



New Mexico Department of
Transportation

Complete Streets Strategic Plan

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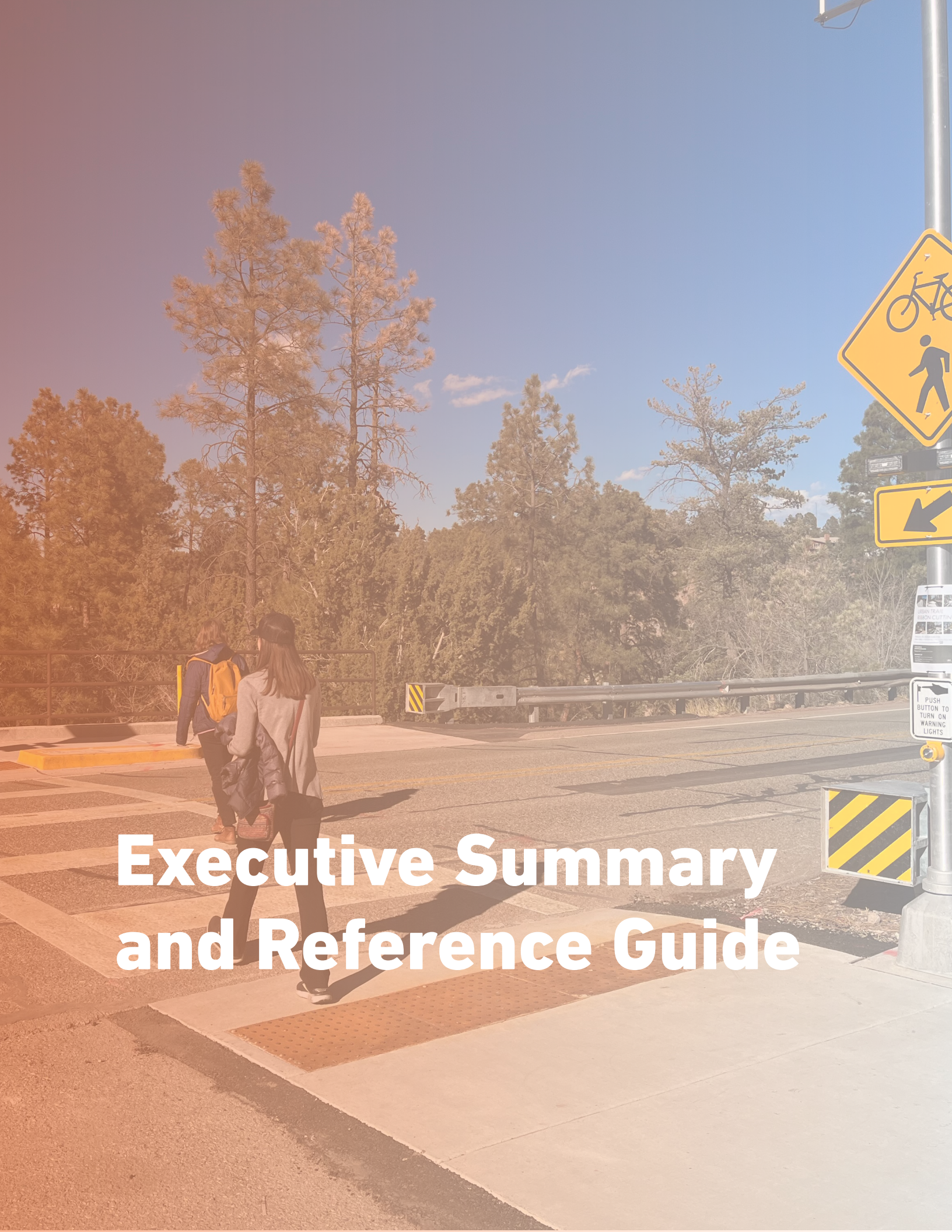
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Executive Summary and Reference Guide

Executive Summary and Reference Guide

Defining Complete Streets

Complete Streets are streets and transportation networks that meet the needs of all roadway users. Complete Streets is not a one-size fits all method of roadway design with a single predetermined outcome; rather, it is a context-based approach to roadway planning, design, operations, and maintenance in which the appropriate design can vary but the overall intent is to increase transportation options and enhance safety. Complete Streets is also a mentality where the consideration of people walking, biking, and rolling is considered equally alongside motor vehicle traffic.

Plan Contents

The *Complete Streets Strategic Plan* establishes methods for integrating Complete Streets considerations into the existing NMDOT project development process and identifies tools that can help planners and engineers determine whether and how to include multimodal elements and select appropriate facility types. The *Strategic Plan* also outlines the resources needed to build internal capacity around the application of Complete Streets principles, including training programs and clearly defined staff roles and responsibilities.

The *Strategic Plan* contains five complementary sections, each of which features recommendations and action items to improve NMDOT Complete Streets practices:

- 1. Procedures and Manuals:** Recommended updates to technical manuals, engineering reference documents, and internal procedures to formalize consideration of Complete Streets elements as part of the project development process.
- 2. Reference Documents and Datasets:** Resources to proactively identify projects or

to inform the desired street elements for a particular roadway during project scoping.

- 3. Subject-Specific Analysis and Design Considerations:** Recommendations for the development of guidance documents that would make it easier to analyze needs and select appropriate facility types.
- 4. Personnel and Resources:** Staffing recommendations related to Complete Streets analysis and design, a training program to build internal capacity, and ongoing resources for the maintenance of multimodal facilities.
- 5. Codifying Complete Streets:** Potential approaches to formalize New Mexico's commitment to addressing the safety and mobility needs of all roadway users.

Applying Complete Streets Principles Across All Project Types

NMDOT projects can be categorized into three general types, based on the level of engineering analysis that takes place:

- Maintenance/preservation
- Rehabilitation
- Capital improvement

Each project type presents different opportunities for the consideration of Complete Streets design needs as part of project scoping. The table below identifies the connection between recommended products and elements of the *Strategic Plan* – including reference documents and datasets, updates to procedures and technical manuals, and subject-specific guidance documents – and each project type. The various sections of the *Strategic Plan* describe the recommended tools and products in greater detail.

Element	Purpose and Opportunities for Complete Streets Integration	Project Development Type			Page No.
		Maintenance	Rehabilitation	Capital Improvement	
Internal Needs					
Project Lifespan Form	Expand and transform the Conditions Analysis Report (CAR) Form used for maintenance projects into a standard Project Lifespan Form for the initiation, scoping, and tracking of all project types, including documentation of Complete Streets considerations.	X	X	X	23
Project Evaluation Process and Manual	Expand the evaluation process used for maintenance projects to apply to all projects and to include additional Complete Streets-related metrics.	X	X	X	24
Engineering Scoping Reports	Develop a standard template to create greater consistency and document Complete Streets needs as part of rehabilitation projects.		X		27
Location Study Procedures Manual	Build upon existing guidance for Phase A/B Studies with clearer direction for when and how to consider Complete Streets considerations as part of the development of alternatives for capital projects.			X	28
Statewide Access Management Manual	Update the manual to include greater consideration of land use context and multimodal needs as part of site access requirements.			X	31

Element	Purpose and Opportunities for Complete Streets Integration	Project Development Type			Page No.
		Maintenance	Rehabilitation	Capital Improvement	
Field Safety Assessments	Develop and apply procedures for site visits to help planners and engineers experience and better understand safety challenges for people walking, biking, and rolling in a particular location.		X	X	32
Maintenance Projects Checklist	Develop a standard checklist for identifying pavement treatments and Complete Streets design opportunities in maintenance projects.	X			App A
Reference Documents and Datasets					
Land Use Context Zones	Define land use context zones that inform modal priorities and design approaches that support the surrounding context.	X	X	X	36
Underserved Communities	Develop a tool that identifies underserved communities based on limited transportation options, household income below the state or county median, and/or other factors.	X	X	X	37 App B
Main Streets Inventory	Develop an inventory of locations across New Mexico where US and NM highways pass through a community and function as a Main Street.		X	X	38
Road Diet Candidates	Identify US and NM highways that meet criteria for the reduction of travel lanes and allocation of roadway space for other users.	X	X	X	40

Element	Purpose and Opportunities for Complete Streets Integration	Project Development Type			Page No.
		Maintenance	Rehabilitation	Capital Improvement	
Bikeway Conditions and Shoulder Inventory	Maintain an inventory of formal bikeways and shoulders to inform project identification and scoping.	X	X	X	41
Subject-Specific Analysis and Design Considerations					
Pedestrian Analysis	Develop guidance for analyzing pedestrian conditions, the selection of pedestrian facilities, and the need for and general type of enhanced crossings.	X	X	X	44 App C
Safety Analysis	Develop guidance for collecting and analyzing safety data and developing relevant countermeasures as part of project scoping.		X	X	44 App D
Bikeway Design	Update bikeway facility selection and design guidance to reflect best practices.	X	X	X	45
Quick Build Guide	Provide guidance and background information on low-cost high impact roadway treatments using semi-permanent but durable materials that can increase transportation options and have a significant impact on roadway safety.	X	X	X	47
Road Diet Guidance	Update existing NMDOT Road Diet Guide to include a wider range of situations and contexts.	X	X	X	48
Striping Plan Development	Develop guidance for the application of Complete Streets-related modifications that can be achieved via restriping as part of roadway resurfacing projects.	X	X	X	App E



Introduction

Introduction

New Mexico has numerous and well-established transportation challenges – the state faces a severe traffic safety crisis, transportation costs stretch the budgets of New Mexican households, and many roadways lack infrastructure for vulnerable road users. While the New Mexico Department of Transportation (NMDOT or the Department) adopted the *Prioritized Statewide Bicycle Network Plan* in 2018 and the *Pedestrian Safety Action Plan* in 2021, and significant progress has been made, further steps are necessary to tackle these issues.

A Complete Streets approach to street design in which safe and high-quality transportation options are provided for all roadway users – including pedestrians, bicyclists, people rolling and using assisted mobility devices, and motorists – is a vital strategy for addressing these challenges. This approach also offers important co-benefits such as public health, economic and community revitalization, reduction in carbon emissions, and improved access to jobs and services.

The *Complete Streets Strategic Plan (Strategic Plan)*, a first-of-its-kind effort for NMDOT, identifies concrete action items and outlines next steps for institutionalizing Complete Streets in NMDOT practices. In particular, the *Strategic Plan* establishes methods for integrating Complete Streets considerations into existing project development processes and identifies tools that can help NMDOT staff determine whether and how to include multimodal elements and select appropriate facility types. The *Strategic Plan* also outlines the resources needed to build internal capacity around the application of Complete Streets principles, including training programs and clearly defined staff roles and responsibilities.

Intended Users of the Complete Streets Strategic Plan

The Strategic Plan provides a blueprint for NMDOT to integrate Complete Streets considerations and analysis into internal process. Plan recommendations related to multimodal needs analysis, once fully implemented, can also be used by tribal governments and local agencies to develop Complete Streets-related improvements on locally owned roads.

Fulfillment of Federal Complete Streets Requirements

The Strategic Plan helps NMDOT work toward meeting numerous federal goals. Through this Strategic Plan, NMDOT fulfills federal requirements to use at least 2.5 percent of its federal planning funds to adopt or develop Complete Streets policies or standards, develop a Complete Streets prioritization plan, or develop an active transportation plan. Additionally, the strategies identified in the Plan will help NMDOT meet targets for various federal performance measures related to safety and system reliability.

What Do Complete Streets Look Like?

Complete Streets treatments can range from “paint and post” installations and simple roadway restriping to permanent infrastructure. In more **urban environments**, Complete Streets projects may include dedicated and separated spaces for people walking and biking, on-street parking, and elements that improve safety such as street lighting and intersection improvements. In **rural environments**, Complete Streets often feature treatments like paved shoulders and signage that can be implemented cost-effectively during repaving projects.

What are Complete Streets?

The **Bipartisan Infrastructure Law** (2021) defines Complete Streets as providing for:

Safe and adequate accommodation of all users of the transportation system, including pedestrians, bicyclists, public transportation users, children, older individuals, individuals with disabilities, motorists, and freight vehicles.

For its part, **NMDOT** defines Complete Streets as follows:

Context-appropriate and sustainable transportation networks that are designed, built, operated, and maintained to provide safe mobility for all users.

More generally, **Complete Streets** is a **flexible approach** to roadway planning, design, operations, and maintenance which holds that street elements are not prescribed but instead vary based on the context and the likely users. Complete Streets elements can be applied to urban, suburban, small town, and rural areas with different outcomes. A series of streets can also form a complete network if they collectively meet the needs of all street users.

Complete Streets in New Mexico Contexts

New Mexico is a large, primarily rural state, yet populations are concentrated in a small number of metropolitan areas. New Mexico also features numerous state and US highways that serve as

Figure 1: Examples of Complete Streets in New Mexico



Complete Streets design elements along **Main Street in Farmington** include a road diet with roundabouts, widened sidewalks, pedestrian amenities, bulb-outs and crossing improvements, and landscaping.



Left: Rural multi-use trail **near Central Kirtland High School along CR 6100, Town of Kirtland**.
Right: Pedestrian improvements along **US 54, Village of Carrizozo**.

the Main Street through small communities and towns. This variability in conditions makes it critical that NMDOT be able to apply a consistent **Complete Streets planning and design process** that results in **context-specific street designs**. Fortunately, there are a growing number of examples of Complete Streets treatments across the state, including projects led by both NMDOT and tribal and local planning agencies (T/LPA) in rural and urban contexts (see Figure 1).

An Essential Strategy for Addressing Roadway Safety

New Mexico is frequently ranked as the deadliest state for pedestrians based on pedestrian deaths per capita.

From 2018 to 2022, New Mexico had an average of 4.17 pedestrian deaths per 100,000 people, the highest average of all states.

By comparison, the state with the second highest rate, Florida, had an average of 3.43 pedestrian deaths per 100,000 people.¹ The seriousness of this issue is at the root of NMDOT's Target Zero initiative, which aims to eliminate traffic fatalities by 2050, and means that safety should be an explicit element of NMDOT-led projects.

Safety is a fundamental tenet of a Complete Streets approach. Applying appropriate Complete Streets principles can reduce roadway fatalities and serious injuries while also enhancing the overall quality of the transportation system, making it more attractive and accessible for people to walk, ride a bicycle, use a wheelchair, and/or access transit to reach their destination.

Complete Streets Principles

The commitment to integrating Complete Streets practices into project development furthers NMDOT goals related to safety, emissions

reduction, and increasing transportation options, as established in other departmental documents such as the *Long-Range Statewide Transportation Plan*. The *Strategic Plan* identifies clear, tangible steps for addressing these goals by applying the following principles:

- **Safety is crucial for all roadway users.** Complete Streets design techniques have demonstrated safety benefits, including managing motor vehicle speeds and creating separation among roadway users
- **People who walk and bike are legal street users.** Roadway designs should create a comfortable travel experience for all potential users. Walking (or using an assisted mobility device) is a foundational way of getting around, and many driving or transit trips involve some level of walking to reach a destination. Bicycles are permitted on all NMDOT facilities, except on interstates within municipal limits and other closed access facilities.
- **Context-driven design is essential.** Every Complete Streets design should be right-sized based on the location, land use, and safety factors. While design guidance can streamline planning and engineering decisions, every roadway should have a unique design based on the context and the likely mix of users.
- **Diversifying transportation options can promote freedom of choice and make a transportation system more resilient.** Complete Streets contribute to reduced emissions by facilitating the use of non-motorized transportation options and support more resilient transportation systems by ensuring roadway users can continue to travel if one mobility option is compromised. Complete Streets are also a means of promoting choice and giving New Mexicans the freedom to select how they complete their trips.

Existing NMDOT Resources, Plans, and Policies

The *Strategic Plan* builds upon a strong policy and planning foundation.

State Policy: New Mexico Statute § 67-3-62 (2017) requires provisions for pedestrian, bicycle, and equestrian traffic “along new alignments or for ...substantially widening highways along existing alignments.” State Memorial 35 recognizes and supports Complete Streets efforts throughout the state and declares February 11 as “New Mexico Complete Streets Day.” ²

NMDOT Planning Efforts: Although NMDOT has not previously developed a Complete Streets-specific planning or policy document, numerous NMDOT plans and policies feature Complete Streets principles and concepts,

including long-range, strategic, and mode-specific plans, as well as procedural and design documents. NMDOT plans that include Complete Streets elements include the *Pedestrian Safety Action Plan*, the *Vulnerable Road Users Safety Assessment*, and the *Statewide Prioritized Bicycle Network Bike Plan (NM Bike Plan)*. This *Strategic Plan* builds upon principles and concepts from these and other NMDOT plans to identify further opportunities and resources for implementation. See Table 1 for a summary of relevant plans and policy documents.

¹ Dangerous by Design 2024, Smart Growth America. <https://smartgrowthamerica.org/dangerous-by-design/state-of-the-states/>

² <https://www.nmlegis.gov/Sessions/17%20Regular/memorials/senate/SM035.pdf>

Table 1: Relevant NMDOT Plans and Policies

Document	Purpose and Relevance to Complete Streets
State Access Management Requirements (2008) (NMAC 18.31.6)	Outlines access management regulations, permitting processes, traffic study requirements, and design requirements for NMDOT-owned and maintained roadways in urban and rural settings. Requirements include language to “provide” for non-motorized modes, such as pedestrians, bicyclists, equestrians, and those with disabilities.
Statewide Prioritized Bicycle Network Plan (NM Bike Plan) (2018)	Identifies priority tiers for bikeways along US and NM highways, as well as design guidance based on priority tier and roadway context (i.e., urban or rural). The NM Bike Plan assumes that bikeway facility implementation will occur as part of larger roadway improvement projects.
Design Manual (updated 2020)	Provides design guidance for all aspects of engineering design along roadways owned and maintained by NMDOT. The manual contains a dedicated section on pedestrian facility design and refers to the NM Bike Plan for facility selection and design guidance.
Project Evaluation Process Manual (2021)	Summarizes the criteria and methodology for prioritizing maintenance and preservation projects. Evaluation criteria include the NM Bike Plan priority tier and shoulder width.

Document	Purpose and Relevance to Complete Streets
New Mexico 2045 Plan (Long Range Statewide Transportation Plan, 2021)	Federally mandated long-range plan that provides statewide snapshot of transportation needs and investment gaps, evaluates future scenarios, sets strategic direction for investments, and identifies implementation strategies. Complete Streets considerations are integrated throughout the plan.
Strategic Highway Safety Plan (SHSP) (2021)	Focuses on strategies for reducing fatal and serious injuries for all modes, including Complete Streets-related investments. The SHSP is completed every five years and is a prerequisite for accessing federal Highway Safety Improvement Program funds.
Pedestrian Safety Action Plan (2021)	Recommends key actions to address New Mexico's high pedestrian crash rate. Plan elements related to Complete Streets integration include implementation of curb ramps compliant with the Americans with Disabilities Act (ADA) compliant curb ramps as part of maintenance projects, development of a quick build guide, and installation of pedestrian hybrid beacons and leading pedestrian intervals at select locations across the state.
Carbon Reduction Strategy (2023)	Outlines actions to reduce on-road transportation emissions and s reduce pollution consistent with federal requirements. Potential actions include investments in low-carbon modes and Complete Streets design practices. The Carbon Reduction Strategy references the Governor's Executive Order on Climate Change (2019-003).
Highway Safety Plan (2023)	Documents trends in crashes and describes ongoing behavioral and enforcement safety programs and coordination opportunities.
Vulnerable Road User Safety Assessment (2023)	Assesses crash data for people walking, biking, taking other non-motorized transportation, as well as people in work zones, as required by the federal government. Includes mapping of a statewide Vulnerable Road User High Injury Network.
Connect New Mexico: Statewide Public Transportation Plan (2025)	Inventories existing transit services, priorities, and capital needs statewide. Transit is a key mode that expands the range of walking and biking, and accessing transit is a key Complete Streets strategy.
Conditions Analysis Report (CAR) Form	Compiles and summarizes key roadway characteristics, pavement conditions, and other information about a proposed project area for evaluation by the Asset Management Bureau and selection of District-level maintenance and preservation projects. Complete Streets considerations include existing pedestrian facilities, transit service, shoulder width, and the priority tier from the <i>NM Bike Plan</i> .

Strategic Plan Development Process

The *Strategic Plan* development process began with a thorough review of NMDOT internal procedures as well as an assessment of best practices in Complete Streets planning and design from peer state Departments of Transportation around the US. These findings are documented in a *State of the Practice Report* that forms an important foundation for the *Strategic Plan*.

The *Strategic Plan* also incorporates feedback from divisions and bureaus across NMDOT as well as members of the consulting community on opportunities to integrate Complete Streets into existing processes. Key steps in the *Strategic Plan* development process include:

- Presentations and discussions at **Bicycle Pedestrian Equestrian (BPE) Technical Committee** meetings.
- Dedicated **NMDOT Executive Team** meetings.
- Discussions with **NMDOT Project Design Engineers** and **private sector practitioners** on the project development process.
- Discussions with staff from various **NMDOT bureaus and divisions** on potential impacts of plan recommendations and ways to ensure consistency among ongoing NMDOT efforts, including the development of the Project Lifespan Form and the Context Sensitive Solutions chapter of the *Design Manual*.
- Presentations to **public sector groups**, including Metropolitan Planning Organization (MPO) and Regional Transportation Planning Organization (RTPO) quarterly meetings.
- Presentations to **industry groups**, including the New Mexico chapters of the Institute of Transportation Engineers (ITE) and the American Council of Engineering Contractors (ACEC).

Key findings from the *State of the Practice Report*

1. State DOTs tend to apply at least one of two **methods for integrating Complete Streets design elements** into roadway projects:
 - a. Project-by-project design decisions
 - b. Systemic tools and procedures
2. **Context-sensitive design guidance** is crucial for effective Complete Streets implementation.
3. Many DOTs apply a **measured approach** to Complete Streets implementation in which there are clear exceptions and expectations on how to effectively consider all modes as implementation practices are expanded over time.
4. **Leveraging existing plans and programs** can help establish a robust Complete Streets program at a state DOT-level.
5. A **personnel-led approach** with staff dedicated to Complete Streets implementation can foster better collaboration, consistency, and accountability.

Systemic Integration of Complete Streets Principles and Considerations

The *Strategic Plan* looks for systemic opportunities to incorporate Complete Streets analysis and design considerations into existing practices. Identifying these opportunities requires defining the typical NMDOT **project types** and outlining the **project development process** (see below). Within this context, the *Strategic Plan* identifies a series of “touch points” where Complete Streets considerations and analysis can occur. Touch points are relevant to all project types, though projects on quicker implementation timelines and basic roadway maintenance may have fewer Complete Streets integration opportunities. This approach to incorporating Complete Streets into existing procedures is intended to minimize delays and leverage practices that NMDOT, as well as NMDOT consultant engineers and designers, already use.

Definition of Project Types

NMDOT projects can be grouped into three general categories – maintenance/preservation, rehabilitation, and capital projects – based on the level of engineering analysis required. These project types are discussed throughout the *Strategic Plan*.

Maintenance/Preservation

Definition: Maintenance and minor roadway preservation projects apply surface-level treatments (i.e., 2” of pavement treatment or less) to existing roadways. These projects do *not* include culvert repairs, pedestrian needs, guardrail replacement, or other considerations that affect compliance with ADA and Public Right-of-Way Accessibility Guidelines (PROWAG) standards. Surface treatments are based on a Pavement Conditions Assessment Report and pavement conditions rating (PCR) and

are generally performed on a quick timeline. Maintenance/preservation projects may go directly to contractors for implementation, requiring only traffic control and striping plans.

Complete Streets Opportunities: Maintenance and preservation projects that involve resurfacing and restriping provide opportunities to integrate Complete Streets features, including new or enhanced bikeways and crossings.

Rehabilitation

Definition: Major preservation and rehabilitation projects include 2.5” or more of pavement treatment (e.g., mill and inlay and full-depth reclamation) and are intended to restore the roadway surface to a state of good repair. Rehabilitation projects may also address culvert repairs, pedestrian needs, guardrail replacement, and other considerations that affect compliance with ADA/PROWAG standards, although project scopes may be subject to financial constraints and not all observed roadway needs may be addressed.

Complete Streets Opportunities: Rehabilitation projects generally include the creation of an Engineering Scoping Report to determine the extent of roadway improvement needs, including changes beyond the paved surface area. Engineering Scoping Reports typically include some level of bicycle and pedestrian analysis and include multimodal elements on a case-by-case basis.

Capital Improvement

Definition: Capital improvements refer to the set of major projects that change the geometry of a roadway and require a high level of engineering design, including capacity expansion, new/reconstructed interchanges and intersections, new/reconstructed roadways, the addition of multi-modal elements, or major safety improvements. These projects generally go through a Phase A/B Study to determine the

alignment and preferred design concepts. Capital improvements may also include pavement rehabilitation projects that address other roadway elements.

Complete Streets Opportunities: Phase A/B

Studies are comprehensive and typically include meaningful opportunities to consider multimodal as part of existing conditions analysis and the development of alternatives. Guidance on Phase A/B Studies for capital projects is outlined in the *Location Study Procedures*, including discussion on the need to conduct bicycle and pedestrian analyses.

Steps in the Project Development Process

There are four general steps in the NMDOT project development process that apply across each of the three project types. Complete Streets touch points occur at common steps in the development process for all project types. See Table 2 for additional details.

1. **Project Identification:** Projects are identified by: 1) NMDOT at the General Office or District level; 2) external stakeholders, such as local or state-level policymakers; and/or 3) T/LPAs or regional agencies whose communities are directly served by highways owned and maintained by NMDOT. Maintenance and preservation projects are more prescriptive based on an assessment of current pavement conditions, while the identification phase for major capital projects, such as a new interchange or a corridor reconstruction, may simply include the location and general priorities, with project details determined during the scoping phase.
2. **Project Initiation:** Formal project development begins with defining the project purpose and need and identifying the budget and project funding. For more basic maintenance projects, project initiation may involve pavement conditions assessments and soliciting bids from contractors. For projects that must be entered into the Statewide Transportation Improvement Program (STIP), the initiation phase includes coordination between District-level staff and Project Development Engineers (PDE) from the relevant NMDOT Regional Design Center to develop a project schedule and timeline.
3. **Project Scoping:** The level of planning and analysis to determine the components of a project varies by project type. Scoping for maintenance and preservation projects is limited, while scoping for capital projects can involve extensive study to evaluate existing roadway conditions and consider the need for new street elements and/or major changes to the roadway geometry.
4. **Project Execution:** Key activities include environmental review and documentation (if applicable), preliminary and final engineering design, and project construction.

Table 2: Project Development Process Summary Table

Maintenance / Preservation	Rehabilitation	Capital Improvements / Reconstruction
Project Identification		
▪ Asset management program: <i>Pavement Conditions Assessment Report</i>, prepared by Pavement Management & Design Bureau. ▪ Field observations.	▪ Asset management program: <i>Pavement Conditions Assessment Report</i>, prepared by Pavement Management & Design Bureau. ▪ Field observations.	▪ Identified safety needs. ▪ Local/regional transportation priorities as identified in local/tribal plans, regional or metropolitan transportation plans, or based on community input. ▪ Priorities as identified by legislators, mayors, councilors, commissioners, etc. ▪ Economic development objectives established at the state or regional level.
Project Initiation		
▪ Identification of Roles: Districts manage maintenance and preservation projects directly.	▪ Identification of Roles: Districts approach NMDOT Regional Design Centers about project ideas; PDE identified for project management; District and PDE decide whether to perform design work in-house or solicit consultant services.	▪ Identification of Roles: Districts approach Design Centers about project ideas; PDE identified for project management; District and PDE decide whether to perform design work in-house or solicit consultant services.
▪ Definition of Need: Districts review/ conduct a Conditions Analysis Report to determine desired treatment.	▪ Definition of Need: PDE works with District staff to define project purpose and need.	▪ Definition of Need: PDE works with District staff to define project purpose and need.
▪ Budget/Project Cost: District seeks bids from contractor for implementation.	▪ Budget: District develops a budget completed after consultation with internal staff; Design Center develops cost estimates for design components.	▪ Budget: District develops a budget; completed after consultation with internal staff (TSEs); Design Center develops cost estimates for design components.

Maintenance / Preservation	Rehabilitation	Capital Improvements / Reconstruction
▪ STIP Development: Maintenance/preservation projects are not entered into the STIP and are funded using District-level state maintenance funds.	▪ STIP Development: Project entered into STIP, including cost estimate and timeframe for design and construction funding. Funds may be state, federal, or a combination.	▪ STIP Development: Project entered into STIP, including cost estimate and timeframe for design and construction funding. Funds may be state, federal, or a combination.
Project Scoping		
▪ Minimal scoping or review of design elements. Required documents include: ▪ Traffic control plan ▪ Striping plan	▪ Engineering Scoping Report, including Design Criteria document outlining specific design specifications. ▪ Project amended in STIP based on results of Engineering Scoping Report and construction costs/needs.	▪ RFP issued to consultants that outlines basic scope and study requirements. ▪ Phase A/B Study determines preferred alignment and desired improvements and generally includes conceptual design. ▪ Project amended in STIP based on results of Phase A/B Study and construction costs/needs for the preferred alternative.
Project Execution		
▪ Project delivery/construction using approved contractors.	▪ Environmental documentation. ▪ Preliminary design. ▪ Final design. ▪ Construction.	▪ Environmental documentation (Phase C). ▪ Preliminary design – based on recommendations and conceptual design contained in the Phase A/B Study. ▪ Final design (Phase D).

Structure of the Complete Streets Strategic Plan

Recommended action items and next steps to improve NMDOT Complete Streets practices and procedures are organized into five sections:

1. **Procedures and Manuals:** Recommended updates to technical manuals, engineering reference documents, and internal procedures to formalize consideration of Complete Streets elements as part of the project development process.
2. **Reference Documents and Datasets:** Resources to proactively identify projects and the desired street elements for a particular roadway during project scoping.
3. **Subject-Specific Analysis and Design Considerations:** Recommendations related to the development of simple-to-use reference documents that streamline the process for analyzing safety and multimodal facility needs.
4. **Personnel and Resources:** Staffing recommendations related to Complete Streets analysis, a training program to build internal capacity, and ongoing resources for the maintenance of multimodal facilities.

5. **Codifying Complete Streets:** Potential approaches to formalize New Mexico's commitment to addressing the safety and mobility needs of all roadway users.

The general approach of the *Strategic Plan* is to establish why a particular analysis or topic is necessary, when it is applicable (i.e., for which project types), and next steps for developing guidance materials and/or updating NMDOT manuals and reference documents. It is outside the scope of the *Strategic Plan* to develop all appropriate guidance documents or update the full range of NMDOT design and procedural manuals. However, the *Strategic Plan* clearly identifies the need for Complete Streets-related analyses and design considerations and in various cases outlines the process and next steps for implementing these recommendations.

Many of the recommendations contained in the *Strategic Plan* are complementary. For example, reference documents can provide insights into whether pedestrian needs should be considered, while subject-specific guidance documents can provide insights into how to select the appropriate facility and identify crossing types and locations.



I. Procedures and Manuals

Procedures and Manuals

A fundamental way to integrate Complete Streets into the NMDOT project development process is to build appropriate information and processes into existing procedures and technical manuals. This section provides an overview of existing procedures, identifies opportunities for integrating Complete Streets considerations, and recommends updates and new products to formalize and streamline analyses for each project type.

The procedures and manuals described below are used in project scoping and complement the *Design Manual*, which is similar to many engineering design documents in that it primarily focuses on *how* to design a particular facility but provides minimal guidance on multimodal *needs* or facility selection.

Project Scoping

Existing Procedures

Maintenance Projects: The Asset Management Bureau completes a **Conditions Analysis Report (CAR) Form** for maintenance and preservation projects being considered by the Districts for inclusion in the Maintenance-at-a-Glance document. The CAR Form compiles a range of information about each project area – including traffic data, pavement conditions, crash rates, and context-related considerations. The CAR Form also assembles information about deficiencies (e.g., drainage and culvert needs) and physical needs (e.g., signage and guardrails) along the roadway, as well as other considerations for refining the project scope. Complete Streets-related considerations include existing pedestrian facilities, shoulder widths, the NM Bike Plan priority tier, and overall crash data (bicycle and pedestrian-specific crash data are not included). Despite the collection of Complete Streets-related data, most

maintenance and preservation projects focus solely on addressing pavement conditions.

Rehabilitation and Capital Improvement

Projects: There is no formal tool or document for the identification of project needs and initial scoping for rehabilitation or capital improvement projects. Project ideas are generated by District staff – often with input from MPOs, RTPOs, and T/LPAs – who work with PDEs from the NMDOT Design Centers to create a project **purpose and need statement** that is entered in the STIP.

Opportunities

NMDOT can develop a consistent system to track projects throughout the development process. Creating a database to record project details would allow for more comprehensive evaluation of project needs and would make it easier to share accomplishments and upcoming projects with the public. A project tracking form also has the potential to transform the project planning process by informing project decision-making, introducing Complete Streets considerations in planning, and memorializing project data. See **Section IV: Personnel and Resources** for staff roles, responsibilities, and training requirements needed to successfully implement project scoping practices.

Recommended Updates: Develop the Project Lifespan Form

Application

As of early 2025, the Asset Management Bureau is developing a Project Lifespan Form, a digital tool that will expand upon the CAR Form and aggregate a broad range of project data and information in one place. The Project Lifespan Form will also be used for processing requests from Districts to evaluate and score potential maintenance projects. In addition to tracking the project development process, the Project

Lifespan Form will make it easier for NMDOT to maintain a historical inventory of highway projects and relevant data online.

The Project Lifespan Form is envisioned as a digital workbook with a series of sections or tabs, including a Conditions Analysis tab that documents the same information as the CAR Form, as well as sections on Environmental Considerations, Drainage, ITS, and Planning. These tabs will provide relevant information for a range of project design decisions and can support the documentation needed for project certifications when federal funds are involved.

The Planning tab contains a variety of Complete Streets-related considerations, and information and will be populated by Multimodal Programs and Planning Bureau staff. Anticipated content includes:

- Findings and recommendations from relevant **tribal, local, and regional plans and studies.**
- **Land use context zone**, based on the criteria outlined in the forthcoming Context Sensitive Solutions chapter of the *Design Manual*.
- **Pedestrian conditions** information, including the presence and quality of sidewalks.
- **Safety considerations**, including location along the statewide or regional/local High Injury Network, and potential countermeasures, based on the results of prior safety analyses or application of the AASHTOWare Safety software.

Note: The information in this tab can be expanded and updated pending the development of the Pedestrian Analysis Guidance, Safety Analysis Guidance, and other products discussed in the Strategic Plan.

Next Steps

Apply the Project Lifespan Form to all projects: NMDOT can use the Project Lifespan Form for project initiation, scoping, and tracking for all

applicable maintenance, rehabilitation, and capital projects, including all projects that are included in the STIP.

Use the Project Lifespan Form for project

evaluation: Information from the Project Lifespan Form can be used as part of project evaluation and prioritization. See the Project Evaluation and Prioritization section below for additional discussion.

Document unmet roadway needs: It is common for bicycle, pedestrian, and safety needs to be identified during the project scoping process for maintenance and rehabilitation projects but not be addressed due to scope or budget constraints. The Project Lifespan Form should be expanded to allow for the documentation of unmet roadway needs, such as sidewalk gaps. A formal mechanism for tracking these needs would help NMDOT planners and engineers justify increasing the project budget to ensure that critical transportation elements are included in later phases of the project.

Project Evaluation and Prioritization

Existing Procedures

As of 2025, formal prioritization for funding and implementation of NMDOT-led projects takes place primarily for maintenance and preservation projects that are proposed by individual Districts.

Maintenance and Preservation Projects: The Asset Management Bureau applies a **Project Evaluation Process** to maintenance and preservation projects proposed by each District using information collected through the CAR Form. The **Project Evaluation Process Manual** details the criteria and scoring thresholds that are used to evaluate projects, including crash data, pavement condition, general mobility, freight, multimodal considerations, and economic development impacts. The results

of the Project Evaluation Process inform the Maintenance-at-a-Glance documents, which contain the District-level maintenance and preservation priorities for the upcoming year. Priority projects are identified one to two years in advance of implementation and typically seek to extend the lifespan of the pavement.

Rehabilitation and Capital Improvement

Projects: The process for programming rehabilitation and capital projects into the STIP is informal and is based on available funding and the extent to which projects meet general departmental priorities (such as safety), or local needs, in a given year.

Opportunities

NMDOT could develop a comprehensive evaluation and prioritization process that includes rehabilitation and capital improvement projects and more concretely links the selection of projects for inclusion into the STIP with departmental goals and priorities, as outlined in the *2045 Long-Range Statewide Transportation Plan* and other planning and policy documents. The Project Evaluation Process applied to maintenance projects is a useful starting point and includes several Complete Streets-related criteria.

Recommended Updates

Apply the prioritization process to all project types: NMDOT should update and apply the Project Evaluation Process more broadly, including to rehabilitation and capital improvement projects that are considered for inclusion in the STIP.

Incorporate Complete Streets elements into project evaluation: NMDOT should develop metrics that assess both the presence and quality of bicycle and pedestrian infrastructure, as well as considerations related to surrounding land uses and non-auto trip generation. Additional metrics could address underserved

communities, using national demographic tools or New Mexico-specific datasets, and potential greenhouse gas emission reductions. The draft American Association of State Highway and Transportation Officials (AASHTO) Greenhouse Gas Performance Calculator, referenced in the NMDOT's Carbon Reduction Strategy, could serve as an interim tool. NMDOT could also apply systemic safety analysis techniques, such as AASHTOWare Safety, that evaluate the *risk* or likelihood of serious crashes based on roadways characteristics.

Maintenance Projects

Existing Procedures

Project Initiation and Scoping

Pavement preservation projects are typically identified at least two years in advance. Roadway characteristics for maintenance projects that are proposed for inclusion in the District-level Maintenance-at-a-Glance document are documented in the CAR Form and evaluated using the Project Evaluation Process. Although Complete Streets-related conditions and issues may be identified at this stage, such needs are infrequently addressed as part of maintenance projects.

Project Execution

District staff lead maintenance/minor preservation projects using District maintenance funds and implement improvements on a relatively quick timeline. All maintenance/minor preservation projects require a traffic control plan, and while maintenance projects that involve resurfacing require a striping plan. Striping plans are typically developed by a contractor and reviewed by District staff.

Opportunities

Complete Streets design elements, such as wider paved shoulders or enhanced crossings, may be incorporated as part of the striping

plan, pending coordination with the District Traffic Section. Opportunities to streamline and enhance this process include:

- Developing tools and reference documents, such as a formal **Maintenance Projects Checklist**, could increase the feasibility of implementing improvements without affecting project schedules.
- The **Project Lifespan Form** could summarize existing conditions and land use context and direct project staff to the appropriate Complete Streets-related reference documents.
- **Guidance and best practices in the development of striping plans** could assist NMDOT staff and consulting engineers in identifying opportunities for incorporating Complete Streets elements as part of projects that involve resurfacing and restriping.

Recommendation: Create a Maintenance Project Checklist

Application

A Maintenance Project Checklist should be created and applied to all roadway maintenance and preservation projects that require restriping, either due to weathered or worn paint or because of resurfacing or recoating of the underlying asphalt. Maintenance projects that do not require restriping, such as crack seal, pothole patching, or projects along the Interstate system, may be exempt from the Maintenance Project Checklist.

The Maintenance Project Checklist should be a fillable form that provides links to key reference documents and uses information from the Project Lifespan to autogenerate potential design improvements. Key information for the checklist includes:

- **Roadway type/characteristics**, including functional class and average annual daily traffic (AADT) volumes.

- **Roadway cross section**, including the number of lanes, driving lane widths, shoulder widths, presence of, and turn lanes.
- Existing **striping plan**.
- **NM Bike Plan** priority tier.
- **Surrounding land uses**, including a brief qualitative description and the land use context zone.
- **Transit services** and bus stop locations.
- **Relevant plans and design guidance**, including studies conducted by NMDOT, tribal governments, or local agencies, and proposed projects or design priorities.

Next Steps

- **Create a Maintenance Project Checklist:** A draft Maintenance Project Checklist is included in **Appendix A** of the *Strategic Plan*. The checklist could be refined as part of a future planning effort.
- **Develop Striping Plan Guidance:** Create a guidance document on the development of striping plans as part of maintenance and rehabilitation projects. See **Section III: Subject-Specific Analysis and Design Considerations** and **Appendix E** for detailed discussion.
- **Train internal staff:** Train relevant NMDOT staff on the contents, applicability, and intended use of the Maintenance Projects Checklist and the Striping Plan Guidance.
- **Adopt and utilize the Project Lifespan Form:** Expand upon the CAR Form with the Project Lifespan Form and integrate its usage into the development of maintenance projects.

Rehabilitation Projects: Engineering Scoping Reports

Existing Procedures

Engineering Scoping Reports are developed for rehabilitation projects to document existing

conditions in a project area and define the improvements to be included in the final design. In addition to projects that address 2.5" or more of pavement, Engineering Scoping Reports are used when a formal design process is required due to the inclusion of culvert repairs, pedestrian needs, guardrail replacement, and other considerations that affect compliance with ADA/PROWAG standards. Key components include an analysis of design deficiencies and proposed methods for addressing those deficiencies.

Engineering Scoping Reports also review the feasibility of improvements, identify appropriate materials, and consider challenges in meeting design standards outlined in the *Design Manual*. The level of detail varies depending on the location, context, and type of treatments. For example, reports for rural highways, Interstates, and other limited access facilities are more streamlined than urban highways.

Engineering Scoping Reports can include schematics and typical sections to illustrate proposed elements and develop cost estimates. Reports are completed before projects reach 30% design, to prevent last-minute changes, and are signed by the Regional Design Center manager and District Engineer to ensure a common understanding about project needs and priorities before moving forward with engineering design.

Opportunities

Complete Streets considerations can be documented and evaluated as part of Engineering Scoping Reports. Specifically, Complete Streets considerations should be incorporated into templates utilized by PDEs from the NMDOT Regional Design Centers and/or outside consultants. Refer to [Section IV: Personnel and Resources](#) for further guidance and training related to context sensitive design.

Recommended Updates

- **Create a standard Engineering Scoping Report template:** Develop a template to standardize Engineering Scoping Reports for greater consistency and to identify design elements that address bicycle, pedestrian, and transit facility needs.
- **Standardize design criteria:** Create a standard design criteria document as a part of Engineering Scoping Reports to establish principles and design objectives for addressing the needs of likely roadway users, including pedestrians and bicyclists.
- **Develop subject-specific analysis guidance:** Develop clear guidance on when and how to perform pedestrian, bicycle, and safety-related analyses as part of rehabilitation projects. See [Section III: Subject-Specific Analysis and Design Considerations](#) for additional discussion.
- **Adopt and utilize the Project Lifespan Form:** Integrate the forthcoming Project Lifespan Form into the development of rehabilitation projects.
- **Document unmet needs:** Develop a standard method for documenting Complete Streets elements and other location-specific needs that are outside the scope of rehabilitation projects. Unmet needs could be documented as part of the Project Lifespan Form.
- **Create a formal internal review process:** Introduce a formal mechanism to review Engineering Scoping Reports and consider whether to re-scope a rehabilitation project as a capital improvement project. Add a signature block to confirm approval of the report by the appropriate division manager and/or bureau chief.

Capital Improvement Projects: Location Study Procedures and Phase A/B Studies

Existing Procedures

Location Study Procedures

The Location Study Procedures is a manual that describes the project development process in detail. The manual includes specific considerations and analyses for roadway reconstruction projects and major capital improvements that change capacity, as well as alignment studies and corridor studies expected to result in geometric changes and/or to include multimodal elements. The Location Study Procedures prescribes the process for planning, scoping, and developing projects through study and conceptual design, including the information required for developing project alternatives, as well as preliminary design and final design. The phases of the study process include:

- Study and Conceptual Design
 - Phase 1A: Initial evaluation of alternatives
 - Phase 1B: Detailed evaluation of alternatives

- Phase 1C: Environmental documentation
- Preliminary and Final Design
 - Phase 1D: Preliminary Design
 - Phase 2D: Final Design

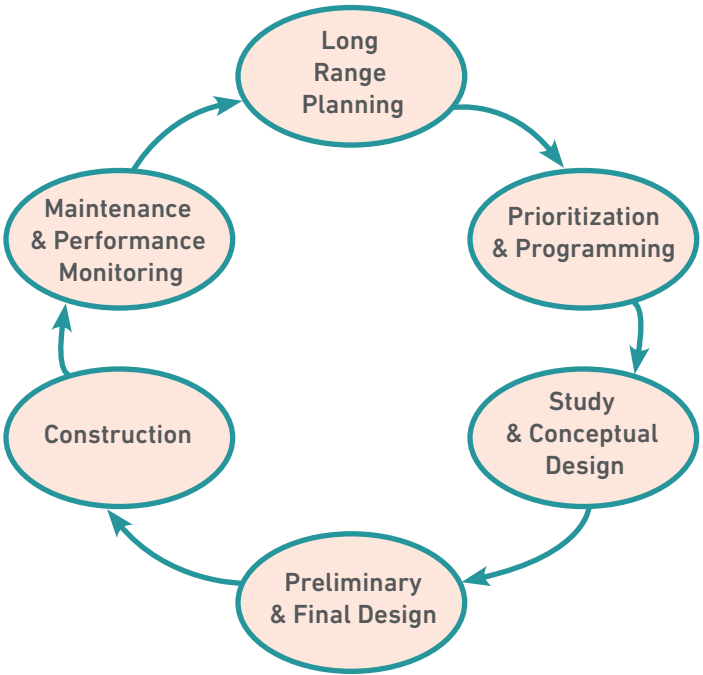
The manual emphasizes an interdisciplinary approach and establishes a consistent overall process to ensure that formal studies include information needed for full engineering design.

Phase A/B Studies

The initial steps in the study and conceptual design phase for capital projects generally take place as part of a Phase A/B Study that documents existing conditions, identifies needs along a corridor study area, evaluates a series of alternatives to determine a locally preferred alternative, and provides the information needed to pursue full engineering design.

An increasing number of projects that require Phase A/B Studies directly respond to safety concerns or lack of multimodal facilities, and safety is an integral component of alternatives development. Many Phase A/B Studies include

Figure 2: Steps to Project Development in the Location Study Procedures



Purpose of Phases A and B – Location Study Procedures

Phase A verifies the need for an action, develops a range of potential alternatives to achieve the need, and eliminates alternatives that are clearly not feasible.

Phase B further evaluates and refines the alternatives advanced from Phase A.

a comprehensive community and stakeholder outreach process, as well as coordination and outreach to T/LPAs and regional planning organizations, which creates further opportunities to identify the needs of a wide range of roadway users.

Opportunities

The *Location Study Procedures* provides a well-established structure for the creation of Phase A/B Studies and calls for the consideration of various Complete Streets elements. In particular, the *Location Study Procedures* indicates that sidewalks, bike lanes, and bicycle and pedestrian trails should be evaluated as part of the development of alternatives. However, the manual provides little direction on the appropriate type of evaluation or how that information should be used, including how to determine whether bicycle and pedestrian facilities meet NMDOT design standards or best practices, or how to translate that information into street design treatments. Similarly, the *Location Study Procedures* indicates that designers should consult local plans and transit providers, though there is no dedicated guidance on how to incorporate T/LPA priorities or address transit-related needs. As a result, the manual leaves it to the discretion of the study author(s) on their preferred approach to multimodal analysis and on how to weigh the needs of vulnerable road users against vehicular mobility. Clearer guidance on best practices in Complete Streets analysis and design would provide NMDOT staff and consultants with the direction needed to better apply Complete Streets principles in project scoping and design.

Recommended Updates

- **Develop subject-specific analysis guidance:** Develop clear guidance on when and how to perform pedestrian, bicycle, and safety-related analyses as part of capital improvement projects. See [Section III: Subject-Specific](#)

[Analysis and Design Considerations](#) for additional discussion.

- **Update the Location Study Procedure manual:** Incorporate references to subject-specific analysis and national best practices in multimodal street design and the application of Complete Streets principles into the *Location Study Procedures*.
- **Train NMDOT staff and consultants on updated guidance:** Provide training for internal staff and consultants on subject-specific analysis guidance and changes to the *Location Study Procedures* as those materials are developed.
- **Adopt and utilize the Project Lifespan Form:** Integrate the use of the forthcoming Project Lifespan Form into the development of capital improvement projects.

NMDOT Design Manual

Existing Procedures

The NMDOT *Design Manual* outlines standards and guidance for designing and constructing state-owned transportation facilities. The manual covers the technical aspects of road design and contains sections on bicycle and pedestrian facilities, a Pedestrian and Bicycle Safety Guide, and a Countermeasure Selection System. With the exception of the Bicycle Facilities, which refers users to the *NM Bike Plan*, the *Design Manual* provides references to national resources for facility selection and design guidance. The *Design Manual* also contains a Road Diet Guide that establishes the rationale and benefits for applying road diets and outlines the conditions in which a four-lane roadway may be converted to a three-lane roadway.

Opportunities

Like most design manuals, the document focuses primarily on *how* to design a particular facility but provides minimal guidance

on facility selection and instead refers to external documents. This approach creates an opportunity for complementary NMDOT documents, such as the forthcoming *Statewide Active Transportation Plan (ATP)*, to provide guidance on both desired Complete Streets elements in different contexts and design characteristics. This approach also means that changes to the Design Manual itself could be minimized to updated references.

Recommendations

Develop guidance on the selection of appropriate bicycle and pedestrian facility types as part of the forthcoming *Statewide ATP*. This guidance should be organized based on the surrounding land use context and other guidance from the Context Sensitive Solutions chapter of the *Design*

Manual and should reference best practices from AASHTO, the National Association of City Transportation Officials (NACTO), and the Federal Highway Administration (FHWA).

Another potential approach is to identify modal priorities by functional classification and land use context; see Figure 3 for an approach outlined in the National Cooperative Highway Research Program (NCHRP) document *An Expanded Functional Classification System for Highways and Streets* (2018).

NMDOT should also update the Road Diet Guide to include guidance on a wider range of situations in which a road diet may be applied. See [Section III: Subject-Specific Analysis and Design Considerations](#) for additional discussion on the Road Diet Guide.

Figure 3: Typical User Priorities in Expanded Functional Classification System

Context Roadway	Rural	Rural Town	Suburban	Urban	Urban Core
Principal Arterial	  	  	  	  	  
Minor Arterial	  	  	  	  	  
Collector	  	  	  	  	  
Local	  	  	  	  	  

Legend

 Low
 Medium
 High

 Low
 Medium
 High

 Low
 Medium
 High

Source: NCHRP, *An Expanded Functional Classification System for Highways and Streets*, 2018

Statewide Access Management Manual

Existing Procedures

Background and Purpose: The NMDOT *State Access Management Manual* (SAMM) provides guidance and standards to implement the State Access Management Requirements (2008) in the New Mexico Administrative Code (NMAC 18.31.6), including requirements for designing motor vehicle access on all NMDOT-owned and maintained highways that are classified above local roads. Key roadway design considerations include:

- Signal spacing requirements
- Acceleration and deceleration lanes
- Curb return radii
- Access control plans

Issues and Challenges: There is a widespread perception that all elements of the SAMM are standards (i.e., requirements), when in fact the manual also includes guidance (i.e., preferences or best practices). The SAMM outlines a variance process where designers can deviate from the requirements. However, variance processes can add time and expense to projects, which means designers can be motivated to apply the default guidance. The SAMM provides some discussion on how guidance should vary based on urban (areas with 5,000 people or more) or rural (less than 5,000 people) contexts, though there is little direction on how elements such as signal spacing should vary depending on surrounding land uses and development patterns.

Complete Streets Considerations: While the SAMM requirements include language to “provide” for non-motorized modes, such as pedestrians, bicyclists, equestrians, and those with disabilities, and states that access plans “should not preclude the current or future accommodation of other transportation modes

including bicycles, pedestrians and transit,” the manual’s focus on vehicle operations and site access can conflict with Complete Streets objectives. For example, some access standards limit the placement of pedestrian crossings. Similarly, acceleration and deceleration lanes are often required in places where pedestrians are more likely to be present, adding width to a roadway and making it more challenging to cross.

Opportunities

Updated access management requirements can support a more nuanced and context-based approach and clarify when designers can deviate from the SAMM to support Complete Streets design elements without going through a variance process.

Recommended Updates

- **Develop context-based site access requirements:** Develop guidance for site access around land uses that generate high levels of pedestrian and bicycle trips. Consider the safety impacts of access points and encourage fewer access points in urban areas or where there are safety concerns. Develop more detailed tables related to curb return radii, signal spacing, and other design considerations that account for a greater range of conditions.
- **Incorporate greater consideration of multimodal users in traffic study requirements:** Include analysis related to the needs of bicyclists, pedestrians, and transit service as part of traffic studies to account for the full set of roadway users.

Note: Changes to the SAMM may require changes to the Administrative Code; a more detailed review of the proposed changes and the potential revision process is required.

Field Safety Assessments

Detailed field visits can be used as part of the development of Complete Streets-related projects to help planners and engineers experience and better understand safety challenges for vulnerable road users in a particular location. The *Strategic Plan* distinguishes between two types of field safety assessments:

- **Road safety audits (RSA):** An independent and interdisciplinary review of safety concerns and the needs of vulnerable road users along a corridor or intersection. RSAs are typically conducted to inform the components of future projects.
- **Community safety assessments:** A formal approach to site visits involving community members and stakeholders as part of the project development process for capital projects.

It is important to note that these safety assessments are distinct from the Safety Analysis Guidance recommended as part of the *Strategic Plan* which is primarily intended to help planners and engineers interpret crash data and evaluate crash risks as part of the project scoping process. See [Section III: Subject-Specific Analysis and Design Considerations](#) and [Appendix D](#) for additional details.

Road Safety Audits (RSAs)

Overview and Definition

An RSA is a formal process for evaluating and documenting potential road safety issues and identifying safety countermeasures that would enhance conditions for all roadway users. RSAs are performed by an interdisciplinary team and typically result in an engineering report that identifies safety issues and recommends countermeasures to mitigate safety concerns. RSAs can be pursued when the need for a project has been identified but the scope has only been

loosely defined, or they may be incorporated into project development as part of the project identification step in the project development process.

In addition to well-established federal guidance, NMDOT developed an *RSA Guidance Manual (2024)* that outlines best practices for conducting RSAs in New Mexico, desired participants, guidance for analyzing crash patterns, and an overview of the field review process, including considerations for visiting the site and experiencing conditions on the ground.

Recommendations

Conduct RSAs proactively and identify low-cost, high-impact treatments: NMDOT can pursue RSAs as a tool to reach the goals of its Target Zero initiative and should proactively conduct RSAs in critical locations with significant safety concerns and/or high rates of observed crashes. Many recommendations that result from an RSA are low-cost, high-impact treatments. See the discussion on the NMDOT *Quick Build Guide* in [Section III: Subject-Specific Analysis and Design Considerations](#) for additional information.

Conduct a comparative analysis of RSA recommendations: The results of RSAs across the state can be aggregated and analyzed collectively to assess common causes of high crash rates.

Community Safety Assessments

Overview and Definition

In community safety assessments, community members and stakeholders are invited to participate in site visits and walking tours alongside project team members to share their observations and experiences navigating the project area. Assessments can occur as part of the required community engagement process and create meaningful public input opportunities while building community members' knowledge

and capacity to better understand the engineering design process.

Community safety assessments can take place as part of the Phase A/B Study process for major capital improvement projects and complement more formal data-driven safety analysis.

Recommendations

Develop formal guidance for Community Safety

Assessments: NMDOT can develop formal guidance to facilitate the use of community

safety assessments as part of outreach for Phase A/B Studies. Assessments should follow the procedures of the NMDOT RSA Guidance Manual, where applicable, to ensure a level of rigor as part of these assessments, increase the likelihood that assessments will result in actionable items, and avoid creating unrealistic expectations among community members.



II. Reference Documents and Datasets

Reference Documents and Datasets

NMDOT has a wide range of plans, guidelines, and reference manuals used during project scoping, but there is a general gap in guidance on when or how to apply Complete Streets design principles. This section identifies a series of potential reference documents and datasets that could provide direction on *when and where* to apply Complete Streets designs and is complemented by [Section III: Subject-Specific Analysis and Design Considerations](#), which outlines potential guidance that NMDOT could develop to address the question of *how* to incorporate Complete Streets design principles.

Decisions about which street elements to evaluate and include as part of a roadway project (e.g., dedicated pedestrian facilities and enhanced crossings) can be streamlined through standard and simple-to-use reference

documents and datasets. These documents can proactively identify projects or roadway improvements during project scoping based on particular needs and opportunities, such as the land use context and roadway and community characteristics. Reference documents can also make project scoping more efficient by identifying issues early in the process.

The proposed reference documents described in Table 3 – land use context zones, underserved communities, and opportunity locations – could be developed to describe conditions across the state and establish common principles and considerations for street design. Guidance on specific design decisions is discussed in [Section III: Subject-Specific Analysis and Design Considerations](#).

Table 3: Proposed Reference and Guidance Documents by Project Type

Topic/Subject	Maintenance / Preservation	Rehabilitation	Reconstruction / Capital
Reference Document			
Land Use Context	●	●	●
Underserved Communities	◐	●	●
Opportunity Locations	●	●	●
Subject-Specific Analysis and Design Considerations			
Pedestrian Analysis	◐	●	●
Safety Analysis	○	◐	●
Bikeway Design	●	●	●
Striping Plan Guidance	●	●	◐
Quick Build Guide	●	●	◐
Road Diet Guidance	●	●	●

Role of Existing Reference Documents

The **NM Bike Plan** has become a standard reference document for scoping rehabilitation and capital improvement projects. It is used consistently by NMDOT staff and consultants as a complementary tool to the *Design Manual* due to its simple design guidance and the way that information is presented in a standardized manner for all US and NM highways. The **Pedestrian Safety Action Plan** is also used as a resource by some District staff and PDEs, although the plan was not intended to serve as a pedestrian design manual or a comprehensive reference for pedestrian improvements.

Other internal reference documents are integrated into the project development process. For example, **asset management databases and inventories** that document pavement and culvert conditions are a primary basis for project identification and are referenced during project scoping. Much of this information is compiled for maintenance and preservation projects in the CAR Form, but there is an opportunity to collect similar types of background information for all projects earlier in the project development process.

Land Use Context Zones

Purpose

A key part of what makes a street “complete” is ensuring the design is context-specific and supports both the built environment (i.e., buildings, infrastructure, and open spaces) in a particular location as well as the current, future, and latent demand for walking, biking, and rolling trips. For example, streets that are comfortable and welcoming for pedestrians can make it easier to access neighborhood businesses while bikeable shoulders may be sufficient to meet user needs along more rural highways. NMDOT can develop tools for

understanding the surrounding context and provide guidance on the appropriate types of street elements for different situations and land use types.

Applicability

As of early 2025, NMDOT is developing a Context Sensitive Solutions chapter for the *Design Manual* that provides guidance on how to connect roadway design with the surrounding built environment. The chapter contains two key features related to Complete Streets design:

- **Expanded roadway classifications:** More nuanced roadway types beyond the traditional functional classification that establish different roles for roadways depending on the types of trips the roadway supports.
- **Land use context zones:** Designations based on considerations such as population characteristics, density, jurisdiction boundaries, environmental conditions, and other land use related factors.

Expanded roadway classifications and land use context zones can support more prescriptive roadway design guidance, including appropriate facilities by mode, desired operating speeds, use of landscaping, traffic control, and other considerations. Many of the recommendations in **Section III: Subject-Specific Analysis and Design Considerations** use land use as a consideration. In addition, the land use context zone can inform roadway aesthetics, landscape design, and the use of green stormwater infrastructure.

Recommendations and Next Steps

Products in progress as of early 2025 as part of NMDOT’s work on Context Sensitive Solutions include:

- **Land use context mapping tool**
- **Context Sensitive Solutions chapter in the *Design Manual***

- **Public User's Guide to Context Sensitive Solutions**

Further steps following the completion of the chapter and associated products include training for NMDOT staff and external users of the *Design Manual* on use of the land use context mapping tool and principles of context sensitive design.

Design guidance in forthcoming *Statewide ATP* should incorporate land use context zones as a basis for facility selection. Land use context zones should also be incorporated into the subject-specific guidance documents proposed as part of the *Strategic Plan*, including pedestrian, underserved community, and safety analyses. See Figure 4 for an example land use classification system.

Guidance related to roadway aesthetics – including elements such as retaining wall and fencing materials, and public art – is being developed as part of the NMDOT *Statewide Aesthetics Plan*.

Underserved Communities

Purpose

Understanding the needs of underserved communities – defined in the USDOT Safe Streets and Roads for All (SS4A) program as areas of persistent poverty – can help ensure that roadway projects create fair and equal access to transportation systems, and Complete Streets design principles are an important means of creating additional transportation options and improving safety in places with the greatest needs. NMDOT can develop user-friendly tools and processes for the consideration of underserved communities as part of the project identification and scoping processes. The purpose of developing such guidance is to:

- Provide a **consistent and comprehensive framework for identifying underserved communities** by defining different types of priority populations and assessing communities' transportation needs.

Figure 4: Florida DOT Land Use Context Classification System



Source: Florida Department of Transportation, *Context Classification Guide*, 2022

- Define the **level of analysis required for different project types** (i.e., maintenance, rehabilitation, and capital improvements) and project phases (i.e., project identification, initiation, scoping, and execution).
- **Define, analyze, and measure community impacts** associated with a project or a location.

Applicability

Project Identification and Scoping: A screening tool for underserved communities could identify the need for more detailed analysis during project scoping. The tool could also be used for identifying roadways and locations where transportation investments could be made proactively.

Information needed to inform the scope and type of analysis can be documented in the Project Lifespan Form (see **Section I: Procedures – Project Scoping**) during the project identification phase. Based on this information, NMDOT planners and engineers can determine the appropriate level and type of analysis and engagement strategies.

Community Outreach: In accordance with the NMDOT *Guide to NEPA Public Involvement*, capital improvement projects that involve a formal Phase A/B Study should develop a public involvement plan that considers the affected populations, including the need for translation/interpretation services at community events, and determines appropriate strategies for robust public involvement. The public involvement plan should also identify the type of notifications that would be appropriate during project implementation. Additional resources may be needed to conduct the desired level of community outreach since internal staffing is limited.

Recommendations and Next Steps

NMDOT should develop formal tools and internal guidance for identifying and assessing the needs of underserved communities as part of project identification and scoping efforts. Recommended products are outlined below; refer to **Appendix B** for additional information.

- **Identify or develop a screening tool:** Develop a comprehensive and objective tool that can be used by planners and engineers to understand the characteristics and general transportation needs of communities within a project area. Further assessment is needed to determine if national screening tools can serve NMDOT needs and properly account for the demographic characteristics of New Mexico, or if a custom New Mexico-specific tool would be more appropriate.
- **Develop guidance on outreach best practices:** Develop internal guidance on how to conduct outreach in a comprehensive, culturally appropriate manner. Considerations could include engagement tools and ways to measure the impacts and effectiveness of typical outreach efforts.
- **Update relevant manuals:** Once a screening tool has been identified and guidance has been developed for identifying underserved communities, NMDOT can update its manuals and project initiation documents to include the following considerations:
 - Identification of underserved communities as part of the Project Lifespan Form.
 - Development of specific community outreach strategies as part of project-specific public involvement plans.
 - Inclusion of analyses related to underserved communities in the Engineering Scoping Report template and *Location Study Procedures*.

Opportunity Locations

Opportunity locations refer to roadways where the application of Complete Streets design principles would be particularly appropriate based on existing needs and where people walking, biking, and rolling are most likely to be present. Through statewide analysis, NMDOT could develop a database or application with a series of *opportunity locations* layers that could be referenced by planners and engineers during project identification or in scoping for projects that are going through a formal engineering design process.

Table 4 outlines recommended steps for developing reference documents and datasets related to three types of opportunity locations:

- Road diet candidates
- Main Streets locations
- Existing bikeway conditions

Additional discussion is provided in the sections below. Databases and inventories should be complemented by more detailed analysis and design guidance; see [Section III: Subject-Specific Analysis and Design Considerations](#) for additional discussion.

Table 4: Summary of Recommended Opportunity Locations

Reference	Next Steps	Resources Required
Road Diet Candidates	▪ Update guidance on appropriate conditions when a road diet may be applied ▪ Develop inventory of candidates based on number of lanes, traffic volumes, and location/context	<u>Staff time:</u> Moderate <u>Financial resources:</u> Low-moderate. NMDOT may need to use of consulting services to develop updated road diet guidance
Main Streets	▪ Develop inventory of formally designated Main Streets and US and NM highways that pass through Central Business Districts	<u>Staff time:</u> Moderate <u>Financial resources:</u> Low. Efforts could be led by NMDOT staff in coordination with the Economic Development District and representatives from MPOs and RTPOs across the state.
Existing Bikeway Conditions	▪ Develop inventory of existing bikeways ▪ Ongoing data collection and pavement conditions analysis	<u>Staff time:</u> High <u>Financial resources:</u> High. Ongoing inventory of conditions along formal bikeways and highway shoulders.

Road Diet Candidates

Purpose

Road diets change the configuration of a roadway – often through restriping – and are a key means of implementing Complete Streets by reallocating space from general-purpose travel lanes to other elements such as bike lanes, on-street parking, turn lane(s), refuge islands, and sidewalk buffers. Road diets are also a proven safety countermeasure, as designated by FHWA, and an important strategy in support of NMDOT’s Target Zero initiative. Road diets provide a range of benefits, including creating additional transportation options, improving safety – especially for vulnerable road users, and providing more consistent traffic flow.

Applicability

An inventory of potential road diet locations along US and NM highways could be referenced during *all project types*, including as part of the development of striping plans for maintenance/preservation projects and during the development of alternatives during Phase A/B Studies. This inventory could be used for proactive project development and as a basis for further analysis of candidate locations as part of project scoping.

Recommendations and Next Steps

Create an inventory of potential road diet

locations: NMDOT could develop an inventory of US and NM highways that meet the thresholds identified in the Road Diet Guide section of the *Design Manual*. Interim steps include creating an inventory of the number of general-purpose travel lanes (and center turn lanes) for all US and NM highways. See **Section III: Subject-Specific Analysis and Design Considerations** for recommended updates to the Road Diet Guide.

Integrate new data and update the inventory over time: Update the road diet candidates

inventory on a recurring basis using recently collected traffic counts data.

Main Streets

Purpose

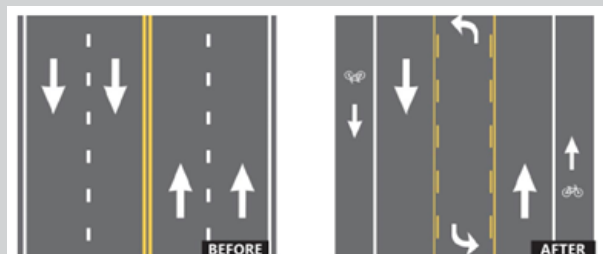
Many US and NM highways across New Mexico traverse Central Business Districts and function as the Main Street for local communities, creating tension between local mobility and business access needs and the function of the highway system to carry motorists long distances. In particular, highway designs that prioritize speed and vehicle operations can create barriers to people walking and biking in locations with high concentrations of destinations. NMDOT can more clearly identify Main Street contexts where pedestrians are particularly likely to be present and where context-sensitive street design can play a critical role in local community and economic development objectives.

Applicability

The determination of whether a project should apply Main Street considerations could take place as part of the project initiation and scoping

Before and After Example of a Road Diet

The figure below depicts a classic road diet scenario in which a four-lane undivided highway is reconfigured to include one general purpose lane in each direction, a center turn lane, and bike lanes. Current NMDOT guidance related to road diets applies only to specific roadway conditions and circumstances.



Source: FHWA

phases for *rehabilitation and capital projects* and could be based on an **inventory of Main Street locations**. The inventory should consist of both formal Main Streets, as designated by the New Mexico Economic Development Department, and locations that function as Main Streets, based on considerations such as higher densities of residences and businesses or minimal building setbacks, but are not officially recognized as Main Streets. The inventory could be complemented by **design guidance** that prioritizes the safety and mobility of vulnerable road users along Main Street locations.

Recommendations and Next Steps

Develop a statewide inventory of Main Streets locations: Create a database or inventory that identifies locations with a formally designated Main Street or Main Street-type conditions. In addition to formally designated Main Streets, NMDOT could invite local communities to propose Main Streets locations where context-sensitive design considerations should be applied. This inventory task could be led by NMDOT staff in coordination with representatives from the New Mexico Economic Development Department and MPOs and RTPOs across the state.

Consider needs of Main Streets as part of Context Sensitive Solutions guidance: Include Main Streets as part of the Context Sensitive Solutions chapter of the *Design Manual* and for consideration in the design guidance section of the *Statewide ATP*. Design guidance should prioritize pedestrian accommodations and frequent crossing opportunities, appropriate design speeds, and community aesthetics.

Bikeway Conditions and Shoulder Inventory

Purpose

The *NM Bike Plan* identifies bikeway priority tiers for all US and NM highways on a scale of

1 to 3 based on the level of benefit and need for dedicated bikeways and provides general design guidance based on the context (i.e., urban versus rural settings). NMDOT can complement the *NM Bike Plan* by maintaining an inventory of existing bikeway conditions along US and NM highways that documents facility type, width, and pavement conditions.

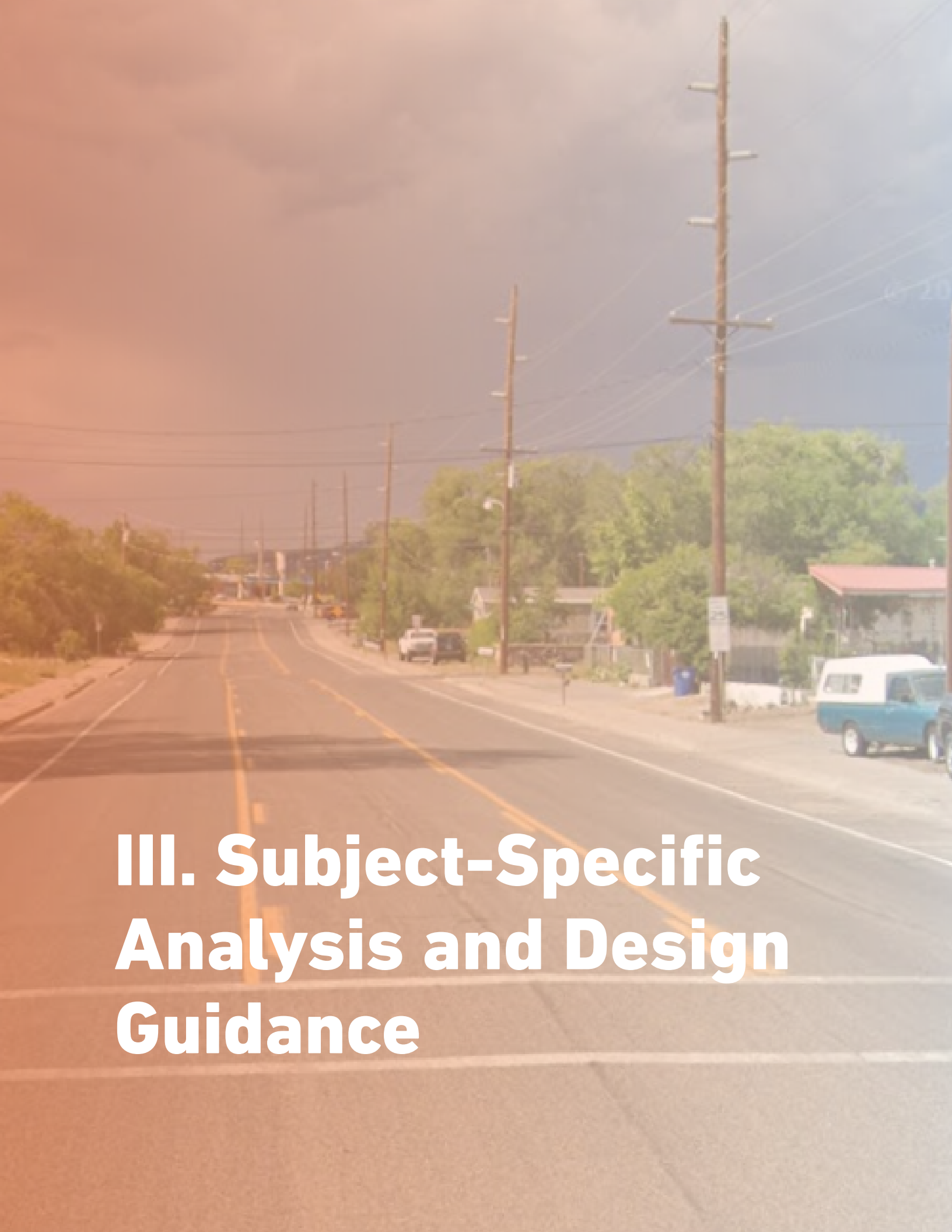
Applicability

A bikeway conditions inventory could be referenced as part of the project scoping process for *all project types* to inform where improvements to existing facilities would be beneficial. Such an inventory could be particularly useful as a reference during the development of striping plans for maintenance and rehabilitation projects. The inventory could also be used proactively to identify potential projects. See **Section III: Subject-Specific Analysis and Design Considerations** for additional discussion on bikeway design and updates to the *NM Bike Plan* as part of the *Statewide ATP*.

Recommendations and Next Steps

Develop a statewide bicycling conditions inventory: NMDOT shoulder width data and bikeway network information maintained by regional and local agencies could be consolidated into a statewide bicycling conditions inventory that includes bikeway facility type, width, and pavement conditions for all US and NM highways. NMDOT could make relevant data available on an interactive map or a similar online tool.

Collect data on an ongoing basis: NMDOT should perform recurring data collection along shoulders and bikeways as part of its pavement conditions program through the Asset Management Bureau, with more frequent data collected on Tier 1 routes.



III. Subject-Specific Analysis and Design Guidance

Subject-Specific Analysis and Design Guidance

This section outlines guidance documents that would assist planners, designers, and engineers in determining the need for – and selection of – multimodal facilities as part of NMDOT-led projects. The recommendations in this section address the relative lack of guidance provided by NMDOT on *how* to conduct Complete Streets-related analyses or determine the level of need for improved facilities for people walking, biking, and rolling. These recommendations complement the development of pedestrian and bicycle-related design guidance in the forthcoming *Statewide ATP*.

For each section below, the *Strategic Plan* outlines the purpose and applicability of the recommended subject-specific guidance as

well as the next steps for implementation. See the [Appendix](#) for additional considerations and action items for developing the recommended guidance.

Safety Analysis

Purpose

Comprehensive, clear guidance on how best to evaluate potential safety improvements as part of the project scoping process would allow NMDOT to continue to proactively address traffic safety issues and enhance the comfort and safety of the transportation system for all users. Guidance on performing safety-related analysis can ensure a consistent approach across NMDOT districts and Design Centers and promote the

Table 5: Summary of Subject-Specific Recommendations

Subject	Recommended Products
Safety	▪ Safety Analysis Guidance that outlines procedures for evaluating crash data and identifying appropriate countermeasures.
Pedestrian	▪ Pedestrian Analysis Guidance that outlines methods for determining pedestrian needs. ▪ Pedestrian design guidance and considerations as part of the <i>Statewide ATP</i>.
Bicycle	▪ Updated bikeway priority network as part of the <i>Statewide ATP</i>. ▪ Bikeway design guidance and considerations as part of the <i>Statewide ATP</i>.
Striping Plans	▪ Striping Plan Guidance that outlines procedures for evaluating ways to reconfigure roadways as part of resurfacing and restriping efforts.
Quick Build	▪ Quick Build Guide that outlines low-cost high-impact treatments to improve safety and enhance conditions for people walking, biking, and rolling.
Road Diets	▪ Updated road diet guidance that outlines conditions where travel lanes can be repurposed for other roadway users.

consideration of safety countermeasures and strategies that are practical and applicable to diverse environments.

The purpose of formal Safety Analysis Guidance is to:

- **Standardize safety analysis requirements, procedures, and methods for project scoping** and provide a consistent and comprehensive framework for assessing safety to reduce fatalities and serious injuries for all modes of transportation and roadway users.
- **Define the scope and level of safety analysis** appropriate for different project types (i.e., maintenance/preservation, rehabilitation, capital improvement) and phases (i.e., scoping, planning, design, construction).
- **Recommend best practices and tools** for collecting, analyzing, and reporting safety data and metrics (e.g., crash frequency, severity, rate), or safety performance measures (such as estimated average crash frequency for a specific site based on traffic volume and roadway segment length).
- **Identify and prioritize safety countermeasures and strategies** that are context-sensitive, multimodal, and cost-effective.

Applicability

Detailed safety analysis can be applied to **rehabilitation and capital improvement projects**. Streamlined analysis may also be applied to maintenance projects that require restriping to determine if safety could be improved through simple measures such as narrower lane widths or additional signage. The guidance should clarify expectations for different project types and contexts, including when maintenance projects may be exempt from safety-related analysis.

Recommendations and Next Steps

See [Appendix D](#) for detailed discussion on the development of Safety Analysis Guidance. Key steps and products include:

- **Identify procedures:** Identify the most appropriate safety analysis procedures for each project type and phase.
- **Develop guidance:** Establish methodologies and expected level of effort to complete different types of safety analyses, including use of the AASHTOWare Safety software.
- **Introduce safety analysis tools:** Develop standard tools to accompany the guidance so that safety analysis is consistent across NMDOT and can be conducted easily and efficiently for individual projects.
- Implementation of safety analysis tool will require training initiatives outlined in [Section IV: Personnel and Resources](#).

Pedestrian Analysis

Purpose

Pedestrian needs are regularly considered as part of Engineering Scoping Reports for rehabilitation projects and Phase A/B Studies for capital improvement projects, and the *Design Manual* includes standards for the design of pedestrian facilities. However, NMDOT does not currently feature guidance on how analysis of pedestrian conditions should be conducted. Formal pedestrian analysis guidance could outline steps for evaluating pedestrian needs for different land use contexts, determining appropriate facility types, and identifying crossing opportunities. The purpose of detailed pedestrian analysis guidance is to:

- **Improve the project identification and scoping processes** by providing a consistent and comprehensive framework for assessing pedestrian conditions and needs.

- **Define the scope and level of pedestrian analysis required for different project types** (i.e., maintenance/preservation, rehabilitation, capital improvement).
- **Support context-sensitive design decisions** by identifying the pedestrian treatments needed to create safe, high-comfort conditions and improve crossing conditions in different land use context zones.

Applicability

Pedestrian analysis takes place on a project-by-project basis, and the proposed guidance document is recommended for reference during project scoping for all project types, although a higher level of effort is appropriate for **rehabilitation and capital improvement projects**.

Pedestrian analysis guidance can complement facility selection and design guidance that will be developed in the forthcoming *Statewide ATP*, as well as guidance from the *Quick Build Guide* on ways to incorporate pedestrian facilities and enhance safety at the project level.

Recommendations and Next Steps

- **Develop pedestrian analysis guidance:** Detailed next steps for developing pedestrian analysis guidance are provided in **Appendix C**. Key considerations include:
 - Assessing existing conditions and pedestrian comfort.
 - Types of pedestrian accommodation.
 - Guidance on the spacing and type of pedestrian crossings.
 - Evaluating intersection improvement opportunities.
- **Identify desired pedestrian facility types and design considerations by land use context zone:** NMDOT can develop design guidance as part of the *Statewide ATP* that identifies appropriate facility types and pedestrian

design considerations for different land use context zones.

- **Update relevant manuals:** Once facility selection and pedestrian analysis guidance are developed as part of the *Statewide ATP*, NMDOT should update the *Location Study Procedures* and *Design Manual* to refer designers to the relevant guidance documents.

Bikeway Design

Purpose

The *NM Bike Plan* is widely applied as part of the NMDOT project development process. Key reference products that inform bikeway facility selection and design on US and NM highways include:

- **Bikeway priority tiers:** A ranking from 1 (most critical) to 3 (least critical) applied to all US and NM highways that reflects the value and benefits from providing dedicated bikeways.
- **Design guidance:** Desired facility types and design considerations that are linked to the priority tier and the roadway context.

The steps listed below can be pursued as part of the forthcoming *Statewide ATP* and will further ensure consideration of bikeways as part of all relevant roadway projects.

Applicability

Guidance from the NM Bike Plan is specifically intended for **major capital and roadway reconstruction projects**. NMDOT should apply the guidance more broadly, including to **all maintenance and rehabilitation projects** that require restriping. Bikeway facility selection and design guidance should be updated to ensure that bikeways provide a high level of user comfort and consider the likely users of a particular facility.

Recommendations and Next Steps

- **Update the statewide priority network:** Revise priority tier designations based on local and regional plans conducted since the adoption of the *NM Bike Plan* in 2018.
- **Update facility selection and design guidance:** Revise design guidance from the *NM Bike Plan* to reflect emerging best practices, ensure consistency with the *AASHTO Guide for the Development of Bicycle Facilities* (2024), and to incorporate consideration of land use context zones.
- **Update relevant manuals:** Reference the *NM Bike Plan* and/or the forthcoming *Statewide ATP* in the Maintenance Checklist, striping plan development materials, and the Engineering Scoping Report template. Update the *Location Study Procedures* to more directly reference the priority network tiers and the design guidance in the *NM Bike Plan*.
- **Analyze priority corridors:** Collect shoulder and bikeway width data on all Tier 1 bikeway corridors to identify locations where existing bikeways should be enhanced.

Striping Plan Development

Purpose

Striping and signage are relatively inexpensive components of roadway infrastructure projects, yet they provide critical instructions that influence the way people use the roadway. Roadway assets periodically require restriping as existing paint and materials wear or fade over time, and roadways must also be restriped when the underlying pavement undergoes a maintenance recoating, resurfacing, or reconstruction. Projects that require restriping present an opportunity to apply certain Complete Streets-related modifications that can be achieved via low-cost reconfigurations of the roadway.

NMDOT should develop formal Striping Plan Guidance for planned maintenance and rehabilitation projects that can be applied efficiently and add value for all street users. Similar to other guidance recommended as part of the *Strategic Plan*, this process should establish consistency across NMDOT and emphasize striping techniques that are multimodal and context sensitive.

The purpose of establishing Striping Plan Guidance is to:

- **Standardize the process** for developing and reviewing striping designs on projects in which the roadway pavement is resurfaced or rehabilitated.
- **Define the considerations and opportunities for incorporating Complete Streets elements** as part of maintenance/preservation, rehabilitation, and capital improvement projects.
- **Provide design tips to improve efficiency** and minimize project delays. Since many maintenance and preservation projects are undertaken on expedited schedules, it is critical that striping plans are developed quickly.
- **Identify staffing requirements** and expertise needed to support the development and review of striping plans and ensure that resources are available to assist with project-specific input.

Applicability

The Striping Plan Guidance can apply to **roadway maintenance/preservation and rehabilitation projects**. The guidance can also be applied to capital improvement projects, although the timeline and complexity of these projects mean that striping plans are one aspect of the design process and are developed following an evaluation of multiple alternatives.

The following project types may be excluded from the Striping Plan Guidance:

- Roadway maintenance projects that do not require restriping (e.g., crack seals).
- Projects along the Interstate system.

Recommendations and Next Steps

- **Develop a formal process for the development of striping plans:** See [Appendix E](#) for additional considerations, including proposed steps in the development and review of striping plans.
- **Ensure consistency with the Maintenance Project Checklist:** Integrate the Striping Plan Guidance document with the Maintenance Project Checklist proposed as part of the *Strategic Plan*.
- **Update relevant manuals:** Update the *Location Study Procedures* and *Design Manual* to refer to the Striping Plan Guidance.

Quick Build Guide

Purpose

As of Spring 2025, NMDOT is finalizing a *Quick Build Guide* for identifying and implementing roadway treatments with lower costs than traditional road rehabilitation or construction projects that can nevertheless increase transportation options and have a significant

impact on roadway safety. The term “quick build” refers to the application of semi-permanent but durable materials that can be rapidly implemented following a basic design process. Development of the *Quick Build Guide* is a recommendation from the *Pedestrian Safety Action Plan* and an important means of addressing the needs of vulnerable road users in the near-term.

Applicability and Content

The *Quick Build Guide* is intended to be flexible and can be used to develop **standalone projects** that enhance safety and provide Complete Streets benefits, or for **identifying treatments during the project scoping process**. The *Quick Build Guide* is written specifically for use along US and NM highways, although the guide may be used by T/LPAs across New Mexico.

The guide contains a list of approved treatments for addressing various conflicts or achieving specific roadway goals. The treatments are organized into the following categories:

- Corridors
- Intersections
- Multimodal facilities and crossings
- Traffic calming
- Placemaking

Why Pursue Quick Build Projects?



Create more Complete Streets within the available right-of-way, pavement section, and back-of-curb space.



Support accessibility through targeted spot improvements.



Address immediate concerns through proven safety countermeasures.



Implement lower-cost projects with a range of funding sources.

For each treatment, the guide identifies appropriate contexts, design considerations, potential materials, maintenance considerations, and typical bid items and quantities. Potential materials include items that are approved by NMDOT (via the Approved Product List) and subject to purchase agreements, or which could conceivably be applied by NMDOT on projects in the near-term. The guide also provides guidance about the tradeoffs among materials installation costs, durability, and maintenance costs.

Recommendations and Next Steps

- **Distribute the Quick Build Guide:** Distribute the guide among MPOs, RTPOs, T/LPAs, and the consultant community.
- **Develop and administer training materials:** Create an overview presentation that can be administered as training to NMDOT District and Design Center staff, tribal and local agency staff, and the consultant community, as staffing resources allow.
- **Update relevant manuals:** Incorporate consideration of the Quick Build Guide into the Maintenance Checklist and Engineering Scoping Report template and create references to the Quick Build Guide in the Location Study Procedures manual.

Road Diet Guidance

Purpose

Section 1250 of the Design Manuel (Road Diet Guide) establishes the rationale and benefits for road diets and provides guidance on when a four-lane undivided highway may be reconfigured based on the daily traffic volume (see Table 6 for existing guidance).

Road diets may be considered in a wider range of scenarios, including multi-lane highways with existing center turn lanes where the traffic

volumes are below certain thresholds. Additional guidance would provide planners and engineers with greater flexibility in applying this important design technique. Staff capacity and technical support for road diet evaluations are further described in Section IV: Personnel and Resources.

Applicability

The Road Diet Guide, including the Road Diet Decision Matrix, should be updated to include a wider range of roadway conditions across New Mexico in which a road diet is appropriate, including revised thresholds by daily traffic volumes and number of general-purpose travel lanes and consideration of locations with and without existing center turn lanes. Table 7 provides potential thresholds for road diets based on volume and general-purpose travel lanes from the City of Albuquerque Bikeway and Trail Facilities Plan (adopted in 2024). The Road Diet Decision Matrix could also be updated to include other considerations that should factor in the decision to apply a road diet, such as safety, community priorities, traffic operations, and the need for multimodal accommodation.

Table 6: Operational Considerations for 4 to 3 Lane Conversions, NMDOT Road Diet Guide

Daily Traffic Volume	Rationale for Implementing Road Diet
<10,000	Candidate for road diet
10,000-19,000	Corridor/key intersection analysis required
>19,000	Not likely candidate for road diet

Recommendations and Next Steps

- Update the Road Diet Guide:** Update and revise the Road Diet Guide to expand the range of scenarios in which road diets may be considered to better align with best practices. Add text that establishes that safety, community priorities, traffic operations, and the need for multimodal accommodation may be considered alongside traffic volume-based thresholds as the basis for a road diet. Revise thresholds for the application of road diets based on traffic volumes and number of general-purpose travel lanes.
- Update relevant manuals:** Provide updated references to best practices for designing road diets and reallocating space for Complete Streets improvements, including a link to the Road Diet Guide to the Context Sensitive Solutions chapter of the *Design Manual*.

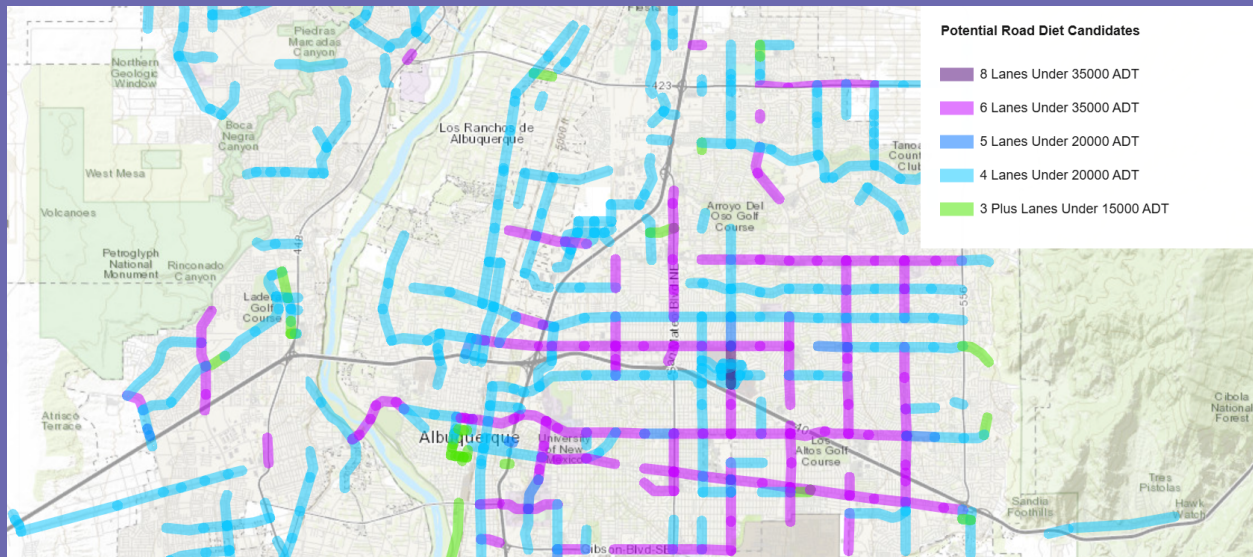
Table 7: Example Thresholds for Road Diets along US and NM Highways, City of Albuquerque

General Purpose Lane Reconfiguration	Recommended Daily Traffic Volumes	Next Steps in Consideration of a Road Diet
4 lanes to 2 lane conversion	<10,000 vehicles	No study required before implementing a road diet
	10,000-15,000 vehicles	Generally feasible; optional review of congestion at intersections before implementing road diet
	>15,000 vehicles	Study of traffic operations and intersection delay required
6 lane to 4 lane conversation	<25,000 vehicles	No study required before implementing a road diet
	25,000-30,000 vehicles	Generally feasible; review of congestion at intersections before implementing road diet
	>30,000 vehicles	Study of traffic operations and intersection delay required

Source: City of Albuquerque 2024 Bikeway and Trail Facilities Plan

Case Study: MRCOG Road Diet Candidates Inventory

The Mid-Region Council of Governments (MRCOG) developed a Road Diet Candidate inventory based on an assessment of daily traffic volumes (using 2018 data) and number of general-purpose lanes along collectors and arterials across the Albuquerque metropolitan area. The dataset is made available on an online interactive map (see screenshot below) and is intended to be referenced by MRCOG member agencies for planning and project development purposes.



Accessed: March 19, 2025



IV. Personnel and Resources

Personnel and Resources

Staffing

Overview of Needs

Integrating Complete Streets principles into NMDOT's programs and operations requires well-defined procedures, technical resources, and personnel with clear roles and responsibilities. Staff must become familiar with best practices in safe multimodal roadway design and consistently integrate Complete Streets considerations into the project development process.

Identifying staffing needs and defining personnel roles and responsibilities as related to Complete Streets will allow NMDOT to:

- Prepare staff to effectively apply Complete Streets-related procedures across all project types and phases.
- Ensure consistency in the statewide application of Complete Streets-related programs and procedures.
- Update procedures and design guidance over time to reflect evolving best practices.
- More easily communicate resource needs, both within and outside NMDOT, to implement Complete Streets.

From a personnel standpoint, the integration of Complete Streets principles at NMDOT can be accomplished in the **short-term** by assigning certain roles and responsibilities to existing staff positions. Over the **long-term** and as Complete Streets efforts become more mature, additional staff may be needed to help implement and sustain new programs and procedures and ensure that NMDOT develops the expertise necessary to fully apply Complete Streets principles across the state.

Short-Term Recommendations

Immediate steps can be taken to start integrating Complete Streets principles within the existing organizational framework at NMDOT. These initial steps include training key personnel on best practices in street design and internal NMDOT procedures (see the Complete Streets Training Program section), creating a Complete Streets Committee, and designating Complete Streets Champion(s) who will advocate for multimodal safety and serve as liaisons within their divisions and/or across NMDOT.

Establish a Complete Streets Committee

Purpose and Benefits

NMDOT can establish a Complete Streets Committee in the short-term by retooling the BPE Technical Committee, an existing committee composed of NMDOT staff dedicated to integrating multimodal considerations into the department's projects and processes. The committee is ad hoc but usually convenes quarterly and is facilitated by the NMDOT BPE Coordinator.

To formalize a Complete Streets Committee, NMDOT should:

- Update the committee's focus and terminology by **rebranding from BPE Technical Committee to the Complete Streets Committee** to reflect the primary emphasis on incorporating Complete Streets principles into NMDOT procedures and the project development process. Equestrian considerations may still be appropriate on a case-by-case basis. This step may include proposing appropriate changes to New Mexico State Transportation Commission Policy 66, which establishes the BPE Technical Committee and its role.

- **Transition from an ad-hoc format to a regular schedule** to create ongoing coordination opportunities and provide a clear message on the value of Complete Streets considerations.
- **Incorporate training opportunities** into meeting agendas and explore using a portion of meetings as “office hours” to address staff questions about Complete Streets principles and procedures (see the Complete Streets Training section for more information).
- **Discuss potential Quick Build application opportunities** around the state and troubleshoot any questions or challenges that may arise.

Roles and Responsibilities

The BPE Coordinator and Assistant Coordinator should manage and facilitate the Complete Streets Committee, including identifying agenda items, organizing training sessions, and facilitating discussion on ongoing projects and programs.

Identify Complete Streets Champions

Purpose and Benefits

To ensure consistent integration of Complete Streets principles across NMDOT in the short term, Design Centers, Districts, and relevant Divisions should designate one or more Complete Streets champions. While Complete Streets implementation should ultimately be a Department-wide responsibility, assigning specific champions is a critical first step to fostering effective coordination and collaboration. Additional champions may be identified across different divisions and Design Centers as needed.

Roles and Responsibilities

Existing personnel who take on the role of champions should identify current needs and incorporate key responsibilities into their role:

- Oversee the promotion of and **adherence to NMDOT Complete Streets procedures** and ensure they are consistently applied across all projects.
- Act as **liaisons between Districts and Divisions** to foster collaboration and clear communication on Complete Streets goals.
- **Guide project scoping and participate in the design review process** to ensure projects incorporate Complete Streets principles.

To support these champions, NMDOT should provide ongoing training and professional development opportunities. These trainings should cover Complete Streets principles, NMDOT’s procedures and guidelines, and best practices for safe multimodal design. As designated staff, the Complete Streets Champion(s) can also help organize and facilitate these training efforts for other employees at their Design Center, District, or Division (see the Complete Streets Training Program section for additional details).

Assign Internal Short-term Complete Streets Responsibilities

In addition to the champion and committee roles discussed above, there are several positions, roles, and functions within NMDOT that should integrate Complete Streets into day-to-day operations. Table 8 provides an overview of current roles and recommended short-term actions and responsibilities to advance Complete Streets integration across NMDOT.

Table 8: Summary of Existing Roles and Recommendations by Division

Division / Position	Relevant Roles / Responsibilities	Recommended Complete Streets Responsibilities
State and General Office Level		
Environmental Bureau	Engage the public to gather input on community needs, including pedestrian, bicycle, and transit.	Use public engagement to ensure Complete Streets principles are integrated into project development and align with community goals and plans.
Multimodal Planning & Programs Bureau	Identify State-level needs and priorities and integrate multimodal transportation analysis into the engineering design process. Key positions include BPE Coordinator and Active Transportation/Assistant BPE Coordinator, who guide planning processes and documentation, and review projects related to multimodal infrastructure needs.	Create processes, documents, and training necessary to promote Complete Streets elements. Assist in planning and implementing Complete Streets principles, ensuring cohesive project development and collaboration across divisions. Lead collection of data and evaluation of performance measures to track implementation of Complete Streets. Oversee development of bicycle and pedestrian design guidelines, including access to transit, as part of the <i>Statewide ATP</i>. Promote Complete Streets elements (such as pedestrian, bicycle, and transit infrastructure) to ensure they are consistently incorporated into every project, as appropriate to the roadway's context. Program and facilitate the Complete Streets Committee.
Traffic Technical Support Bureau / District Traffic Engineers	Responsible for traffic operations, intersection design, and for setting speed limits and approving changes.	Participate in updates to road diet guidance and evaluation of road diet candidates. Review impacts of projects that involve Complete Streets elements, including road diets, on travel speeds and for opportunities to lower speed limits. Collaborate with State Maintenance Bureau and District maintenance staff on maintenance needs associated with road diets and other projects that impact traffic operations. Integrate more robust safety analysis that prioritizes vulnerable road users and ensure Complete Streets principles inform traffic management decisions.
Transit Bureau	Identify transit needs and oversee inter-city transit operations.	Support the development of guidelines for transit corridors that prioritize pedestrian and bicycle access and identify design needs for transit-served corridors.

Division / Position	Relevant Roles / Responsibilities	Recommended Complete Streets Responsibilities
District and Regional Level		
District and Regional Level	PDEs oversee the design process for roadway projects based on District needs and priorities.	Designate Complete Streets champions within Design Centers to ensure multimodal safety and accessibility are prioritized in project designs from the start that adhere to localized needs.
Districts	Identify projects that address local needs and support the engineering design process.	Implement Quick Build projects that can rapidly address Complete Streets needs. Scope projects to include Complete Streets elements that reflect NMDOT and local plans and processes, as well as community goals.
District Maintenance	Address localized needs and respond to maintenance concerns at the District level.	Help identify and design Complete Streets elements that meet local needs and reduce the long-term maintenance burden.

Long-Term Recommendations

Increase Staffing Capacity

Gaps and Unmet Needs

NMDOT currently has a modest staffing capacity that could hinder the full integration of Complete Streets principles across projects and programs. The following functions are gaps that would need to be filled to effectively introduce and consistently implement Complete Streets across the organization.

- **Project tracking:** NMDOT does not formally track all projects for potential Complete Streets elements or impacts, and there is no internal process for ensuring a review of projects by relevant divisions, including Planning staff. Similarly, Planning and Environment Bureau staff do not currently review Conditions Analysis Report (CAR) Forms, leading to gaps in project review. The forthcoming Project Lifespan Form should address some (or all) of these challenges.
- **Engineering design and project development:** Various Districts and Design Centers are currently understaffed or have high vacancy

rates, which limits the number of projects that can go through the design process and hinders NMDOT's ability to perform detailed analysis of Complete Streets needs.

Recommendations for New Personnel

To fill these gaps and unmet needs, the long-term recommendation for NMDOT is to increase staffing capacity by creating a new position(s) with staff personnel dedicated to addressing Complete Streets across the Department. The Complete Streets Coordinator(s) must possess a unique blend of skills and take on key responsibilities that address existing gaps in capacity and consistency and expand NMDOT's ability to fully integrate Complete Streets principles into project development. The recommended skills and responsibilities for the position(s) are listed below.

Complete Streets Coordinator Required Skills

- **Technical expertise:** A strong background in roadway engineering and/or transportation planning, with knowledge of multimodal design principles to understand the technical aspects of project design and implementation.

- **Complete Streets knowledge:** Training or experience in Complete Streets and safety planning, including bicycle and pedestrian design principles, and familiarity with best practices and design standards for multimodal transportation infrastructure. This training could be provided after hiring, if needed, and supported by ongoing professional development.
- **Communication and collaboration:** Ability to engage with staff across divisions and districts to ensure the consistent application of Complete Streets principles.

Complete Streets Coordinator Responsibilities

- **Project tracking:** Monitor projects through the Project Lifespan Form to track Complete Streets implementation and track performance measures.
- **Project review and compliance:** Review projects for compliance with Complete Streets policies and procedures and ensure that multimodal safety is considered in all relevant aspects of planning and design. Dedicated staff would also enable NMDOT to pursue more standard project review processes.
- **Guidance and procedure updates:** Regularly update NMDOT manuals and procedures documents, as well as subject-specific guidance, to align NMDOT with best practices and adapt to evolving needs. Clear, documented guidance for Complete Streets roles will support the consistent application of Complete Streets principles during staff turnover or organizational changes.
- **Training and capacity building:** Develop and deliver training programs for staff on Complete Streets principles and procedures to build widespread capacity across NMDOT and the consultant community.

Structure for New Personnel

The position(s) for Complete Streets subject matter experts within the department could potentially be structured in two ways.

- **Decentralized model:** A Complete Street Coordinator could be assigned to each Design Center to support project development in their respective areas of New Mexico. In addition to these Design Center Complete Street Coordinators, there could be a position within the General Office that would serve as lead coordinator. This role could be assigned to a position such as the BPE Coordinator in the Planning Division, and the BPE Coordinator position could be retitled as Lead Complete Streets Coordinator. At the Design Centers, additional engineering support position(s) would enable staff to focus additional time on each project and could encourage greater specialization.
- **Mixed model:** One or more statewide Complete Streets Coordinator roles could be housed in the General Office at the Planning Division to focus on statewide Complete Streets initiatives and to serve in support roles for individual projects, upon request by the District or Design Center. Formal Complete Streets positions would be complemented by existing Design Center and District-level personnel who incorporate Complete Streets responsibilities into their roles. These District-level staff would receive guidance and support from the General Office Complete Streets Coordinator(s) as needed.

The *Strategic Plan* recommends a **mixed model** for NMDOT because it limits the number of new dedicated positions needed and ensures there is centralized leadership for Complete Streets integration at the state level, while also including coordination at the Design Centers and Districts for localized decision-making.

How Peer DOTs Structure Complete Streets Personnel

Understanding how other state DOTs structure their Complete Streets staff can help NMDOT make staffing decisions to implement Complete Streets throughout the organization. Table 9 summarizes ways select peer DOTs structure Complete Streets roles and responsibilities within their departments at the central and district levels. This illustrates the relationship and coordination needed between the General Office and District levels under the Mixed Model.

Table 9: Summary of Peer DOT Complete Streets Personnel Roles and Responsibilities

State DOT	Level ¹	Roles/Responsibilities
Florida (FDOT)	Central	Statewide Complete Streets Coordinator also serves as Bike/Ped Coordinator. The Coordinator typically has a background in design/engineering.
	District	Complete Streets Coordinators often hold multiple roles (e.g., Planning Manager, Bike/Ped Coordinator). Responsibilities include vetting context classifications, guiding target speed settings, and reviewing design variation requests.
Colorado (CDOT)	Central	Bicycle and Pedestrian Coordinator leads the Complete Streets Program from the Multimodal Planning Branch. The Coordinator is responsible for state bicycle and pedestrian planning, implementation of Complete Streets, and training on facility design.
	District	Regional Bike/Ped Representatives provide input into multimodal street design and review exemption requests. Regional Transportation Directors review and accept or reject bicycle and pedestrian variance requests.
Massachusetts (MassDOT)	Central	The Statewide Complete Streets Engineer is supported by 13 full time employees. Roles include reviewing design exemption requests, overseeing grant funding, and ensuring ADA compliance.
	District	Most districts have Complete Streets Engineers; all have bicycle/pedestrian coordinators who review a Complete Streets checklist and ADA compliance.
North Carolina (NCDOT)	Central	A Statewide Complete Streets Project Manager works in the Integrated Mobility Division and is assisted by two on-call consultants for reviewing exemption requests.
	District	Project managers carry out analysis and submit evaluations through an online portal. Training for project managers is provided via the NCDOT website. NCDOT plans to shift evaluation of Complete Streets exemption requests to the division level for better quality control.

¹ The terms for levels for each state are standardized in this table, but some states may refer to the central office as headquarters and districts as regions.

Next Steps for Building a Team of Complete Streets Personnel

Meeting the personnel needs of NMDOT over the short and medium-to-long term involves a series of sequential actions to ensure NMDOT is supported by dedicated personnel who will integrate Complete Streets principles effectively and consistently across its operations.

Short-Term Steps

To begin integrating Complete Streets principles into operations, NMDOT should immediately:

1. **Identify Complete Streets champions:**
Designate staff within NMDOT's Design Centers, Districts, and Divisions to promote and oversee the application of Complete Streets principles across projects.
2. **Formalize and retitle the roles of the BPE Coordinator and BPE Technical Committee:**
Clearly define responsibilities related to Complete Streets initiatives to ensure clear identification of roles related to Complete Streets. Retitling both the BPE Coordinator and BPE Technical Committee to Complete Streets Coordinator and the Complete Streets Committee respectively will help set the foundation for NMDOT's commitment to Complete Streets.
3. **Develop training and support structures:**
Create training programs tailored to NMDOT's needs to ensure staff are equipped to implement Complete Streets principles effectively. Refer to the Complete Streets Training Program section for more details.

Medium to Long-Term Steps

For sustained and comprehensive implementation of Complete Streets principles, NMDOT should:

1. **Establish Complete Streets Coordinator roles:** Develop dedicated positions for Complete Streets Coordinators, with Complete Streets roles integrated into the

Design Centers and Districts. This can be a continuation of the Complete Streets Champions roles established in the short term.

2. **Incorporate new positions into budget planning:** Identify the required number of new full-time equivalents (FTEs) and include these in long-term budget considerations.

Complete Streets Training Program

Overview of Needs

Integrating Complete Streets into NMDOT operations requires a shared understanding of Complete Streets principles and best practices among staff, consultants, and external stakeholders. By providing structured training, NMDOT can ensure a common understanding of Complete Streets-related goals and a consistent application of departmental Complete Streets procedures.

A formal training program encompassing a range of educational techniques and formats can establish a shared understanding of how to apply Complete Streets principles at NMDOT since the integration of Complete Streets will be largely driven by the application of specific procedures, as recommended in this *Strategic Plan*. To effectively implement these procedures, all staff and consultants, as well as T/LPAs, must understand the following:

- Objectives of the Complete Streets program at NMDOT and the connection to the State's overall safety, climate, and multimodal transportation goals.
- Best practices in safe and multimodal street design.
- Application of Complete Street procedures and principles.

Recommended Training Program Format and Structure

The NMDOT Complete Streets training program should be framed around four key questions:

- Which topics and information need to be covered in the training?
- Who is the target audience for the training?
- How will the training be formatted?
- How frequently will the training be held or updated?

The section below outlines how each of these questions should be addressed when establishing an NMDOT Complete Streets training program. It is important to note that many national resources and training resources are available and could be adapted for NMDOT needs and considerations. See Table 10 at the end of the section for a training program summary table.

Topics

The training program should be organized around two key topics necessary for understanding and implementing Complete Streets principles effectively:

- **Complete Streets Principles and Best Practices**
 - Overview of proven safety countermeasures and best practices for multimodal street design, supported by national resources such as NACTO, AASHTO, and FHWA.
 - Case studies and real-world examples demonstrating successful applications of Complete Streets principles, including lessons learned and practical solutions.
- **NMDOT Complete Streets Procedures**
 - Definition and overview of Complete Streets principles and how they align with broader NMDOT goals and objectives.

- Training on the NMDOT project development procedures, including “touch points” for each project type where Complete Streets considerations can be integrated.
- Overviews of the recommended guidance material outlined in the *Strategic Plan* (e.g., Safety and Pedestrian Analysis).

Target Audience

The Complete Streets training program at NMDOT should be tailored for four key audiences:

- **Complete Streets champions:** Designated staff within each Design Center, District, and/or Division who will lead implementation and advocate for Complete Streets principles and procedures. See the Personnel and Resources section for more information about Complete Streets champions.
- **Internal NMDOT staff:** General engineering, planning, and Design Center staff responsible for identifying and incorporating Complete Streets elements into transportation improvement projects.
- **Consultants and contractors:** External engineers and planners working on NMDOT projects who need to understand and work with the NMDOT’s Complete Streets procedures and guidelines.
- **Tribal and local agency staff:** Tribal, municipal, and regional partners are critical partners in building an understanding and application of Complete Street principles and safe multimodal design best practices in communities across New Mexico.

Complete Streets Training Program Format

The training program should include a combination of methods to ensure materials are accessible and can reach a variety of audiences. Training materials can be formatted as **ongoing resources**, including recurring informational

meetings and online materials, and **courses** such as formal workshops, webinars, and on-demand curricula.

Ongoing Resources

- **Digital Training and Resource Library:** Consolidate training materials (e.g., videos, guidelines, and tip sheets) into a digital library for NMDOT staff, consultants, and municipalities. This digital repository could be housed on the NMDOT website or an internal server. NMDOT should consider developing and updating this resource library regularly to include the latest best practices and references to national resources.
- **Complete Streets Policy and Procedures Compendium:** Compile all NMDOT Complete Streets procedures, guidelines, and goals into a single compendium that can become a one-stop location for practitioners. The compendium should include project case studies that are updated at regular intervals.
- **Continuing Education:** Provide Complete Streets champions and other NMDOT engineering and planning staff access to ongoing education opportunities through national resources, including conferences, webinars, and other external trainings. These educational opportunities will help keep staff updated on emerging trends, which they can then bring back to their teams. Potential opportunities include APBP, ITE, NACTO, and TRB. NMDOT can also leverage the New Mexico Local Technical Assistance Program (LTAP) Center at the University of New Mexico for training to external audiences.
- **Office Hours:** Schedule Q&A sessions where Complete Streets champions and/or other NMDOT staff with experience and expertise in Complete Streets principles are available to answer specific questions from other NMDOT staff, consultants, or municipalities. These

sessions can be recorded or documented as a frequently asked question (FAQ) resource on the digital resource library. Office hours sessions can be held virtually on a recurring basis (e.g., bimonthly or every quarter) or be added to a portion of the Complete Streets Committee meetings (see the Staffing section for discussion on the Complete Streets Committee).

- **Quarterly Meetings:** Integrate Complete Streets updates into existing meetings of PDEs and Traffic Engineers to encourage regular knowledge sharing and cross-division collaboration. Topics should include updates on NMDOT procedures, project implementation strategies, project case studies, national best practices and resources, and Complete Streets-related traffic operations.

Training Courses

- **Workshops:** Facilitate one-time in-depth training sessions on topics such as proven safety countermeasures and national best practices for multimodal design, Complete Streets goals and their relation to other New Mexico efforts and goals, and NMDOT Complete Streets procedures. Workshops could be recorded so that they are available for onboarding staff and future trainings.
- **Webinars:** Create topic-specific webinars introducing new NMDOT Complete Streets procedures, such as an in-depth overview of the safety analysis guidance. NMDOT can record webinars for future viewing by departmental staff, consultants, and T/LPAs.
- **Online Learning Modules:** Collaborate with the LTAP Center to develop self-paced eLearning modules that are specific to Complete Streets topics for external stakeholders.

Frequency

Ongoing resources should be updated regularly, and training courses should be provided at different frequencies depending on the format and training topic.

- **Foundational resources** (e.g., centralized digital repository, Complete Streets Policy and Procedures Compendium) **and training courses** should be provided *annually* to capture the latest NMDOT Complete Streets procedures and best practices. Recorded sessions and on-demand webinars should be made available to staff and consultant teams during onboarding. The content for these ongoing resources and training courses should be reviewed and updated on a recurring basis, with annual updates preferred.
- **Ongoing resources** (e.g., office hours, PDE and Traffic Engineer meetings) should be conducted on a *regular basis* (e.g., bimonthly or quarterly).

Subject-specific courses on new or updated procedures should be scheduled on an *as-needed basis* as procedures are developed or updated. For example, when the Safety Analysis Guidance is developed, an in-depth webinar can help internal and external staff understand how and when to apply the guidelines. See **Section III: Subject-Specific Analysis and Design Considerations** for additional information on potential subjects.

Generally, guidelines for the frequency of different training formats are *minimums*. For example, NMDOT should review training course content and make updates at least annually if needed.

Overall Training Program Structure

Table 10 provides an overall summary of the recommended structure for the NMDOT Complete Streets training program, summarizing the topics, target audience, and frequency for different training formats.

Table 10: Summary of Proposed Complete Streets Training Program

Training Format	Topics	Target Audience	Level ¹
Ongoing Resources			
Centralized Digital Repository	- NMDOT procedures - Best practices	- NMDOT internal staff - Consultants/contractors - Tribal and local planning agencies (T/LPAs)	- Continuously available - Update annually
Complete Streets Resource Compendium	NMDOT procedures	- NMDOT internal staff - Consultants/contractors - T/LPAs	- Continuously available - Update annually
Continuing Education	Best practices	NMDOT internal staff	As needed
Office Hours	Best practices	- NMDOT internal staff - Consultants/contractors - T/LPAs	Regularly (e.g., monthly or quarterly)
PDE/Traffic Engineer Quarterly Meetings	- NMDOT procedures - Best practices	NMDOT internal staff	Quarterly
Training Courses			
Workshops	- NMDOT procedures - Best practices	- NMDOT internal staff - Consultants/contractors - T/LPAs	Annually
Webinars	NMDOT procedures	- NMDOT internal staff - Consultants/contractors	As needed
Online Learning Modules	Best practices	T/LPAs	- Continuously available - Update annually

¹ Frequency guidelines represent minimums.

Maintenance Funds

Overview of Needs

NMDOT recognizes the benefits of applying Complete Streets design practices and addressing the needs of all users as part of roadway projects. However, funding constraints can create a perceived tension between those needs and maintaining roadway surface conditions in a state of good repair. Limited maintenance resources in particular raise concerns, as new forms of infrastructure can entail expanded maintenance requirements. Additional funding resources for roadway maintenance would help mitigate concerns about the impacts of Complete Streets facilities on Districts' abilities to address overall roadway conditions and meet performance targets. General Office and District maintenance staff should work to collectively identify maintenance needs associated with Complete Streets infrastructure and explore ways to minimize costs and secure additional funding.

Recommendations

While the *Strategic Plan* focuses on opportunities to integrate Complete Streets considerations into existing project development processes and minimize costs for design and new construction, additional resources are likely required to ensure that places for people to walk, bike, roll, and access transit are maintained to a high standard and remain usable over the long-term.

Potential strategies and approaches to support the maintenance of Complete Streets facilities include:

- Increasing maintenance funds available to each District.
- Creating a statewide supplemental maintenance fund that Districts can access to support ongoing maintenance as part of dedicated Complete Streets and quick build projects.
- Developing maintenance agreements with T/LPAs to share equipment and resources.

A photograph of a street scene. In the foreground, a dark asphalt road with a yellow line runs diagonally. To the right of the road is a landscaped area with grey rocks and green plants. A large, leafy tree stands in the middle ground. Behind the tree, a yellow pedestrian crossing sign is visible. In the background, there is a light-colored building with several windows and a fenced area with some construction equipment.

V. Codifying Complete Streets

Codifying Complete Streets

Purpose and Benefits to Codifying Complete Streets

Codifying the statewide approach to Complete Streets through legislation, executive action, and/or departmental policy would demonstrate New Mexico's commitment to addressing the safety and mobility needs of all roadway users and establishing a sustainable practice of implementing Complete Streets. By codifying Complete Streets principles into state practices, New Mexico can also ensure that priorities remain consistent and effective. Codifying the Complete Streets approach offers the following benefits:

- **Ensures long-term commitment:** Embedding Complete Streets principles into State practices ensures those principles remain prioritized across administrations and leadership changes and creates a stable framework for implementation.
- **Establishes transparency and accountability:** Clearly defined roles, responsibilities, and expectations through codification would hold NMDOT accountable overall – as well as individual Districts, and Divisions – for integrating Complete Streets principles into its work. A codified approach helps ensure that Complete Streets processes, priorities, and decision-making are transparent and accessible to the public and stakeholders.
- **Provides legal authority:** Codification, especially through legislation and/or formal policies, can give Complete Streets principles the force of law, making them defensible, reducing ambiguity in decision-making, and helping establish mechanisms for funding and prioritization.

- **Guides local and regional implementation:**

A statewide framework sets a clear example and provides guidance for municipalities and regional agencies to adopt and implement similar policies. Codification can foster a culture within agencies and communities to prioritize multimodal safety and accessibility, helping to normalize Complete Streets principles as part of planning and design processes.

This section outlines best practices for codifying Complete Streets principles across NMDOT.

Recommended Elements

Smart Growth America recommends ten elements that jurisdictions and agencies should include in formal and codified Complete Streets process.

1. Establish commitment and vision
2. Prioritize underinvested and underserved communities
3. Application of complete streets to all projects and phases
4. Allow only clear exceptions
5. Mandate coordination
6. Adopt best practices in design guidance
7. Require proactive land-use planning
8. Measure progress
9. Set criteria for choosing projects
10. Create a plan for implementation

Table 11 summarizes these elements and discusses how the *Strategic Plan* addresses the element.

Table 11: Recommended Elements when Codifying Complete Streets

Recommended Elements			NMDOT Strategic Plan Approach (Section of Plan)
Element	Description	Best Practice	
1. Commitment and Vision	Define a vision prioritizing multimodal safety, accessibility, and the needs of underserved communities while aligning with state transportation goals.	Ensure the vision reflects New Mexico's unique values and priorities; ensure alignment with supporting state policies and programs.	The <i>Strategic Plan</i> emphasizes a statewide vision aligned with departmental goals related to safety and expanding transportation options. (Introduction)
2. Underserved Communities	Direct resources to historically underserved areas to address inequities and ensure equitable access to transportation.	Identify specific metrics to define underinvested areas, such as income levels, infrastructure gaps, or community demographics, to ensure targeted investment.	The <i>Strategic Plan</i> recommends that NMDOT develop or apply analytical tools to identify historically underserved communities and guidance to better incorporate these communities in the project engagement process. (II. Reference Documents – Underserved Communities)
3. All Projects and Phases	Apply principles consistently across planning, design, construction, and maintenance for new and retrofit projects.	Establish strong policy language to ensure the consideration of Complete Streets principles as part of all projects.	The <i>Strategic Plan</i> identifies specific means of integrating Complete Streets principles into all project types, as appropriate. (I. Procedures and Manuals)
4. Clear Exceptions	Define transparent criteria for exceptions with a formal review and approval process.	Specify which Division, Bureau, or committee is responsible for approving exceptions and variances.	The <i>Strategic Plan</i> includes exception criteria and a formalized review process. (I. Procedures and Manuals)

Recommended Elements			NMDOT <i>Strategic Plan</i> Approach (Section of Plan)
Element	Description	Best Practice	
5. Coordination	Require coordination across NMDOT Divisions, Districts, municipalities, and regional organizations for Complete Streets implementation.	Specify protocols for cross-agency coordination and ensure land use planning aligns with transportation goals.	The <i>Strategic Plan</i> outlines roles and responsibilities within NMDOT for ensuring coordination and alignment across divisions. NMDOT is developing a Context Sensitive Solutions chapter for the <i>Design Manual</i> to better align roadway design with surrounding land uses. (I. Procedures and Manuals; IV. Personnel and Resources)
6. Design Best Practices	Use national best practices, such as NACTO, FHWA, and AASHTO, for state-specific design guidelines with regular updates.	Develop state-specific or locally relevant design standards that address New Mexico's unique geography and community needs.	NMDOT is developing context-sensitive design guidance and a <i>Quick Build Guide</i> and intends to update the <i>Design Manual</i> in the near future. (II. Reference Documents; III. Subject-Specific Analysis)
7. Land Use Planning	Integrate Complete Streets into land use planning, promoting connectivity and community development. Align Complete Streets considerations and elements based on land-use context.	Include references to specific land use planning policies or tools that can aid decision-making on Complete Street considerations.	NMDOT does not conduct proactive land use planning; however, street designs can respond to the land use context around a specific project. The Project Lifespan Form includes a Planning tab that outlines relevant land uses considerations. In addition to general guidance that will be included in the Context Sensitive Solutions chapter of the <i>Design Manual</i>, the <i>Strategic Plan</i> recommends connecting land use context zones with design guidance for pedestrian, bicycle, and other considerations to ensure roadway design supports surrounding land uses. (I. Procedures and Manuals; II. Reference Documents)

Recommended Elements			NMDOT <i>Strategic Plan</i> Approach (Section of Plan)
Element	Description	Best Practice	
8. Performance Measures	Establish metrics to evaluate success, including safety outcomes, transportation access for underserved communities, and multimodal improvements.	Tailor metrics to data that is readily available or feasible to collect in New Mexico. Focus on a manageable number of measures to track progress effectively.	The <i>2045 Long-Range Statewide Transportation Plan</i> identifies performance measures for tracking departmental progress towards stated goals. Performance measures in the long-range plan also support the tracking of progress on Complete Streets implementation, specifically: <i>Number of non-motorized fatalities and non-motorized serious injuries</i>; and <i>Number of pedestrian fatalities</i>. The <i>Strategic Plan</i> recommends additional performance measures for NMDOT to track progress on its Complete Streets goals. (III. Subject-Specific Analysis)
9. Project Selection	Prioritize projects based on safety, presence of underserved communities, connectivity, and opportunities for multimodal improvements.	Include specific criteria for identifying priority projects, such as safety data, underserved areas, or integration opportunities with other state goals.	NMDOT currently utilizes a Project Evaluation Process for scoring and prioritizing maintenance and preservation projects. The <i>Strategic Plan</i> recommends that NMDOT develop a comprehensive project prioritization process. (I. Procedures and Manuals)
10. Implementation	Develop a detailed implementation plan with timelines, responsible parties, and funding strategies.	Adapt implementation steps to align with New Mexico's resources and priorities, emphasizing design guidelines, education and training, and measurable outcomes.	The <i>Strategic Plan</i> outlines numerous strategies for incorporating Complete Streets principles and design into standard project development processes. (I. Procedures and Manuals; II. Reference Documents; III. Subject-Specific Analysis)

Approaches for Codifying Complete Streets at NMDOT

Overview of Options

There are four approaches NMDOT can take to codify Complete Streets principles into its practices. These approaches vary in scope and offer unique advantages and disadvantages. The four approaches are listed alphabetically in Table 12.

Table 12: Approaches for Codifying Complete Streets at NMDOT

Approach	Description	Advantages	Disadvantages
Administrative Directive	Administrative directives issued by the Cabinet Secretary provide internal guidance for NMDOT staff and Divisions.	These directives can establish procedures for implementing Complete Streets principles within NMDOT operations.	While useful for initiating internal changes in the near-term, administrative directives lack lasting legal authority.
Executive Order	An executive order issued by the Governor can establish transportation-related objectives, such as Complete Streets principles, as a statewide priority.	Ensures immediate action and can provide clear direction on an issue.	Lack of permanence as executive orders can be easily reversed or modified by future administrations. Executive orders are best used as an interim step to demonstrate commitment and set the stage for legislative action.
Legislation	State-level legislation establishes a State policy as law and represents the most robust and resilient method for codifying Complete Streets principles.	Legislation ensures continuity across administrations and provides an enforceable framework for implementation. Laws can also establish procedures for allocating dedicated funding to support Complete Streets projects and can clearly articulate the State's priorities with respect to multimodal safety and accessibility.	Legislation is an inherently political process and can be subject to compromise that limit effectiveness. Strong legislation requires a high degree of political will and sponsors within the legislature.
Transportation Commission Policy	The Transportation Commission determines policy for NMDOT and can guide statewide implementation of Complete Streets principles.	Transportation Commission policies outline the general approach that NMDOT should take on an issue and can be effective for aligning NMDOT's goals with those of local and regional partners. Commission Policy 66 (Bicycle, Pedestrian and Equestrian Policy) provides a foundation for NMDOT to establish a Complete Streets policy.	Transportation Commission policies lack the enforceability, funding mechanisms, and permanence associated with legislation.

Legislation as the Recommended Approach

Among these mechanisms, **statewide legislation** offers the most durable and comprehensive framework for codifying Complete Streets principles. Legislation establishes the state's commitment to ensuring that priorities remain consistent across administrations and provides the legal authority to integrate Complete Streets principles into planning, design, and funding decisions. To create accountability, legislation could also feature performance measures and other feedback mechanisms that require NMDOT to share progress with elected officials and the general public.

Complete Streets Performance Measures

NMDOT should augment the existing performance measures outlined in the *2045 Long-Range Statewide Transportation Plan* to monitor additional elements related to Complete Streets. Currently, NMDOT tracks the number of non-motorized fatalities and non-motorized serious injuries, and number of pedestrian fatalities. Once NMDOT has established and begins implementing its Complete Streets program, the department should conduct regular monitoring and evaluation to track progress in implementing Complete Streets projects and determine whether the Complete Streets goals are being met. In addition to programmatic milestones, such as the development of guidance and training materials, NMDOT can

collect and review before-and-after data such as crashes, vehicle speeds, and bicycle and pedestrian volumes to understand the impact of investments in Complete Streets and to track overall progress toward building safe and comfortable streets for people walking, bicycling, rolling, and using transit.

Table 13 lists recommended performance measures for tracking Complete Streets that NMDOT should consider incorporating as part of its project selection, evaluation, and long-range planning processes. Since collecting and monitoring data for performance measures could require additional resources, NMDOT should focus on a manageable number of measures that can be tracked effectively.

Performance measures should include both outcomes *and* outputs. Current performance measures, such as number of fatalities and serious injuries, track **outcomes** by measuring the potential impact of Complete Streets implementation. Performance measures tracking **outputs** (i.e., the tangible evidence of Complete Streets implementation) can include the number of miles of dedicated bicycle facilities built over time and are usually easier to collect. By incorporating these additional performance measures, NMDOT can move toward more effectively assessing the integration of Complete Streets into transportation projects and monitor their impact on transportation safety and accessibility over time.

Table 13: Recommended Complete Streets Performance Measures

Performance Measure	Description	Output / Outcome
Bicycle and Pedestrian Level of Comfort Analysis	NMDOT can use some form of bicycle and pedestrian level of traffic stress or level of comfort analysis to assess roadway users' experience of safety and comfort on a travel route in relation to motor vehicle traffic. Such analyses are typically based on factors such as vehicle speed, traffic volume, number of lanes, ease of intersection crossings, etc. High stress locations may indicate a need for infrastructure that separates motorists from bicyclists and pedestrians to increase comfort in riding and walking.	Outcome
Miles of Dedicated Bicycle Facilities	Measure of the total distance of infrastructure provided for bicyclists, inclusive of on- and off-street amenities.	Output
Miles of Dedicated Pedestrian Facilities	Measure the total distance of infrastructure provided for the use of pedestrians, inclusive of sidewalks and shared-use paths.	Output
Modal Splits	Modal split describes the percentage of people who use various forms of transportation. Tracking this metric over time would allow the NMDOT to understand how people's transportation choices are changing (e.g., shifting from driving to bicycling).	Outcome
Multimodal Level of Service	Multimodal level of service (MMLOS) refers to the quality of service experienced by users of a transportation network. It considers factors such as travel time, comfort, safety, reliability, and accessibility for pedestrians, bicyclists, motorists, and public transit riders. Tracking MMLOS analysis allows for an evaluation of tradeoffs for each user of the roadway depending on discrete design and operational decisions.	Outcome
Number of Non-motorized Fatalities and Non-motorized Serious Injuries	Track the 5-year average change in crashes that result in roadway vulnerable road users being killed or seriously injured. (Note: NMDOT already tracks this data.)	Outcome
Number of Complete Streets Training Courses	Track the number of Complete Streets Training Program courses held in one year with NMDOT staff, contractors, and/or municipal staff – for example, workshops, webinars, and online learning modules. See the Trainings Guidance for more information.	Output

Performance Measure	Description	Output / Outcome
Percent of Population within a Quarter Mile of Dedicated Bicycle Facilities	Quantify the proportion of a population residing within a quarter-mile radius of dedicated bicycle infrastructure. This measure helps assess the accessibility of safe and convenient bicycling options for communities and can also help provide insight into equitable transportation delivery by looking at population demographics.	Output
Percent of Population within Quarter Mile of Dedicated Pedestrian Facilities	Quantify the proportion of a population residing within a quarter-mile radius of dedicated pedestrian infrastructure. By including population demographics, tracking this metric could help provide insight into equitable transportation delivery.	Output
Vehicle Miles Traveled (VMT)	Measure of the total distance traveled by motor vehicles through a specific area over a specific amount of time.	Outcome

Case Study: Minnesota Complete Streets Performance Tracking

Minnesota Department of Transportation (MnDOT) has a robust program of tracking and reporting metrics that evaluate implementation of the State's Complete Streets Policy. MnDOT uses a reporting process for documenting its Complete Streets approach and sharing outcomes in a publicly accessible manner. Since a 2022 update to the Complete Streets Policy, MnDOT is tracking both output and outcome performance measures. Key performance measures include:

- Annual percent of MnDOT projects with an identified need, such as bicycling improvements
- Annual percent of MnDOT programmed projects that benefit pre-determined high-priority areas for walking
- Total number of MnDOT projects on non-limited access roadways that include FHWA proven safety countermeasures
- Share of MnDOT programmed projects currently meeting, or scoped to meet, needs of identified user groups, including pedestrian, bicyclist, transit, and freight

Economic Crash Analysis Tool (ECAT) allows users to measure potential impacts of proposed interventions.



ANNUAL MINNESOTA COMPLETE STREETS PERFORMANCE SNAPSHOT | 2017

The following information reflects established MnDOT indicators and targets that are related to MnDOT's complete streets goals. Additional measures may be added to this snapshot from modal plans (Statewide Bicycle System Plan, Statewide Pedestrian System Plan, Statewide Freight System Plan, etc.). Further information about performance measures at MnDOT can be found on the following site: mndot.gov/measures. This snapshot will be updated with each update to MnDOT's Annual Performance Report.

Traveler Safety

Measure	Target	Result	Score	Trend	Analysis
Minnesota Traffic Fatalities: Total number of fatalities resulting from crashes involving a motor vehicle	< 300 by 2020	358 (2017)			There were 358 fatalities on Minnesota roadways in 2017, the lowest number of fatalities reported in the last 70 years. The 2017 results continue the state's progress Toward Zero Deaths.
Pedestrian Fatalities & Serious Injuries: All state and local roads	Tracking indicator	42 fatalities 222 serious injuries	N/A		Pedestrian fatalities and injuries occurred at about the same composite number in 2016 and 2017. However, pedestrian fatalities more than doubled from 17 in 2014 to 42 in 2017.
Bicycling Fatalities & Serious Injuries: All state and local roads	Tracking indicator	6 fatalities 57 serious injuries	N/A		Bicyclist fatalities and serious injuries were at a 5-year low in 2017, with 6 fatalities and 738 injuries. There was 1 more fatality than in 2014.

Appendix



Appendix

Appendix A: Maintenance Project Checklist

Appendix B: Underserved Communities Analysis Guidance

Appendix C: Pedestrian Analysis Guidance

Appendix D: Safety Analysis Guidance

Appendix E: Development of Formal Striping Plan Guidance

Appendix F: Process for Developing a Complete Streets Training Program

Appendix G: Peer State Approaches to Codifying Complete Streets

Appendix A: Maintenance Project Checklist

Maintenance Project Checklist

This appendix contains a draft Maintenance Project Checklist that could be applied to all roadway maintenance and preservation projects that require restriping. The checklist may be more thoroughly vetted and refined in a subsequent effort.

The draft Maintenance Project Checklist is a fillable Excel-based form that provides links to key reference documents and uses information that is expected to be available in the Project Lifespan. Once completed, the checklist autogenerates potential design improvements based on planning guidance, existing roadway conditions, and best practices in roadway design, including acceptable lane widths by functional classification, speed, and daily traffic volume. See Table 1 for guidance on the applicability of the Maintenance Project Checklist by project type.

Key information for the checklist includes:

- **Roadway type/characteristics**, including functional class and average annual daily traffic volumes (AADT)
- **Roadway cross section**, including the number of lanes, driving lane widths, shoulder widths, presence of, and turn lanes
- Existing **striping plan**
- **NM Bike Plan** priority tier
- **Surrounding land uses**, including a brief qualitative description and the land use context zone
- **Transit services** and bus stop locations
- **Relevant plans and design guidance**, including studies conducted by NMDOT or local agencies, and proposed projects or design priorities

Table 1: Maintenance Project Types and Applicability of the Checklist

Project Type	Guidance
Chip Seal	Continue with this Checklist
Crack Sealing	Checklist not required
Interstate	Checklist not required
Mill and Inlay	Continue with this Checklist
Mill and Overlay	Continue with this Checklist
Pothole Patch	Checklist not required
Striping Maintenance	Continue with this Checklist

Maintenance Project Complete Streets Considerations Checklist



Note: Please request the CAR form before proceeding through the checklist (if available).

Reference

Step 1	Type of project?	Chip Seal	Continue with this Checklist	
*Not applicable for crack seal, pothole patching or projects within the interstate system.				
Step 2	Roadway Type			
	Functional class	Collector *		*Available through NMDOT GIS Database
	AADT	5000 ^		*Roadway Functional Class
	Truck Percentage (%)	3 ^		^Online traffic management system or CAR
	Posted Speed Limit (MPH)	30 -		Use 3% if no data is available.
	Type	Rural -		-Obtained from desktop or site review.
	Jurisdiction of local agency	NMDOT		
Step 3	Cross Section			
	Number of Lanes	2 -		-Obtained from desktop or site review.
	Driving lane Widths (FT.)	12 -		
	Shoulder Widths (FT.)	2 -		
	Existing Sidewalks	No -		
	Turn Lanes	No -		
Step 4	Existing Striping Description	Existing double yellow centerline stripe with white shoulder stripes.		
	Enter narrative or key words			
Step 5	Bike Plan Tier	2	Minimum level of dedicated infrastructure for all Tier 2 NM highways; more than minimum level desired if roadway is high-speed and/or high-volume	Refer to the NMDOT BIKE PLAN
Step 6	Surrounding Land Uses			
	Qualitative Descriptions			
	Context Zone			
Step 7	Transit Service/Bus Stops	No		

Suggested modifications to consider (subject to further evaluation):

Candidate for lane narrowing, Widen the shoulder for bike use,

Additional references to key resources (based on populated considerations)

NMDOT Complete Streets Strategic Plan, AASHTO Greenbook, NMDOT Standard Drawings for Striping (704),

Note: Save this checklist for project records and coordinate with the Planning Bureau for additional questions.

Last updated: 5/30/2025

Appendix B: Underserved Communities Analysis Guidance

Underserved Communities Analysis Guidance

Overview and Purpose

Underserved communities often face disproportionate transportation impacts, such as roads with higher than average crash rates or roads not built for transit or pedestrians, despite the fact that residents of those communities may rely heavily on these modes of transportation. Identifying these communities and considering their needs as part of transportation planning and projects can help address some of these systemic impacts by ensuring all roadway users and populations across the state have fair and equal access to transportation systems and that investments improve mobility and safety for the communities with the greatest needs. This approach is consistent with recent FHWA guidance, which asserts: “Implementing Complete Streets equitably includes identifying underserved communities, recognizing their varying transportation needs, and prioritizing the creation of safe, connected networks in these communities.”

The purpose of providing guidance on analysis related to underserved communities is to:

- Provide a consistent and comprehensive framework for identifying key populations and demographic groups in a project area and assessing the communities’ transportation needs.
- Define the level of analysis required for different project types (i.e., maintenance/preservation, rehabilitation, capital improvement) and project phases (i.e., project identification, initiation, scoping, and execution).
- Apply best practices and tools for evaluating and prioritizing projects by defining, analyzing,

and measuring impacts associated with a project or a location.

- Allow NMDOT to proactively identify locations with critical transportation needs.

Project Development Considerations

General Opportunities: Fully addressing the needs of underserved populations as part of project development is both a process and an outcome, and key considerations can be addressed through project-level guidance. For example, the capital improvement projects process and engagement requirements in the Location Study Procedures Manual provide a structure for socioeconomic and demographic-related analyses and for comprehensive outreach to occur. Opportunities also exist to incorporate technical analysis into maintenance/preservation and rehabilitation projects.

Project Identification and Scoping: Critical information needed to inform the scope and type of analysis can be identified in the Project Lifespan Form. Based on the preliminary information gathered in the project identification phase, NMDOT planners and engineers can determine whether underserved populations are present and which demographic groups must be included as part of community engagement efforts.

Outreach: Capital improvement projects that involve a formal Phase A/B study should feature a formal Public Involvement Plan that ensures the diverse populations along the project area are involved in key project decisions. The Public Involvement Plan should explicitly consider the populations along the project

area and determine strategies necessary for robust public involvement. Additional resources may be required to fully address the needs of underserved communities in outreach since internal staffing is limited.

Recommended Guidance Structure

Key elements of the Underserved Communities Analysis Guidance should include:

1. **Defining Analysis Objectives:** Outline the purpose and benefits of project-level and general location analysis and provide definitions of underserved populations and other key terms. The guidance should also establish how project considerations align with the NMDOT Vulnerable Road User Assessment.
2. **Considerations by Project Type:** Define the approach to public engagement and the analytical steps for each project type. Table 1 below identifies potential outcomes by project type, as well as the appropriate forms and levels of engagement.
3. **Screening for Underserved Populations:** Demographics analysis can be used across a range of project types to screen for underserved and priority populations. Analysis could include race, ethnicity, age, gender, income, education, vehicle ownership rates, and other Census-based data, as well as data compiled by other State agencies and municipalities. Federal resources may serve this purpose or a New Mexico -specific tool may be needed.

Table 1: Summary of Analysis and Engagement by Project Type

Project Type	Analysis	Engagement
Maintenance / Preservation	▪ Apply screening through the Project Lifespan Form to identify the composition of the community in the project area.	▪ Inform area residents of the upcoming project.
Rehabilitation	▪ Apply screening through the Project Lifespan Form to identify the composition of the community in the project area. ▪ Consider strategies to meet the transportation needs of affected communities.	▪ Inform area residents of the upcoming project. ▪ Consult area residents to gauge public opinion on roadway changes.
Capital Improvements	▪ Apply screening through the Project Lifespan Form to identify the composition of the community in the project area. ▪ Identify and implement specific infrastructure improvements based on community input to address the needs of underserved populations. ▪ Conduct more detailed analysis to assess project outcomes, as appropriate.	▪ Consider how public outreach will be structured to meet the specific needs of affected communities as part of the Public Involvement Plan. ▪ Engage and involve community members and stakeholders in decision-making to ensure their needs are met.

4. **Public Engagement Processes:** Identify appropriate outreach efforts based on the results from the demographics analysis. Consider ways that engagement takes place and the role of local populations and stakeholders in the identification of needs, as well as opportunities to build upon engagement processes from previous plans, such as working with identified stakeholders and community groups or successful locations and methods for engagement. The level of engagement may be determined by the project type (e.g., less robust engagement activities for maintenance/preservation projects compared to capital improvement projects). Possible tools include using the Planning Division's Public Involvement Plan, as well as the online tools used by the Environmental Bureau.

- **Engagement Tools:** Existing project development processes can be leveraged and expanded upon to ensure that future projects apply equitable approaches to community and stakeholder outreach. The guidance could include a toolkit of techniques for targeted outreach and engagement based on lessons learned from prior NMDOT projects. Potential strategies could include evaluating the impacts of construction on local businesses, especially ones owned by members of underserved community groups, and partnering with and compensating local stakeholders and residents for promoting engagement and recruiting participants.
- **Measuring Impacts:** Various tools and techniques can be applied to assess whether the project development process creates appropriate engagement opportunities, such as tracking levels of participation and the types of stakeholders involved in project outreach. Potential metrics could include the demographics of

participants and the number and type of community groups engaged in the process.

5. **Assessing Project Outcomes:** As project recommendations and strategies are identified and developed, information from the screening and public engagement processes should inform an assessment of potential equitable outcomes. NMDOT planners and engineers should assess the potential impacts of projects based on the underserved communities in the project area and consider whether a final design ultimately addresses community needs.

Additional Steps in Development of Underserved Communities Analysis Guidance

Identify or Develop a Screening Tool and Associated Reference Data for Identifying Underserved Communities

A useful step for the project development process is a comprehensive and objective tool that can be used by engineers and planners to understand the characteristics and general transportation needs of communities within a project area. Further assessment is needed to determine if a federal screening tool – such as the Climate and Economic Justice Screening Tool (CEJST) – can serve NMDOT needs and properly account for the demographic characteristics of New Mexico, or if a custom New Mexico-specific tool is needed. While this tool may be intended specifically for project-level analysis, the tool may also be used to proactively identify areas where transportation projects could improve mobility for currently underserved communities and as part of a formal statewide prioritization process for selecting projects for implementation. Application of the screening tool may require the development of specific

datasets, such as a database of underserved and/or priority population areas.

Stakeholder Input on Methods for Considering Needs of Underserved Communities

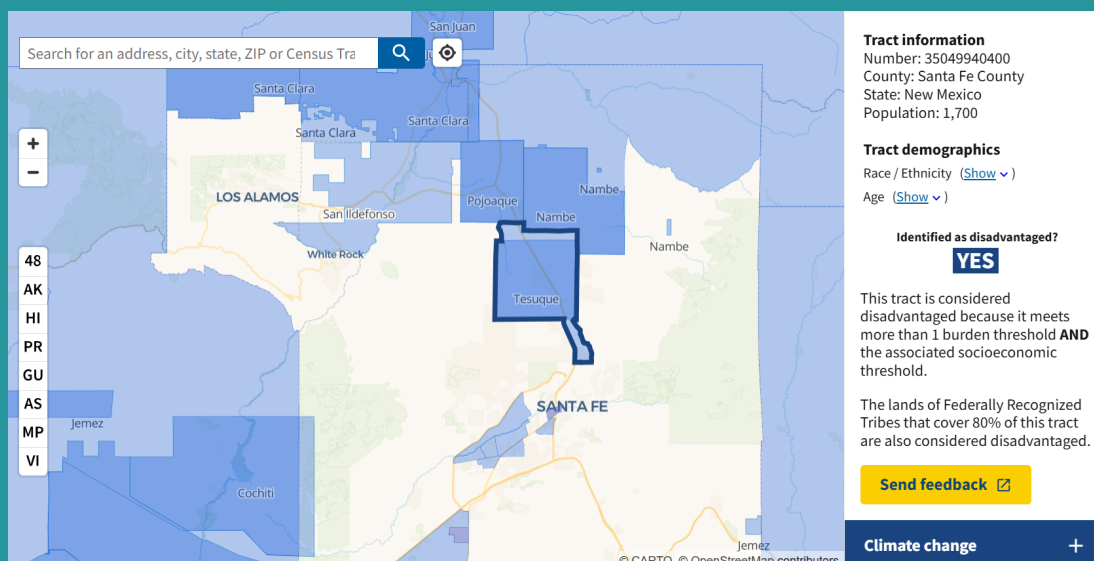
Conduct interviews and focus groups with NMDOT staff across Divisions, Districts, and Design Centers to explore whether current work processes include considerations for underserved communities and establish current definitions within the context of their work. A key consideration for this activity is to identify ways to make screening tools as relevant as possible for various NMDOT applications and project types.

Statewide Project Prioritization Process

NMDOT should develop a statewide process for evaluating and prioritizing projects. The prioritization process should include various Complete Streets-related criteria, including underserved communities, and should incorporate the same screening tool described above for assessing population characteristics and community needs in the project area. In addition to identifying evaluation criteria, NMDOT will need to determine which project types and funding programs should be subject to the prioritization process.

SAMPLE TOOL: CLIMATE AND ECONOMIC JUSTICE SCREENING TOOL

Climate and Economic Justice Screening Tool is an interactive map that uses datasets as indicators of societal burdens in eight categories: climate change, energy, health, housing, legacy pollution, transportation, water and wastewater, and workforce development. The national-level tool uses this information at the Census tract level to identify communities that may be considered overburdened and/or underserved.



Appendix C: Pedestrian Analysis Guidance

Pedestrian Analysis Guidance

Background and Purpose

Walking – or rolling in an assisted mobility device – is the most basic form of travel and comprises the start and end of every trip, even for people driving. However, pedestrians are the most vulnerable road users due to their high exposure to traffic, and New Mexico is consistently among the states with the highest pedestrian fatality rates in the United States.

Through its Pedestrian Safety Action Plan (PSAP), NMDOT created a framework for reducing pedestrian-involved injuries and fatalities and creating safer and more comfortable walking trips. The Complete Streets Strategic Plan further recommends the development of context-based guidance for pedestrian facility selection and design. To support these recommendations, NMDOT should develop Pedestrian Analysis Guidance that supports analysis of pedestrian conditions at the project level by defining criteria for determining pedestrian needs and considerations and outlining strategies for improving walking conditions as part of NMDOT projects. This guidance complements other location-specific analyses recommended in the Complete Streets Strategic Plan.

The purpose of the Pedestrian Analysis Guidance is to:

- Improve the project identification and scoping processes by providing a consistent and comprehensive framework for assessing pedestrian conditions and needs based on the surrounding land use context and roadway characteristics.
- Define the scope and level of pedestrian analysis required for different project types (e.g., maintenance/preservation, rehabilitation,

capital improvement) and phases (i.e., identification, scoping, and implementation).

- Support context-sensitive design decisions by identifying the pedestrian treatments needed to create safe, high-comfort facilities and improve crossing conditions.

Recommended Structure

The Pedestrian Analysis Guidance should be structured around individual project analysis and should contain three primary components:

- **Applicability of pedestrian analysis guidance** based on project location and roadway characteristics
- **Appropriate level of analysis** based on project type
- **Pedestrian analysis methodology** with steps for project-level analysis and design

Applicability of Pedestrian Analysis

Roadway type: Pedestrian analysis should be conducted on most highways, though the analysis may not be necessary or appropriate for roadways such as interstates and other limited access roadways where pedestrians are not permitted, or rural highways with traffic volumes below certain thresholds.

Land use context: The Pedestrian Analysis Guidance will complement the Context Sensitive Solutions chapter of the Design Manual as the decision of whether to conduct pedestrian analysis should be based primarily on the land use context zone and the presence of nearby destinations that generate pedestrian activity. Potential considerations to determine the application of pedestrian analysis include the following locations:

- Within incorporated communities

- Other developed or urbanized areas
- Rural areas near pedestrian generators, such as schools, government buildings or medical facilities
- Where regional transit services are present, to ensure pedestrian access to transit stops

Some areas, including rural highways or industrial zones, may not currently generate or have any future potential to generate a meaningful level of pedestrian activity.

Appropriate Level of Analysis by Project Type

The appropriate level of pedestrian analysis may vary based on the project type. Considerations by project type – to be further refined in the pedestrian analysis guidance – are outlined below.

- **Maintenance/Preservation:** Maintenance and minor preservation projects do not typically address roadway elements outside of the paved surface area and may only be able to document pedestrian needs since these are likely to be located outside of the paved surface area, beyond curb lines or shoulders. Opportunities may exist to introduce new or enhanced crossings as part of restriping, or to implement edge lines to create pedestrian buffers or wider shoulders.
- **Rehabilitation:** Pedestrian analysis can take place as part of the development of the Engineering Scoping Report. Unmet pedestrian needs may be summarized in a technical memorandum included as an appendix to the Engineering Scoping Report.
- **Reconstruction/Capital Projects:** Detailed pedestrian analysis should take place as part of all applicable Phase A/B studies; the longer timeframe for these projects should allow for the full application of the methodology outlined in this document.

Pedestrian Analysis Methodology

Analyzing pedestrian conditions should include evaluating the project context, identifying opportunities to improve existing conditions for pedestrians (with regard to safety and comfort), and providing walking access to destinations and trip generators. Recommendations that result from a pedestrian assessment could include new facilities, such as sidewalks or crossings; or enhancing existing infrastructure such as adding a buffer, upgrading curb ramps, repainting crosswalks, or adding other crossing infrastructure. Other design improvements could include lighting, transit stops, street trees, and/or landscaping. Potential steps in project-level analysis and design are outlined below. These steps should be tailored as appropriate based on project type (e.g., a maintenance/preservation project will conduct fewer of these steps compared to a reconstruction/capital project).

1. **Establish project context:** Document the general conditions in the project area to establish what level of pedestrian analysis is necessary. Considerations include:
 - Land use context zone
 - Demographic and socioeconomic conditions
 - Project area roadway characteristics
2. **Evaluate existing pedestrian infrastructure conditions:** Assess the existing pedestrian infrastructure in the project area. Considerations should include:
 - *Linear pedestrian facilities*, including facility widths, gaps, and the presence of landscaping and other buffers between the pedestrian facility and vehicular traffic.
 - *Crossing infrastructure*, including crossing types and spacing, and any crossing enhancements (e.g. median refuge, flashing beacons, etc.).

- *Pedestrian origins/destinations and trip generators* within the project area, such as schools, employment centers, commercial areas, grocery stores, transit stops, residential areas and other sites that are likely to generate significant pedestrian activity.
- *Local network connections*, including the presence of accessible walkways to common destinations within the project area.

3. **Assess needs:** Contrast existing conditions against desired conditions within the project area. Pedestrian needs may also be identified through community outreach efforts for a project. Considerations include:

- *Pedestrian facilities:* Contrast the desired pedestrian conditions based on the land use context and roadway type against the desired pedestrian conditions, as established in the forthcoming Statewide ATP.
- *Crossing needs:* Determine if additional or enhanced crossings are needed based on the spacing between existing crossings, destinations and land uses, as well as network connections for people walking, biking, and rolling.
- *Safety considerations:* Consider safety countermeasures that would benefit pedestrian travel. These measures could be identified through a road safety audit or a walk audit, or they could be in response to observed crash types. See the Safety Analysis Guidance section for additional discussion.
- *Accessibility needs:* Evaluate compliance with ADA/PROWAG standards, including issues related to curb ramps, obstructions, facility widths, and other design issues.

4. Identify potential improvements

- *Identify potential improvements:* Improvements could include new pedestrian facilities, new or enhanced pedestrian crossings, intersection design improvements, or pedestrian-related safety measures. Improvements may be informed by the project type as well as factors such as available right-of-way, project resources, and community needs.
- *Consult preferred design manuals:* Project elements should be designed based on the guidance and standards from the forthcoming Statewide ATP, the NMDOT Design Manual, and national best practices in pedestrian facility selection and design.
- *Reference the NMDOT Quick Build Guide:* Consider opportunities to incorporate quick build treatments into pedestrian designs, and which types of treatments are best suited to address different safety issues or network gaps.
- *Reference the FHWA Proven Safety Countermeasure website:* Use this site to generate ideas for pedestrian-specific safety countermeasures.

References Needed for Pedestrian Analysis and Next Steps

The table below summarizes the reference documents needed for application of the Pedestrian Analysis Guidance.

Category	Type/Description	Status/Next Steps
Internal Needs		
Reference Data	Land use context zones – definition and geographic areas	In development as part of Context Sensitive Solutions chapter for the Design Manual
	Segments of NM and US highways that are considered Main Streets	Dataset needed
	Pedestrian trip generators , including schools, public facilities, grocery stores, medical facilities, recreational destinations, etc.	Dataset needed
Scoping Tools	Create a Universal Project Scoping Report that contains information needed to determine if pedestrian analysis is necessary and at what level of effort	Updates to the Conditions Analysis Report (CAR) through the Asset Management Bureau
	Update the Location Study Procedures Manual to be consistent with the recommendations of the Complete Streets Strategic Plan and the contents of the Pedestrian Analysis Guidance	General updates needed
Analysis Tools	Pedestrian analysis tools , such as walk audit forms, pedestrian count methods and resources (based on project location and context), etc.	To be created
	Pedestrian conditions checklist that identifies roadway conditions as they relate to the walking experience (i.e. posted and observed speeds, number of roadway lanes, frequency of crossings, etc.)	To be created
	GIS-based sidewalks inventory	Dataset in development as of Spring 2025
Pedestrian-supportive Policies	Develop State-level and/or Transportation Commission policy that prioritizes the application of pedestrian improvements as part of all NMDOT projects, where appropriate	To be created

Category	Type/Description	Status/Next Steps
Design Resources	Develop detailed pedestrian design guidance based on the land use context and roadway type and characteristics	In development through Context Sensitive Solutions chapter of the NMDOT Design Manual and the Statewide ATP
	Develop pedestrian crossing guidance , including considerations for pedestrian crossing locations, desired crossing spacing for different land use contexts, and recommended crossing type based on the context and roadway characteristics	To be created
	Identify and provide case studies of performing pedestrian analysis and applying different design techniques in various land use contexts	To be created
	Develop a Quick Build Guide with pedestrian-focused design treatments that are appropriate for NM and US highways	In development
Existing Resources		
NMDOT	▪ Pedestrian Safety Action Plan (2021) ▪ Conditions Analysis Report (CAR) form and related efforts ▪ Project Evaluation Process Manual (2021) ▪ Location Studies Procedure Manual ▪ NMDOT Design Manual – Section 1200	
Federal Highway Administration	▪ <u>Field Guide for Selecting Countermeasures at Uncontrolled Pedestrian Crossing Locations (STEP Guide)</u> ▪ <u>Small Town and Rural Multimodal Networks</u> ▪ <u>Statewide Pedestrian and Bicycle Planning Handbook</u> ▪ <u>Pedestrian Safety Guide and Countermeasure Selection System</u>	
National Design Manuals	▪ American Association of State Highway and Transportation Officials (AASHTO) Guide for Planning, Designing and Operating Pedestrian Facilities, 2nd edition (2021) ▪ National Association of City Transportation Officials (NACTO)	

Appendix D: Safety Analysis Guidance

Safety Analysis Guidance

Introduction and Purpose

In 2022, there were 419 fatal roadway crashes in New Mexico, with approximately 22% of these fatal crashes including a pedestrian death.¹ New Mexico is frequently ranked as the deadliest state for pedestrians based on pedestrian deaths per capita; from 2018 to 2022, New Mexico had an average of 4.17 pedestrian deaths per 100,000 people, the highest average of all states. By comparison, the state with the second highest rate, Florida, had an average of 3.43 pedestrian deaths per 100,000 people.² The seriousness of this issue means that safety should be an explicit element of NMDOT-led projects.

Addressing safety challenges is goal of various NMDOT planning documents – including the Strategic Highway Safety Plan, the Vulnerable Road User Safety Assessment, and the Pedestrian Safety Action Plan – and is fundamental element of creating Complete Streets. An emphasis on safety can reduce roadway fatalities and serious injuries while also enhancing the overall quality of the transportation system, making it more attractive and accessible for people to walk, ride a bicycle, and use transit. Specifically, dedicated safety analyses can help identify and prioritize locations where Complete Streets elements should be implemented, and the type and design of these elements.

New Mexico is frequently ranked as the deadliest state for pedestrians based on pedestrian deaths per capita

NMDOT should develop Safety Analysis Guidance that can further NMDOT's commitment to the safety and comfort of the transportation system for all users. The guidance can apply to all project types, but is particularly appropriate for rehabilitation and capital improvement projects, and should be used to integrate strategies and countermeasures into the NMDOT decision-making process during project development. The guidance should establish a unified approach to safety analysis across NMDOT, allowing for consistency and comprehensive assessment of the safety conditions in specific locations along the state highway system. Safety analysis should emphasize countermeasures and strategies that are context-sensitive, multimodal, and cost-effective, thus ensuring safety enhancements are practical and applicable to diverse environments.

¹ Annual Crash Report 2022 (latest available) the University of New Mexico. <https://gps.unm.edu/tru/reports/annual-crash-reports/index.html>

² Dangerous by Design 2024, Smart Growth America. <https://smartgrowthamerica.org/dangerous-by-design/state-of-the-states/>

The purpose of the Safety Analysis Guidance is to:

- **Standardize safety analysis requirements**, procedures, and methods for project scoping and provide a consistent and comprehensive framework for assessing safety to reduce fatalities and serious injuries for all modes of transportation and road users.
- **Define the scope and level of safety analysis** appropriate for different project types (i.e., maintenance/preservation, rehabilitation, capital improvement) and phases (i.e., scoping, planning, design, construction).
- **Recommend best practices and tools** for collecting, analyzing, and reporting safety data and metrics (e.g., crash frequency, severity, rate), or safety performance measures (such as estimated average crash frequency for a specific site based on traffic volume and roadway segment length).
- **Identify and prioritize safety countermeasures** and strategies that are context-sensitive, multimodal, and cost-effective.

Recommended Structure

The Safety Analysis Guidance should be comprehensive and include several key elements. It is important to note these elements include both analytical steps to be taken in the identification of countermeasures and roadway improvements and potential actions that could be taken after project implementation to evaluate effectiveness.

1. Analysis Type Selection Process

Develop a clear process, including the use of flow charts and decision trees, that assists users with selecting the appropriate safety analysis procedures based on project type and phase.³ The analysis type selection process should reflect the fact that different project types need

varying levels of safety analysis that require a range of levels of effort.

2. Methodology Guide

Outline the key steps for various safety analysis procedures. It is important to note that the list below contains a menu of potential analyses and techniques that could be included as part of the development and design of a potential project and that not all steps may be required for all project types or contexts. Potential analysis procedures can include:

- *Before-and-after analyses*: Evaluation comparing crash data and/or other traffic data such as speeds before and after the implementation of a safety countermeasure to assess its effectiveness in reducing crashes and addressing unsafe conditions.
- *Benefit-cost analyses*: Economic evaluation to compare the costs of a project or intervention against the expected benefits to determine its efficacy in terms of monetary savings, time, and improved safety outcomes.
- *Crash summaries*: Compilation of crash data for the project area that details the number, types, causes, involved parties, and factors of crashes over a specific period of time to identify trends and recurring safety issues. Much of this information is now available from AASHTOWare, though guidance is needed on how to interpret the data.

³ MassDOT Safety Alternatives Analysis depicts an example of flowchart for to support selection of different safety analysis methods. <https://www.mass.gov/doc/massdot-safety-alternatives-analysis-guide/download>

- *Empirical Bayes (EB) and Highway Safety Manual Part C analyses*: Statistical approaches that combine data on the observed crashes at a location with predicted crash frequency (derived from safety performance functions) to calculate expected crash frequency at the location.^{4, 5}
- *Risk factor analysis*: Assessment of road configuration and context factors, such as traffic volume, the number of lanes, availability of sidewalks, presence of medians, etc. Risk can be quantified for specific project locations by developing a score that is based on the presence of known risk factors. This score can help prioritize safety interventions without relying solely on historical crash data, and would allow NMDOT to proactively address potential safety issues before they result in crashes. Additionally, future development of a risk factor analysis matrix, similar to the Oregon DOT All Roads Transportation Safety program risk factor index, could be beneficial.⁶
- *Safety audits*
 - Road safety audits (RSAs): Formal examination of a road or intersection by an independent, multi-disciplinary team to identify multimodal safety issues and opportunities for multimodal safety improvements. RSAs are a particularly useful tool for identifying safety issues that may not be reflected in crash data (e.g. near-misses; inadequate infrastructure that leads to under-use; proximity of certain land uses to roadway such as a school; deferred maintenance issues; etc.). RSAs may be conducted as a stand-alone exercise or incorporated into the project scoping phase of a project.
 - Community Safety Assessments: Qualitative examination of a road or intersection during project development by stakeholders and community members to assess the

safety, accessibility, and connectivity for pedestrians and bicyclists.

The outline for each procedure should include detailed requirements for data collection. The guidance should also highlight the importance of accounting for underreported incidents involving bicyclists and pedestrians (i.e., underreported bicycle and pedestrian incidents may not mean there are no safety issues, but that locations are perceived as unsafe, and few people bike or walk) and specify recommended tools and resources.⁷ Similarly, the underreporting of crashes on tribal lands and in tribal communities should be considered in this guidance, including a discussion on best practices to understand the safety issues in tribal communities.

⁴ Safety Performance Functions (SPFs) are equations that estimate expected average crash frequency as a function of traffic volume and roadway characteristics.

⁵ The Highway Safety Manual (HSM) Part C: Predictive Method provides methodologies for predicting crash occurrences, including SPFs.

⁶ Oregon DOT Highway Safety program has an example of a risk factor calculator tool: <https://www.oregon.gov/odot/Engineering/Pages/Highway-Safety.aspx>

⁷ See Oregon DOT Highway Safety program for an example of a risk factor calculator tool: <https://www.oregon.gov/odot/Engineering/Pages/Highway-Safety.aspx>

3. Safety Countermeasures and Crash Modification Factors (CMFs)

Provide details on how to use Crash Modification Factors (CMF) to select appropriate safety countermeasures that specifically address the observed risks and issues in the project location.⁸ The guidance should also direct users to additional resources, including the FHWA's Proven Safety Countermeasures clearinghouse and NMDOT Quick Build Guide, for further guidance.⁹

4. Monitoring and Evaluation

Provide guidance for the development of an ongoing monitoring and evaluation process of safety initiatives. This will help ensure continual improvement and responsiveness to emerging safety issues. The guidance should outline the types of information and data that should be collected before a safety countermeasure or intervention is implemented and potential approaches to monitoring the effectiveness of the intervention.

5. Case Studies

Summarize examples of safety analysis procedures applied in different scenarios, based on project type and phase, and illustrate the practical application of the guidance. This section can be included as an appendix that provides resources for users of the guidance.

⁸ Oregon DOT All Roads Transportation Safety program has an example of a CMF calculation and countermeasures selection tool. <https://www.oregon.gov/odot/Engineering/Pages/ARTS.aspx>

⁹ Crash Modification Factors: <https://www.cmfclearinghouse.org/>

Case Study: Ohio DOT

The Ohio Department of Transportation (ODOT) conducts safety analyses using a variety of analytical tools and methodologies.

- ODOT recommends the **methodologies contained in the Highway Safety Manual**, including the Empirical Bayes approach, for predictive analyses to estimate potential crash reductions associated with different countermeasures.
- ODOT supports these analyses with tools like the **GIS Crash Analysis Tool** and the **Economic Crash Analysis**, which assist in evaluating the effectiveness of proposed safety measures.
- ODOT provides resources on their **[Crash Tools, Trends & Resources](#)** webpage, including insights into statewide crash data to facilitate informed decision-making and prioritization of safety interventions.

Project Information

General Information

Project Name: _____ Contact Email: _____
Project Description: _____ Contact Phone: _____
Reference Number: _____ Date Performed: _____
Analyst: _____ Analysis Year: _____
Agency/Company: _____
Perform Benefit Cost Analysis? ☐

Do the proposed improvements fundamentally change the conditions of the base safety performance function (SPF), Or is crash data unavailable for the analysis condition, Or is only predicted (and not expected) analysis needed for the existing or proposed condition?
(Examples: unsignalized to signalized, undivided to divided, increase or decrease in the number of lanes, change the number of approaches to an intersection, significant realignment of the roadway)

Project Elements Description Table

Project Element ID (Must be Unique)	Site Type	Intersection Control Type	Location Information					Remove Project Element
			NLFID	Begin Logpoint/ Intersection Midpoint	End Logpoint (Leave blank for Intersection)	Length (mi) OR Intersection Radius Buffer (mi)	Cross Route NLFID(s)	

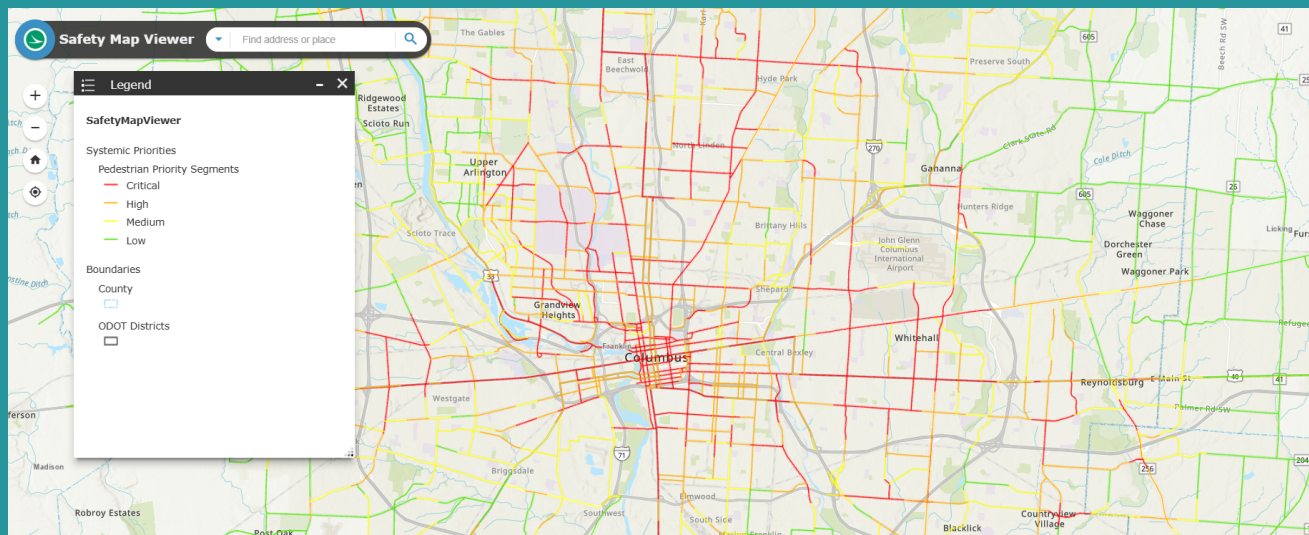
Update Analysis Type

Go To Crash Data Worksheet

Add Row

Are Existing Crash Data? Click to Generate Analysis Worksheets

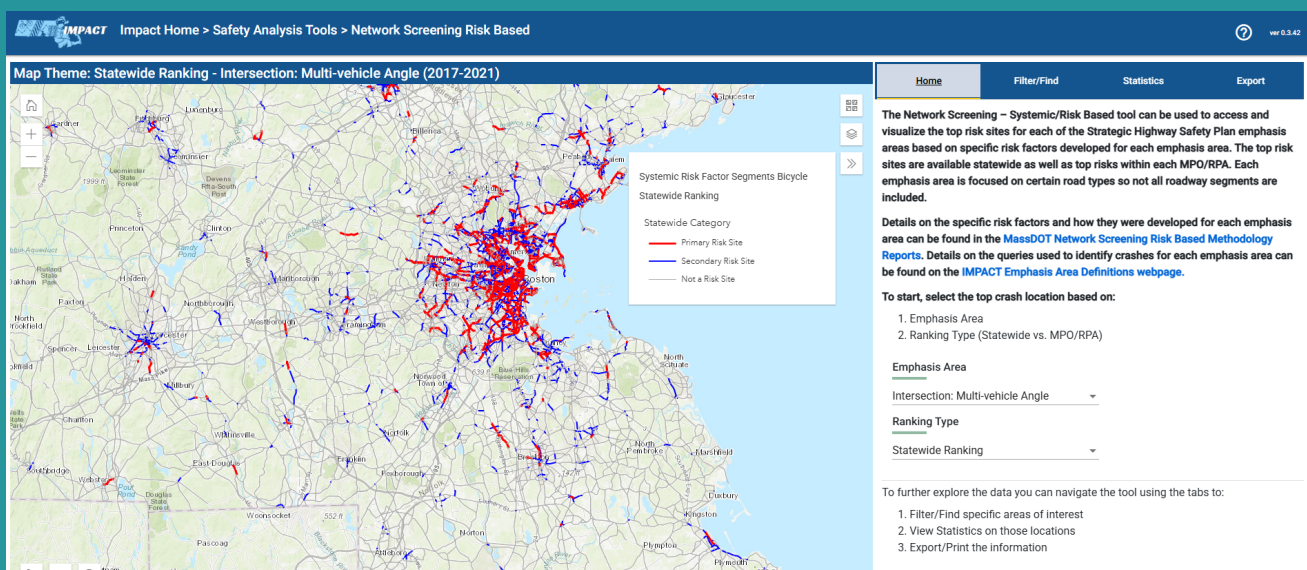
Economic Crash Analysis Tool (ECAT) allows users to measure potential impacts of proposed interventions.



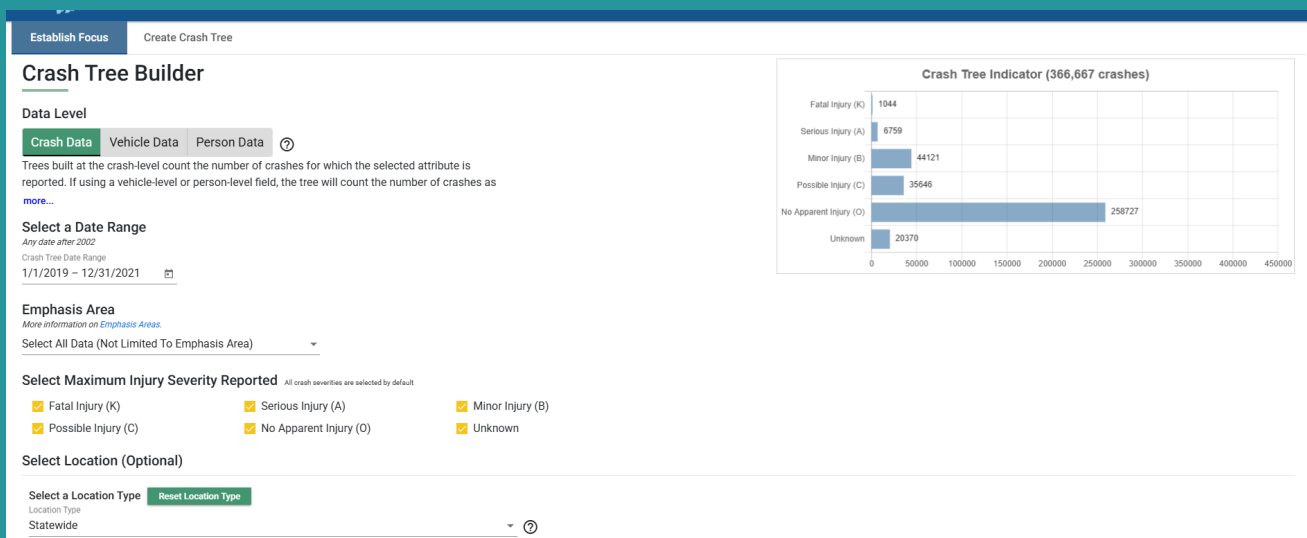
Safety Map Viewer is an ODOT interactive map that provides key safety metrics required for HSIP funding applications.

Case Study: MassDOT

The Massachusetts Department of Transportation (MassDOT) conducts safety analyses using a detailed, data-driven approach that is accessible through its **Safety Analysis Tools** webpage. This online platform offers a user-friendly interface that allows engineers and planners to develop crash summaries and identify hazardous locations across the state via network screening. The tool provides comprehensive safety metrics, including crash frequency and severity, based on emphasis areas identified in the State's *Highway Safety Plan*. MassDOT leverages these analyses to inform users of roadway segments and intersections that could benefit from safety interventions.



Network Screening (Risk Based) identifies locations with the highest risk for various factors or emphasis areas.



Crash Tree Builder allows users to evaluate crash patterns and develop crash summaries.

Case Study: Oregon DOT

The Oregon Department of Transportation (ODOT) [All Roads Transportation Safety Program](#) focuses on improving safety on public roads, regardless of ownership, by applying systemic safety improvements across the state. Several spreadsheet and fillable forms are provided for practitioners.

- The **Cost-Effectiveness Index Analysis Spreadsheet** is used for pedestrian and bicycle safety project applications and aids in assessing the economic efficiency of proposed safety improvements by evaluating their cost relative to the risk factors at project locations.
- The **Countermeasure Search Tool** assists users in selecting appropriate safety countermeasures based on specific criteria such as location, crash type, lighting, and pavement conditions. This tool supports decision-making by linking to the Crash Reduction Factor (CRF) list and appendix.

Step 1: Enter location details for each site included in your application. Risk scores are automatically calculated for each site.										
	Data Input	Notes	Site 1	Site 1 Risk Score	Site 2	Site 2 Risk Score	Site 3	Site 3 Risk Score	Site 4	Site 4 Risk Score
Exposure	Crossing Distance (Number of Lanes)	Highest number of lanes crossed by a pedestrian on any leg. Include through and turn lanes, exclude medians.								
	Average Annual Daily Traffic Volume	For intersections, enter the AADT of the higher volume (major) roadway.								
	Number of multimodal attractors within 1/4 mile	May include: high density residential, convenience store, fast food restaurant, school, park, offices, transit stop, parking garage								
Roadway Characteristics	Sidewalk Facilities	Presence of sidewalks on both sides of the road/all intersection approaches								
	Bicycle Facilities	Presence of bicycle lanes (excludes shared lanes) on both sides of the road or all intersection approaches								
	Adjacent Signalized Crossing Spacing	Average spacing along a segment, or minimum spacing to next signal for intersections. RFBs and PHBs are considered signalized crossings								
	Access Density (accesses per mile)	Includes driveways, alleys, and public streets on both sides of the road								
	Paved Shoulder Width	Narrowest shoulder width of any side								
	Posted Speed Limit	Highest posted speed limit of any side/leg								

The Cost-Effectiveness Index Analysis Spreadsheet is a simple form that users complete using pre-filled cells.

Step 2: Select a Location Type and Area Type (required fields).

Step 3: Enter at least one crash pattern (Crash Type, Lighting Condition, Pavement Condition, or Crash Cause)

Step 4: Click the "Search Countermeasures" button to populate a list of all ODOT-approved countermeasures that treat one or more of the crash patterns selected.

Note: This search tool returns countermeasures that apply to each crash pattern - entering multiple crash patterns will expand your results, not limit them.

Note: The Countermeasure tool is provided to assist agencies in their effort to select safety countermeasures, but is not intended to be a substitute for the exercise of sound engineering judgement.

More information on CRFs can be found here:

<https://www.oregon.gov/ODOT/Engineering/Pages/ARTS.aspx>

https://www.oregon.gov/ODOT/Engineering/Docs_TrafficEng/CRF-Appendix.pdf

Location Name/Description	Location Type	Area Type	Crash Type 1	Crash Type 2	Lighting	Pavement	Cause 1	Cause 2
Vandal Drive/Aggie Way	Curve	Rural	Head On	N/A	N/A	N/A	N/A	N/A
Search Countermeasures								
Potential Countermeasures								
Application Type	ID	Name	CRF (%)	Crash Types	Injury Types	Traffic Control	Area Type	
Hotspot	H30	Install Lighting on a Roadway Segment	28	Night	All Injury (Excludes PDO's)	None - Roadway	Urban or Rural	
Hotspot	H42	Widen Rural Paved Lane Width by 1 foot	5	All	All	None - Roadway	Rural	
		Increase Pavement Friction by Installing High Friction						

The Countermeasure Search Tool identifies safety countermeasures that apply to user inputted crash types and locations.

Next Steps for Developing Safety Analysis Guidance

To develop the comprehensive Safety Analysis Guidance, NMDOT should undertake the following steps:

1. Existing Safety Analysis Process Review:

Evaluate current safety analysis processes, including how safety is incorporated at different project types and phases within NMDOT. Coordinate with practitioners within NMDOT to understand and document their current safety analysis efforts.

2. Data and Tools Review: Examine NMDOT's current crash data collection practices and the use of existing analysis tools, such as *AASHTOWare Safety*.

3. Best Practices Research: Investigate best practices for crash data collection, tools, and analysis from national resources and peer DOTs to ensure the guidance is informed by the latest and most effective strategies.

4. Procedure Identification: Identify the most appropriate safety analysis procedures for each project type and phase.

5. Guidance Development: Draft a guidance document based on the findings from the steps listed above, including guidance for

different project types and expected level of effort to complete different analyses.

6. Safety Analysis Tools: Develop standard tools to accompany the guidance so that safety analysis is standardized across NMDOT and can be conducted easily and efficiently for individual projects.

7. Pilot Analysis: Select candidate locations and conduct crash analysis as case studies across a range of project types and phases following the draft guidance. Coordinate with NMDOT practitioners and stakeholders to conduct the pilot analyses and understand any needed revisions to the guidance.

8. Final Adjustments: Review and finalize the guidance document and safety analysis tools based on insights gained from the case studies and practitioners/stakeholder feedback.

Following these steps will ensure that the Safety Analysis Guidance meets the current needs of engineers and planners working to address safety needs and incorporate appropriate countermeasures into projects along NM and US highways.

Appendix E: Development of Formal Striping Plan Guidance

Development of Formal Striping Plan Guidance

Overview and Purpose

Striping and signage are relatively inexpensive components of roadway infrastructure projects, yet they provide critical information that impacts the way that users perceive instructions and interact with the roadway. Roadway assets periodically require restriping as existing paint and materials wear or fade over time; roadway must also be restriped when the underlying pavement undergoes a maintenance recoating, resurfacing, or reconstruction. Roadway projects that require restriping this present an opportunity to apply certain Complete Streets-related modifications that can be achieved via low-cost reconfigurations of the roadway.

The NMDOT has requirements for detailed striping plans to be developed for any capital improvement project but provides limited formal processes or guidance for restriping on maintenance and rehabilitation projects. NMDOT should develop Striping Plan Guidance that can encourage designers to identify and implement alternative striping plans that better support the needs of all roadway users.

Similar to other guidance recommended as part of the Complete Streets Strategic Plan, a formal development process can establish consistent practices across NMDOT and emphasize countermeasures and strategies that are context-sensitive, multimodal, and cost-effective, thus ensuring striping improvements are practical and applicable to diverse environments.

The purpose of the Striping Plan Guidance is to:

- **Standardize the process for developing and reviewing striping designs on projects** in which the roadway pavement is resurfaced or rehabilitated, leading to the need for restriping.

- Define the **scope and level of detail** appropriate for different project types (e.g., maintenance/preservation, rehabilitation, and capital improvements) and phases (i.e., scoping, planning, design, and construction).
- **Provide helpful design tips to improve efficiency** and minimize project delays. Many maintenance and preservation projects are undertaken on expedited schedules, making it critical that alternative striping plans be developed quickly.
- **Identify staffing requirements** and expertise needed to support the development and review of striping plans and to ensure that resources are available to assist with project-specific input.

Applicability

The Striping Plan Guidance should apply to the following project types:

- Roadway maintenance and preservation projects that require restriping
- Roadway rehabilitation projects that require restriping
- Capital improvement projects

The following project types may be excluded from the Striping Plan Guidance:

- Roadway maintenance projects that do not require restriping (e.g., crack seals)
- Projects within the Interstate system

Note: Capital improvements projects that follow the Location Study Procedures Manual require additional investigation beyond what is described here, although restriping plans for these projects may benefit from strategies and

reference documents included in the Striping Plan Guidance.

Recommended Structure

The Striping Plan Guidance should include key steps that are generally consistent for all projects, but should allow for slight variations based on the type of project. For each step of the process, NMDOT should define which staff or personnel will be responsible for the given task. In some cases, this may be the Project Development Engineer (PDE), District Traffic Engineer, Bicycle/Pedestrian/Equestrian Coordinator, or another designated staff member of the Design Regions or Planning Bureau.

1. **Existing Conditions Review:** All projects should require a review of the existing striping layout and project area that documents key destinations and land use contexts. If the project is a rehabilitation or maintenance project with a limited scope, an area of impact should be identified to establish the possible limits of restriping.
2. **Planning Review:** all projects should require a review of existing planning documents, references, and studies, that may be applicable to the given roadway or area. Key resources and information that should be obtained from them include:
 - Conditions Analysis Report (CAR) Form (or Project Scoping Form)
 - *Relevant information and considerations:* Daily traffic volumes (ADT), posted speed limit, Bikeway Priority Tier, land use context
 - Local and Regional Plans and Previous Corridor Studies
 - *Relevant information and considerations:* Prior design recommendations, additional information on land use, public comments
 - Statewide Prioritized Bicycle Network Plan

- *Relevant information and considerations:* Bicycle facility design guidance based on the roadway characteristics and project context
- Vulnerable Roadway User Safety Assessment and High Injury Network (HFIN)
- *Relevant information and considerations:* Crash data and demographic characteristics of populations in the project area
- Pedestrian Safety Action Plan
- *Relevant information and considerations:* Strategies and information about creating safer and walkable conditions

3. **Design Alternatives:** Alternative strategies and striping modifications may be identified based on the information collected during the existing conditions and planning review and through referencing available design resources (discussed in next section). Most often, striping layouts could be developed in a simplified typical section format displaying roadway width and longitudinal striping through a particular segment of the roadway with spot locations shown as needed. Common opportunities for Complete Streets design elements include:
 - Narrowing or removing existing driving lanes to encourage slower traffic speeds and reallocate space for alternative uses
 - Relocating a shoulder stripe to widen shoulders for bicycle use
 - Enhancing or adding pedestrian crossings
 - Adding lane or pedestrian buffers to improve lateral offset of passing vehicles
 - Clarifying space for on-street parking
 - Removal of acceleration lanes in some urban contexts
4. **Striping Plan Review:** NMDOT should hold a focused review meeting for the purpose of discussing and obtaining concurrence on the proposed striping design for each project.

Consideration should be given to designate required attendees for the review meeting, including personnel from the General Office functional groups, District and Region Design Center staff, as well as assigned personnel who are familiar with striping designs and Complete Street strategies to assist project development teams with the review and suggest revisions to proposed plans.

If additional discussion and improvements are suggested beyond the scope of the maintenance or rehabilitation project, a formal method of documenting recommendations and submitting to appropriate District staff should be developed, such as via a technical memo.

Resources Required

References and Guidance Documents

These design reference documents will be especially helpful for pavement preservation and rehabilitation projects in which schedules are generally fast paced, but they could also improve efficiency for striping design for all applicable project types.

- **NMDOT Road Diet Guide** – a great resource but is currently limited in the applicability it describes. The guide could be updated to include a greater range of scenarios.
- **Quick Build Guide** – provides design guidance and case studies on selecting cost and schedule-effective measures to implement in conjunction with signing and striping to heighten influence of improvements.
- **Striping Design Tip Sheets** – could be developed as an efficient reference guide to summarize the most common treatments and striping techniques based on roadway

context and could include excerpts from other guidance documents (MUTCD and AASHTO) that list appropriate widths based on lane use. Specifically, tip sheet content could include:

- Desired lane widths by context
 - Application of bike buffers
 - How to prioritize roadway space based on land use context
- **Standard Drawings** – updates to standard striping and signing drawings should be considered, as these are commonly referred to by project development teams and can display the preferred approach to common scenarios.

Staff Capacity

Striping plans are often developed by a consultant or contractor, depending on the type of project, and reviewed the District Traffic Engineer or designee. Additional staff capacity may be needed given the expedited timelines for some projects, as well as dedicated staff at the Design Center or General Office to review striping plans for Complete Streets considerations. See the Personnel recommendations for additional discussion.

Additional Next Steps: Public Information Materials

NMDOT should develop guidance that assists the project development team with responses to questions from members of the public. Some topics that could be considered might involve benefits of strategies such as road diets, lane narrowing, or removal of channelized right turn acceleration lanes in urban contexts. Such informational material could be particularly valuable for projects that have a quick timeline for design and implementation and which do not go through a formal public outreach process.

Case Study: City of Albuquerque Complete Streets Maintenance Program

Program Overview

Since beginning the Annual Complete Streets Maintenance Program in 2017, the City of Albuquerque has installed alternative striping designs that include new or wider bike lanes, buffers, and other pavement markings as part of regular roadway resurfacing projects. The program is a critical means of implementing the City's Complete Streets Ordinance and has led to tangible changes to the configuration of roads in Albuquerque that help improve safety, create more spaces for multimodal users, and get users accustomed to sharing the road.

The City resurfaces 25-40 roadways or neighborhoods per year, and most projects involve minor rehabilitation to address a pavement depth of 2" or less. Though the scope of the program is limited to resurfacing and restriping, the design review efforts often identify modest improvements such as lane width reductions, new bikeways, and enhancements to existing bikeways such as wider facilities and the installation of striped buffers. As a result of the formal design process, the City may also identify supplemental funding to address needs such as signage and curb ramp upgrades along the corridors.

Striping Design Process

The City utilizes consulting services to develop initial striping concepts and final design (see the figure below for a summary of the design and review process). The striping plan process begins with documentation of existing roadway conditions and a review of relevant planning documents, including the Bikeway and Trail Facilities Plan, long-range planning documents from MRCOG and the City's Comprehensive Plan; transit routes; and the High Fatal and Injury Networks (HFIN). Initial designs are reviewed by City staff and a Complete Streets Committee comprised of staff from various departments as well as representatives from the public. The striping design process generally takes place over a period of two months, with an additional month for committee review and updates to the striping plans.



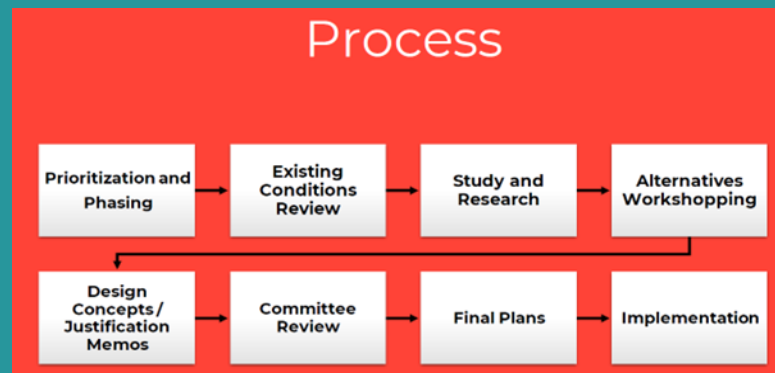
A similar but simplified process could be applied for NMDOT maintenance projects to meet constrained and expedited timelines.

Typical considerations and commonly designed treatments include lane diets to reduce excessively wide travel lanes, opportunities to widen existing substandard bike lanes or add buffers, add on-street parking, provide “daylighting” at intersections to increase visibility, crosswalk striping enhancements, and other pedestrian buffers. The striping plans also consider the feasibility of road diets based on current traffic volumes and City and MRCOG guidance on the appropriateness of lane reductions.

The striping plans do not typically involve public outreach though, the representative from the relevant City Councilor is consulted. More significant road diets require evaluation using the MRCOG regional travel demand model.

Summary Memoranda

In addition to striping plans, proposed changes to the roadway are described in justification memoranda, which provide City staff the support needed to change roadway conditions. These memoranda may include street design recommendations that are not possible through restriping but which could be pursued through a supplemental phase. In some cases, no changes to the roadway striping pattern are recommended.



Albuquerque Complete Streets Committee

of Albuquerque convenes a Complete Streets Committee to review proposed roadway configuration as part of restriping plans and to provide an perspective on user needs. Committee include:

- City Divisions/Departments
 - Street & Storm Maintenance
 - Transportation Engineering
 - Traffic Engineering
 - ABQ RIDE
 - Parking Management

Sample Projects

Narrowed driving lanes to widen bike lanes and add buffer.



Ellison Rd. – Golf Course Rd Coors Blvd. Bypass

Road diet to add buffered bike lanes.



Calle Cuervo – Ellison Rd. to Corrales Rd.

Narrowed driving lanes to add pedestrian buffer adjacent to curb line.



San Mateo Blvd. – Montgomery Blvd. to McLeod Rd.

Appendix F: Recommended Process for Developing a Complete Streets Training Program

Recommended Process for Developing a Complete Streets Training Program

The Complete Streets Strategic Plan recommends developing a comprehensive training program for the implementation of Complete Streets principles across NMDOT. The steps outlined below can be implemented and rolled out all at once or incrementally as manuals are updated and as subject-specific guidance is developed. A key consideration in the development of a training program is that materials should be updated on an ongoing basis to incorporate emerging best practices in street design and lessons learned from project implementation.

Resources such as [FHWA's Training and Education](#) programs for road safety and the [National Highway Institute](#) should be referenced for sample content and session structure as NMDOT develops the Complete Streets Training Program. Training programs at peer state DOTs could also provide examples upon which NMDOT could expand and structure its own program. Complete Streets-related materials/programs at two DOTs (Ohio and Massachusetts) are illustrated below.

Table 1: Recommended Steps for Developing a Complete Streets Training Program at NMDOT

Step	Description
1. Develop Training Content	Develop comprehensive, modular training materials tailored to support Complete Streets-related guidance and procedures. Include information from national resources like NACTO, APBP, and FHWA to inform the structure and content of NMDOT's training program. Include content on core topics such as the goals of Complete Streets, proven safety countermeasures, and best practices in multimodal design.
2. Pilot Training Sessions	Conduct pilot training sessions with a sample group of NMDOT staff, consultants, or local agency representatives to gather feedback on content relevance, clarity, and format. Refine training materials as necessary before full implementation.
3. Program Implementation	Roll out the finalized training program across NMDOT and offer it to consultants and local agencies. Use multiple formats to accommodate different topics and purposes.
4. Ongoing Review and Updates	Establish a process for regularly reviewing training materials to ensure they remain current with NMDOT procedures and national best practices. Updates should be made at least annually, or as significant changes occur. During the updates, evaluate current training practices and resources available to NMDOT staff, including the content, frequency, and accessibility of existing training programs. Engage with staff across divisions to identify gaps in knowledge and understand the training needs specific to implementing Complete Streets principles.

Case Study: Ohio DOT

The Ohio Department of Transportation (ODOT) has developed a comprehensive training program to enhance proficiency in multimodal safety planning and design. Central to this initiative is the [Multimodal Design Guide \(MDG\)](#), which serves as the primary resource for planners and designers implementing pedestrian and bicycle facilities within ODOT's right-of-way and through the Local Let Process.

To ensure consistent application of these principles, ODOT mandates that firms seeking prequalification complete the MDG Prequalification Course, an eLearning program comprising 13 modules covering topics such as multimodal planning, pedestrian and bicycle facilities, transit accommodations, and intersection design.

In addition to the eLearning courses, ODOT offers supplemental [training videos](#) that provide an overview of the MDG's content and multimodal streets.

Ohio Department of Transportation

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Prequalification eLearning Course & Test

The new Multimodal Design Guide (MDG) Prequalification Course (eLearning) consists of 13 online modules and the MDG Prequalification Test. Modules include:

Related Resources

[Ohio Supplement to the MUTCD](#)
[Ohio Manual of Uniform Traffic Control Devices \(OMUTCD\)](#)
[Location & Design Manual, Volume 1 - Roadway Design](#)
[Traffic Engineering Manual \(TEM\)](#)

Image from ODOT MDG Training Launch Site.

Case Study: MassDOT

Massachusetts Department of Transportation (MassDOT) has partnered with UMass Amherst – UMass Transportation Center to provide a suite of Complete Streets training materials as part of MassDOT's [Complete Streets Funding program](#). Specific opportunities include live virtual training and videos on topics such as bicycle and pedestrian network planning, public engagement, transit street design, and traffic calming design.

The screenshot shows the UMass Amherst website header with the College of Engineering and UMass Transportation Center logos. Navigation links include UMTC HOME, ABOUT, TRAINING, EVENTS, RESEARCH, and SAFETY AND AVIATION. A search bar is also present. The main content area features a link to 'Complete Streets 301: Transit Street Design - Virtual Classroom' with a 'New' badge. Below this is a 'Description' section stating the training's purpose and a list of sessions (301-306) with their dates. A note mentions that attendees will receive a Zoom link. A red note clarifies that these 300 training series are shorter, topic-focused discussions and do not fulfill the Complete Streets training obligation. At the bottom is a large blue banner with the text 'MassDOT COMPLETE STREETS VIRTUAL TRAINING' and a green box indicating 'Level 301'.

UMassAmherst | College of Engineering
UMass Transportation Center

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In-Person Courses | Online/On-Demand Courses

Complete Streets 301: Transit Street Design - Virtual Classroom New

Description:

This training will help professionals better understand what is a holistic approach to implementing safety countermeasures along complete streets. The course will review common countermeasures, the appropriate contexts where countermeasures can be most effective, and give an overview of current safety manuals and research. How to fund a safety project will also be discussed.

The Complete Streets 300 Series is being offered once again. There is no need to retake any of the sessions you may have attended in the past.

- 301: Transit Street Design | March 22 & 23
- 302: Safety Countermeasures | April 19 & 20
- 303: Bicycle/Pedestrian Network Planning | May 18
- 304: Traffic Calming Design | June 7 & 8
- 305: Design Workshop | June 21 & 22
- 306: Public Engagement | July 12 & 13

Attendees will receive the Zoom link in an email after registering.

Note: These 300 training series are shorter, topic focused discussions, meant as additional Complete Streets resources. Alone, this training does not fulfill the Complete Streets training obligation for eligibility in the Complete Streets Program.

MassDOT
COMPLETE STREETS VIRTUAL TRAINING

Level
301

Image from UMass Amherst Complete Streets Training Virtual Classroom launch page.

Appendix G: Peer State Approaches to Codifying Complete Streets

Peer State Approaches to Codifying Complete Streets

States with successful Complete Streets legislation – including California, Minnesota, and Washington – have demonstrated how state legislation can lead to sustained improvements in roadway safety and multimodal connectivity. See Table 1 for a summary of each of these state’s legislative approaches organized around the 10 principles identified by [Smart Growth America](#) as most critical in a formal or codified Complete Streets program. The case studies reflect the different priorities by state; for example, California’s legislation contains specific language related to transit priority corridors and performance measures, while Washington and Minnesota emphasize local coordination and flexibility.



Table 1: Summary of Peer State Complete Streets Legislation

Element	California (Caltrans) <i>Senate Bill 960 (2024)</i>	Minnesota (MnDOT) <i>MN Statutes Section 174.75 (2024)</i>	Washington (WashDOT) <i>RCW 47.04.035 (2022)</i>
1. Commitment and Vision	Strong commitment to Complete Streets principles by incorporating active transportation and transit priority into state highway planning, performance tracking, and operations.	Requires the implementation of a Complete Streets policy that integrates safety and accessibility needs across all road users.	Incorporates Complete Streets principles into state highway design and construction to improve safety and mobility.
2. Underserved Communities	Identifies and prioritizes underserved communities for Complete Streets projects; requires specific outreach efforts and engagement.	<i>Does not specifically address underserved communities.</i>	<i>Does not specifically address underserved communities.</i>
3. All Projects and Phases	Requires that Complete Streets principles be incorporated into all state highway operations and protection program-funded projects, with measurable targets for active transportation elements.	Mandates integration of Complete Streets principles throughout the project development process.	Limited; applies Complete Streets principles to all projects over \$500,000.
4. Clear Exceptions	Requires that justification be provided if a project does not include Complete Streets elements. All justifications must be approved by the director or delegate and publicly documented online.	Provides a process for requesting variances from engineering standards for Complete Streets elements. Written explanations are required if a variance is denied.	Exempts emergency repair projects (and projects under \$500,000). <i>Does not specify a procedure for documenting and approving exceptions.</i>
5. Coordination	Requires consultation with local agencies, transit operators, and community stakeholders for Complete Streets projects.	Requires consultation with local and regional agencies to implement Complete Street policy. Encourages local road authorities to adopt Complete Streets policies.	Requires consultation with local jurisdictions to align state highway projects with local active transportation and transit plans.

Element	California (Caltrans) <i>Senate Bill 960 (2024)</i>	Minnesota (MnDOT) <i>MN Statutes Section 174.75 (2024)</i>	Washington (WashDOT) <i>RCW 47.04.035 (2022)</i>
6. Design Best Practices	Requires adherence to context-sensitive solutions to maximize the multimodal network and promote design flexibility.	Integrates principles from national design guides (e.g. ITE and AASHTO) and promotes the use of context-sensitive solutions.	Implements speed management and context-sensitive design adjustments to improve safety.
7. Land Use Planning	<i>Does not explicitly address land use planning; however, the legislation requires context-sensitive design solutions.</i>	<i>Does not explicitly address land use planning; however, the legislation requires context-sensitive design solutions that are based on population density, land use, and surrounding development.</i>	<i>Does not explicitly address land use planning; however, requires land use context be considered as part of setting speed limits and designing multimodal connections.</i>
8. Performance Measures	Establishes that the State Highway System Management Plan includes specific performance measures for Complete Streets elements and transit priority facilities with targets for multimodal infrastructure.	<i>Does not explicitly require tracking performance measures; however, requires MnDOT to report on the implementation of its Complete Streets policy in biennial budget submissions.</i>	<i>No explicit mention of performance measures.</i>
9. Project Selection	Requires that Complete Streets project selection be guided by the statewide Assessment Management Plan.	<i>Does not specify prioritization or selection criteria; however, requires a method to evaluate inclusion of active transportation facilities in project planning.</i>	<i>Does not specify prioritization or selection criteria; however, requires identification of locations that lack Complete Streets elements.</i>
10. Implementation	Establishes clear timelines and reporting requirements for implementing Complete Streets policies. <i>No explicit identification of funding for Complete Streets.</i>	Maintains implementation guidance and reporting but does not specify enforcement mechanisms.	<i>Does not outline a formal implementation strategy.</i>