate public roadways and within public buildings. For transportation infrastructure, this is managed federally through the ADA Accessibility Guidelines (ADAAG) and at the state level through 521 CMR (note that it is expected that the Public Rights-of-Way Accessibility Guidelines (PROWAG) will supersede ADAAG in the near future and the most recent approved guidance should be followed). While both state and federal guidelines are still emerging, a review of accessible features within a municipality (and their compliance with current guidelines), particularly along roadways that connect activity centers or are identified as network gaps is essential in the design of Complete Streets.

Policies should recognize the need to provide access for all ages and abilities and prioritization should consider a full range of improvement options. Incremental improvements such as fully compliant wheel chair ramps, traffic signal equipment, and transit stations can greatly enhance the user experience. Longer term solutions such as relocating utility poles and ensuring adequate clearance around obstructions are also encouraged. An assessment of ADA compliance within a municipality is a low cost action that can lead to meaningful improvements for underserved populations.

Safety Audits

Since potential criteria for prioritizing Complete Streets projects may include safety benefits, it seems reasonable to anticipate that municipalities need to identify safety issues on their existing network or on proposed projects. FHWA has developed several tools to assist in the identifying safety issues and proposed counter measures. Road Safety Audits (RSAs) bring an improved understanding of crash cause and countermeasures to bear in a proactive manner. Well-documented experience shows that RSAs are both effective and cost beneficial as a proactive safety improvement tool. The *FHWA Road Safety Audit Guidelines* provide a foundation for public agencies to draw upon when developing their own RSA policies and procedures and when conducting RSAs within their jurisdiction.

An RSA is a formal safety performance examination of an existing or future road or intersection by an independent audit team. It qualitatively estimates and reports on potential road safety issues and identifies opportunities for improvements in safety for all road users. The RSA team considers the safety of all road users, qualitatively estimates and reports on road safety issues and opportunities for improvement.

An RSA is not a means to check compliance with design standards nor a crash investigation. Rather, an RSA is proactive review focused on road safety for all users conducted by a multidisciplinary team independent of the design team.

The aim of an RSA is to answer the following questions:

- What elements of the road may present a safety concern: to what extent, to which road users, and under what circumstances?
- What opportunities exist to eliminate or mitigate identified safety concerns?

Bike/Ped Audits

Similar to an RSA, pedestrian and bicycle RSAs are formal safety examinations of a future transportation plan or project or an existing facility focused on pedestrian and bicycle issues, and is conducted by an independent, multidisciplinary team but geared more to the issues associated with non-motorized travel.

FHWA has produced guides to assist municipalities in the conduct of a bicycle and/or a pedestrian road safety audit. The *Pedestrian Road Safety Audit Guidelines and Prompt Lists* and the *Bicycle Road Safety Audit Guidelines and Prompt Lists* provide residents, local officials, transportation agencies and road safety audit teams with a better understanding of the needs of pedestrians and bicyclists in the transportation system. The first section in each Guide discusses basic concepts of an RSA such as understanding the characteristics of all pedestrians and cyclists, analyzing pedestrian/bicycle crash data, and use of the Guide. The second section of the guides includes guidelines and prompt lists that will help familiarize the RSA teams with potential pedestrian and bicyclist issues and help the team identify specific safety concerns and appropriate countermeasures during a field review of existing facilities or during a plan review for proposed projects.

RSAs are a cost effective method to proactively identify safety issues and make suggestions on measures and facilities to improve pedestrian and bicycle safety that may be included in a community's Complete Streets Prioritization Plan

Chapter 6: MassDOT Process

MassDOT has developed an online Portal and contractual process for municipalities seeking funding in Tier 2 and Tier 3. The process is familiar to many municipal officials and is comprised of training offered by MassDOT, use of the online Portal, and project implementation.

Training

To increase understanding and adoption of a Complete Streets design approach, MassDOT has sponsored a series of workshops on the topic of Complete Streets. Training attendees could include municipal public works and planning staff, local elected leaders, professional designers, and MassDOT employees throughout the Commonwealth.

Training on Complete Streets has been developed into two sessions: Complete Streets Training & The Complete Streets Funding Programs (referred to as the "101"); and an advanced training on Complete Streets (referred to as the "201"). Both sessions are offered through Baystate Roads, the Massachusetts Local Technical Assistance Program (LTAP) designed to improve access to highway, road, and street technology for local agencies.

Attendance by a municipal employee at either a Complete Streets 101 or 201 training session is a prerequisite for receipt of funding through the Complete Streets Funding Program. The training attendees will be required to submit their attendance records as part of the Program application process.

- **Complete Streets 101 Introductory Training** – This session covers the basic concepts of Complete Streets, emphasizes MassDOT's Project Development & Design Guide, shows some innovative approaches towards Complete Streets, discusses health and economic benefits, and gives an overview of the elements of a Complete Streets Policy and the Complete Streets Funding Program requirements. (3 hours)
- **Complete Streets 201 Advanced Training** – This advanced training focuses more on the engineering behind Complete Streets by following in greater detail The Project Development & Design Guide as well as the latest Policy and Engineering Directives. Case studies will be evaluated to discuss options towards implementation of Complete Streets as well as a field visit to discuss Complete Streets options. (6 hours)

Individuals may view schedules and register for training sessions on Baystate Roads' website: <http://baystateroads.eot.state.ma.us/>

As part of the training program, several resources for planning and designing Complete Streets will be referenced. A list of these suggested resources is provided in Appendix E.

Online Portal and Process

The MassDOT Complete Streets Portal is an online web application designed to facilitate applying, and ultimately being approved for, Complete Streets project funding. To meet the requirements for Complete Streets funding a municipality must qualify in three different Tiers by providing required documentation and having that documentation approved. The Complete Streets Portal facilitates this qualification process by providing access to relevant templates, a means to upload the documentation, and an iterative solution for document approval by MassDOT Complete Streets administrators. As such the Portal provides the central location for municipalities to engage in this qualification process, monitor progress, and respond to feedback.

Online Portal Actions

- 1. Visit <https://www.masscompletestreets.com/> to register**
- 2. Fill out Municipality Profile information**
- 3. Provide Representative Information (person who attended CS Training & Program Contact Person)**
- 4. Under Tier 1 Tab – upload Complete Streets Policy or Letter of Intent to Become a Complete Streets Municipality**
- 5. Under Tier 2 Tab – Download Prioritization Plan Template then upload once completed**
- 6. Under Tier 3 Tab – Identify projects you would like funded (up to 5 and no more than \$400k)**
- 7. Monitor email submitted under municipality profile as most actions will result in email notifications**

A municipality first engages with the Portal by becoming authorized to participate in the program via a curated registration process. Once officially registered the municipality is at Tier 1 status. At Tier 1 a municipality can submit a Complete Streets Policy document and/or an Intent to Fulfill Tier 1 requirements letter. Once submitted the Complete Streets Policy is reviewed and scored by the Completes Streets review committee. If the policy scores high enough (80 points or higher) the municipality has achieved Tier 2 status. In addition, the municipality can achieve Tier 2 status if the Intent to Fulfill Tier 1 requirements letter is approved.

At Tier 2 the municipality can download a Tier 2 funding agreement (only required if the municipality is seeking technical assistance for Tier 2) and a Prioritization Plan template. Having completed the template locally the municipality can upload the Prioritization Plan for review and approval. While the contract forms are available for download from the Portal, they are submitted as signed hard copies and sent directly to MassDOT⁵. Approval of the Prioritization Plan will result in the municipality being considered at Tier 3 status.

At Tier 3 the municipality can download a Project Application Form and a Contract Form to apply for Complete Streets project funding. Similar to the Tier 2 contracting process, completed Contract forms are submitted as hard copies directly to MassDOT. Complete Streets project funding applications are submitted through the Portal and the application status will be updated on the Portal accordingly. The municipal contact will be notified directly when project funding decisions are made.

⁵ Submission instructions are provided on the contract forms.

Complete Streets Program material can be found at:

<http://www.mass.gov/massdot/completestreets>

The Complete Streets Funding Program Portal can be found at:

<https://www.masscompletestreets.com/>

Instructions for the Portal can be found in Appendix F.

Project Implementation

Once a municipality receives project approval from MassDOT, project implementation can proceed.

Complete Streets grants awarded will be reimbursed through State Aid, similar to the Chapter 90 program. Information on the Chapter 90 program can be found online:

<http://www.massdot.state.ma.us/highway/DoingBusinessWithUs/LocalAidPrograms/Chapter90Program.aspx>

Funding coordination and communication for Complete Streets will be through each Districts' State Aid Office, a list of which is provided in Appendix G. The most recent contact information for each district can be found on the MassDOT website:

www.massdot.state.ma.us/highway/DoingBusinessWithUs/LocalAidPrograms/Chapter90Program/ContactInformation.aspx

Local Aid Program

Communities need to provide adequate documentation to the State Aid Engineer to demonstrate compliance with MassDOT's policies and requirements for procuring design and construction bids for approved projects, as outlined below. All forms listed below must be submitted to the District State Aid Engineer and can be found in Appendix H or online:

(<https://www.massdot.state.ma.us/highway/DoingBusinessWithUs/LocalAidPrograms/Chapter90Program/ContactInformation.aspx>)

- **Designer Prequalification** – Designers selected by communities for the design development for projects must be prequalified for the approved project type. For more information on designer prequalifications, visit:
<http://www.massdot.state.ma.us/highway/DoingBusinessWithUs/DesignEngineering/PrequalificationofArchitecturalEngineering.aspx>
- **Contractor Requirements** – Contractors selected by communities must be prequalified for the approved project type with a value of \$50,000 and greater. For more information on contractor requirements visit:
<http://www.massdot.state.ma.us/highway/DoingBusinessWithUs/Construction.aspx>
- **Summary of Bid Forms** – Communities need to submit the construction bid results for approved projects.
- **Environmental Punch Lists** – All environmental permits and permissions must be obtained prior to the start of construction.
- **Final Report** – Upon completion of construction, this form is to be completed by the municipalities.

Contracting with MassDOT

Upon project approval by MassDOT, the municipality will receive a MassDOT Standard Contract Form for the approved project costs. The contract will need to be signed by authorized personnel for the municipality and sent back to MassDOT for processing. Costs for Complete Streets improvements will not be reimbursed prior to the municipality's receipt of a signed Contract Form and/or written Notice to Proceed issued by MassDOT.