

MOT MARYLAND DEPARTMENT OF TRANSPORTATION

STATE HIGHWAY ADMINISTRATION

Northbound 2.0

STRATEGIC PLAN

2025



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Letter From The Governor



The Moore-Miller Administration is advancing a long-range transportation plan to serve Maryland for decades to come. We are making strategic decisions to create a reliable, efficient transportation network that offers economic mobility and equitable access. These deliberate investments will connect Marylanders to life's opportunities, and each other, while leaving no one behind.

A strong, agile roadway system is a critical component of this long-term transportation vision. State Highway Administration (SHA) facilities throughout the state link our residents and businesses to the world, while creating jobs and growing the economy. These highways support our work to make Maryland more competitive by boosting tourism, attracting businesses, and creating jobs.

SHA's Strategic Plan, Northbound 2.0, aligns the most important elements of delivering a highway system that supports multimodal transportation. This strategic plan emphasizes the importance of how we deliver effective transportation solutions for Marylanders and prioritizes the engagement and support of our most valuable resource, our employees.

I acknowledge and thank our SHA staff for their dedication and hard work. Our administration is grateful for everyone who has been instrumental in the success of the Maryland highway system.

Wes Moore
Maryland Governor

Letter From The Secretary



The Maryland Department of Transportation (MDOT) is a customer-driven agency that is committed to delivering an accessible and reliable multimodal transportation system for Marylanders. The foundation of that system is our highway network, which supports our transit, bicycle, and pedestrian facilities and connects users to other core transportation assets like the Port of Baltimore and BWI Thurgood Marshall Airport.

MDOT's transportation facilities are essential to sustainable and equitable development of Maryland's communities and economy. Together, as we envision the future of Maryland's transportation system, MDOT will always consider the needs of our customers – internally and externally. The State Highway Administration has developed this strategic plan, Northbound 2.0, to create a vision for the agency's future aligned with the priorities I have set for all of our MDOT modes.

With that, I am eager to observe this plan in action and excited about the opportunities ahead for SHA. Thank you for your support of Northbound 2.0 and for all you do to make our highway system one of the best in the nation.

Paul J. Wiedefeld
MDOT Secretary

Letter From The Administrator



Over the past year, the Maryland State Highway Administration has initiated a grassroots strategic planning effort to develop Northbound 2.0. This reinvented plan reflects Team SHA's commitment to our employees and the communities and customers we serve. Employee engagement and participation were our top priorities throughout this process because our team is on the front lines of the challenges we face. I genuinely believe that when the bright minds of our team have a seat at the table, SHA will thrive and better serve the state of Maryland.

Northbound 2.0 encourages us to look beyond daily obstacles and set strategic goals and objectives to guide SHA for the coming years. Our priorities will include putting *People First*, achieving *Team Excellence*, enhancing *Organizational Efficiency and Modernization*, improving *Program and Project Development and Delivery*, and maintaining a *Culture of Safety*.

This vision considers regional and community needs while recognizing the importance of fostering a positive workplace culture. I want to thank everyone on Team SHA for their support in developing and implementing Northbound 2.0. As you read through this plan, you will gain insight into SHA's future vision, which we intend to fully execute as we work toward delivering a safe, sustainable, reliable, and equitable transportation network for Maryland.

Will Pines, P.E.
SHA Administrator

Executive Summary & Overview

Each Marylander depends on our transportation network, which enables access to essential services and facilities that connect to employment, education, recreational, and economic hubs. Our highway system serves as our transportation system's foundation, facilitating freight movement, transit services, airport facilities, sidewalks, bicycle lanes, and motor vehicle travel.

MDOT published the 2050 Maryland Transportation Plan (MTP), "The Playbook," which outlines a vision for a safe, reliable, accessible, equitable, and sustainable transportation system for all modes of travel.

To align with Maryland's transportation vision, SHA undertook a year-long, grassroots strategic planning effort focused on employee engagement. This process laid the groundwork for Northbound 2.0, led by the Executive Leadership Team, which identified five core goals. Leadership traveled statewide to gather the front-line team's input and reviewed hundreds of survey responses to pinpoint SHA's critical needs.

Northbound 2.0 outlines SHA priorities that balance the needs of internal and external customers. This plan will guide our resource investments to enhance organizational effectiveness through targeted strategies and action-oriented goals. By harnessing the expertise of our employees, we aim to improve our business functions and culture in support of our mission, vision, and values.



SHA employees provide feedback on goals.



SHA employees share ideas with leadership.

Who is SHA?

The State Highway Administration (SHA) serves as one of six transportation modal administrations within the Maryland Department of Transportation (MDOT). We are here to provide exceptional customer service to this great state where we live, grow families, and support the best for our communities. SHA maintains the state's numbered routes and non-tolled roadways and delivers transformative multimodal highway infrastructure projects.

Established as the State Roads Commission in 1908, SHA has a long history of building and maintaining a world-class highway network to meet Maryland's transportation needs, relying on its most valuable asset – its people.

Nearly
3,000
Employees



7 District Offices

28 Maintenance Facilities



17,404
Lane Miles Maintained

SHA employees' expertise ranges from engineering to operations to administrative support. Each team member plays an important role in SHA's commitment to providing a safe, sustainable, reliable, and equitable highway system that serves all our customers—no matter the mode of transportation they choose to travel.

Our employees are spread across the state, from the mountains of Western Maryland to the beaches of the Eastern Shore and everywhere in between. SHA maintains 17,404 lane miles through seven district offices and 28 maintenance facilities, as demonstrated in Figure 1.

SHA's Headquarters is located in Baltimore and is home to our core administrative functions and many of our planning, engineering, and design offices. The SHA Hanover Complex, located in Hanover, is the center of our operations functions including our Statewide Operations Center.

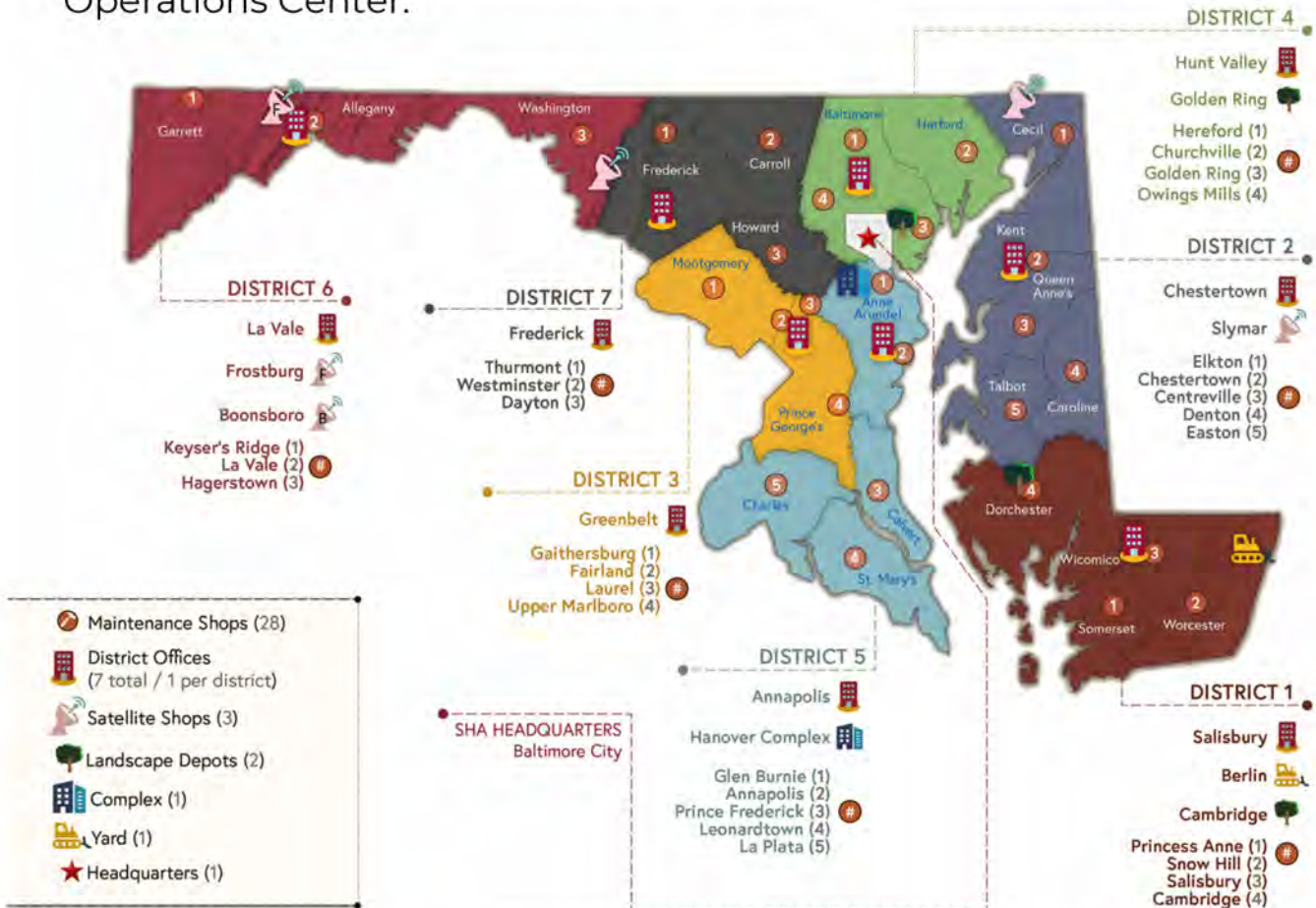


Figure 1: SHA Facility Map

MISSION, VISION, & VALUES



MISSION

The State Highway Administration team will deliver a safe, sustainable, reliable, and equitable transportation network for Maryland, providing multimodal access, connectivity, and value for the communities and customers we serve.



VISION

To enable mobility choices for all state highway customers through bicycle, pedestrian, and transit connectivity to our highway network while supporting Maryland's growing communities, economy, and environment.



VALUES

SAFETY - Improving safety for all customers and roadway workers on our highways.

ACCOUNTABILITY - Taking ownership and pride in our work and recognizing our impact on communities and customers.

ENGAGEMENT - Collaborating with the public and our workforce to promote inclusive, informed, and coordinated decision-making.

SERVICE - Creating a culture that supports an empowered and customer-focused workforce that serves Maryland with pride and purpose.

ENVIRONMENT - Mitigating impacts on our environment and natural resources through stewardship and innovative practices.

Planning Methodology & Development

SHA used a comprehensive and inclusive methodical planning process to develop Northbound 2.0.

The 12-month Northbound 2.0 process to update SHA's strategic plan was started by a robust internal engagement initiative that invited all SHA employees to aid leadership in obtaining valuable insight into the biggest challenges employees believe SHA is and will be facing in coming years. Figure 2 summarizes the planning and development process for Northbound 2.0.

Strategic Planning Process



Figure 2: Northbound 2.0 Planning and Development Process

Internal Engagement

To shape a new vision for SHA, our team must have a voice in the goals, objectives, and investments needed to improve the organization. This approach will help us better serve our customers and create a work environment that supports our team effectively. Figure 3 demonstrates the internal stakeholder methods used.

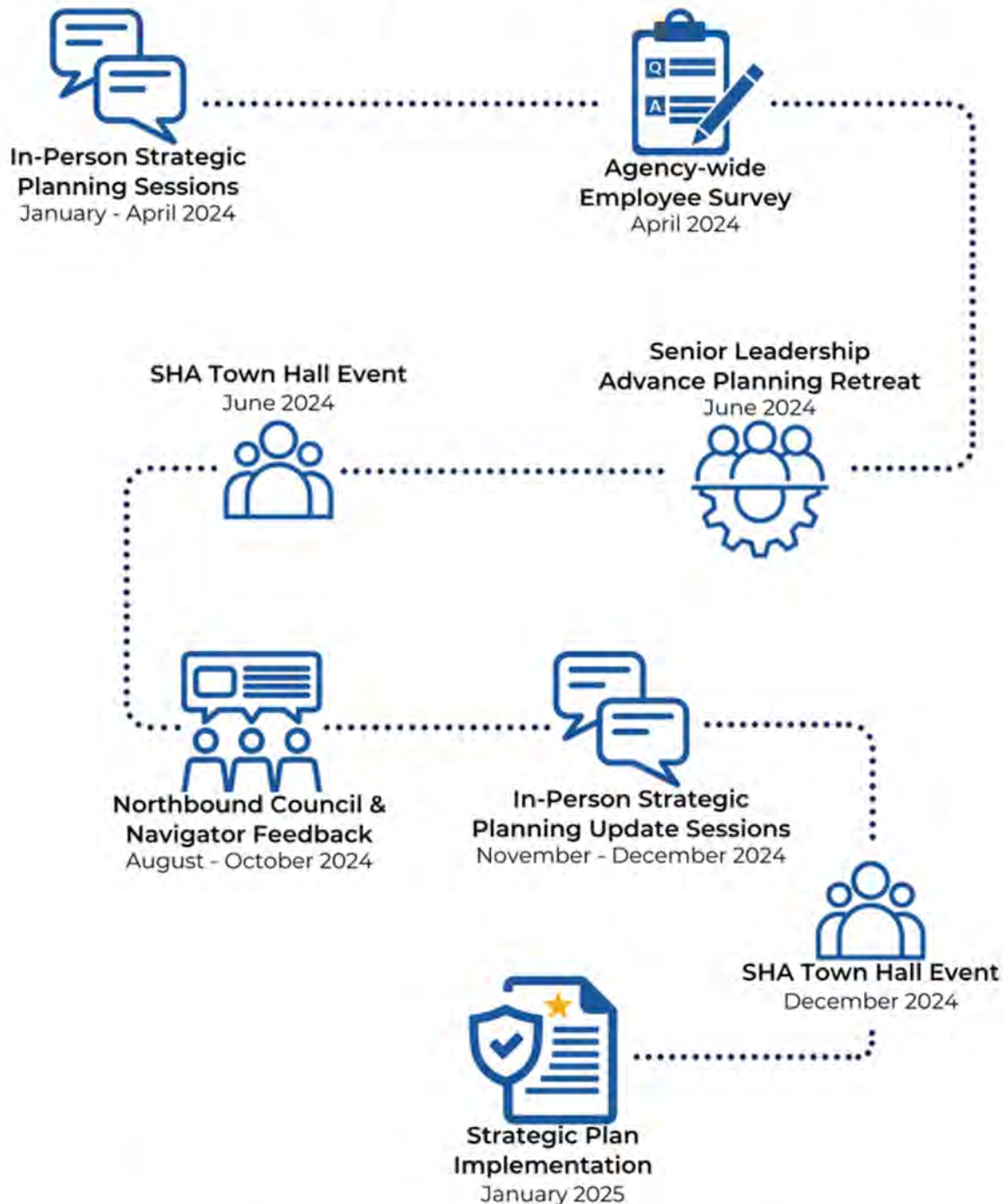


Figure 3: Internal Stakeholder Engagement Timeline

External Stakeholder Engagement

The SHA team recognizes that it is critical for us to deliver value for the communities and customers we serve. Our partnerships with external stakeholders are necessary for SHA's success in providing a safe, reliable, sustainable, and equitable highway system that serves all users. Maryland is home to diverse communities that require a data-driven and context-focused approach to implementing effective short-term and long-term improvements that address regional needs. Industry partners, community leaders, and elected officials are essential in advocating for transportation improvements that enhance mobility, accessibility, and safety.

SHA leadership has regularly met with these stakeholders informally and during key collaboration meetings that informed priorities within this strategic plan. Figure 4 demonstrates a few of the external stakeholder meetings SHA participated in throughout 2024.

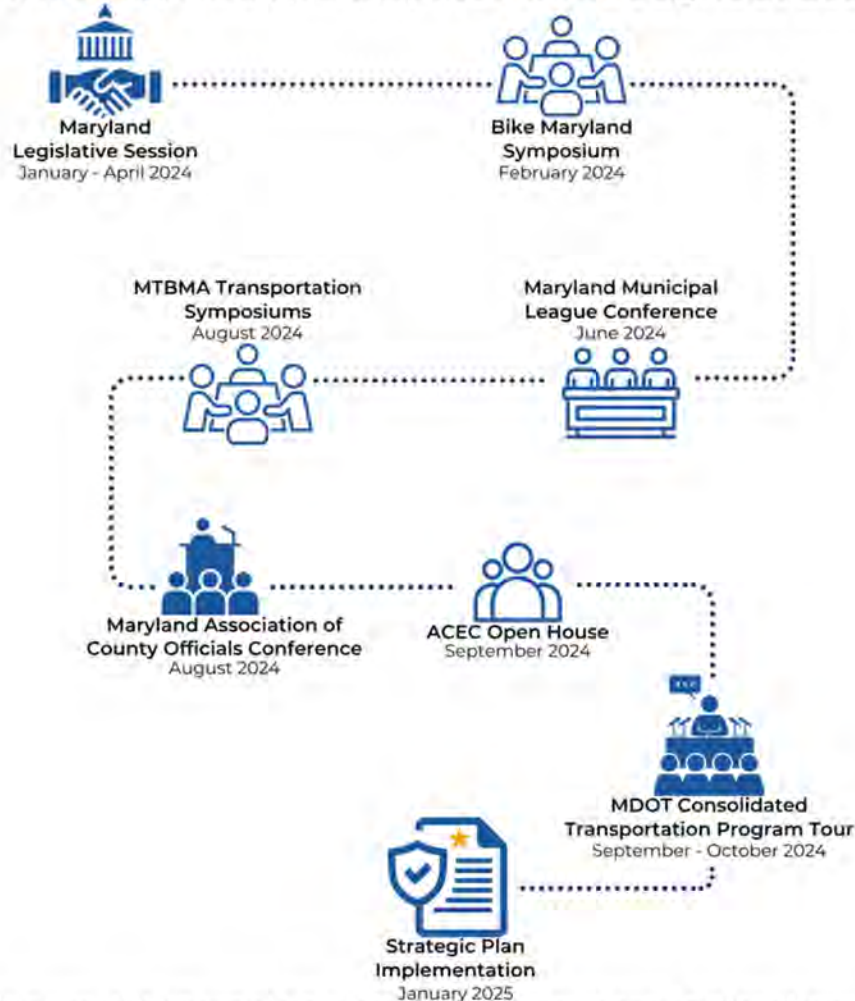


Figure 4: External Stakeholder Engagement Timeline



Note from the Chief of Staff

Our new strategic plan reflects SHA's commitment to being a **People First** organization for employees and customers. By prioritizing our employees, we aim to create a culture where they feel valued, thrive, and contribute meaningfully to our mission. We must focus on our organizational health to serve our customers effectively. Together, we'll build on past achievements and work toward a sustainable and innovative SHA.

Nicole Wojciechowski
Chief of Staff





PEOPLE FIRST



Our customers and our employees are at the center of everything we do. To ensure we provide the services and resources necessary to meet customer needs and employee expectations, SHA is committed to putting **PEOPLE FIRST** and has identified targeted objectives and strategies to achieve that goal.

Objectives	Strategies
Define & Prioritize Knowledge Management	<ul style="list-style-type: none">• Identify critical need areas in knowledge management and develop an implementation plan for action-driven improvements.• Streamline and automate the process for the development of standard operating procedures.• Inventory agency-wide standard operating procedures and internal guidelines and make accessible to employees.
Enhance Customer Service & Community Engagement	<ul style="list-style-type: none">• Modernize customer service systems to ensure a user-friendly experience.• Develop a comprehensive customer-focused training curriculum.• Update our website and Project Portal to provide relevant and clear information to our customers.
Elevate Internal Communication	<ul style="list-style-type: none">• Develop a comprehensive internal communications plan.• Modernize agency-wide newsletter strategies to support effective information sharing.• Invest resources into internal resource platforms such as Microsoft SharePoint.
Strengthen Employee Engagement & Organizational Morale	<ul style="list-style-type: none">• Develop core recognition and award programs to celebrate employee appreciation.• Establish regular office-led annual leadership and team-building training events.• Increase employee participation in agency organization events and activities.



Note from the Chief Administrative Officer

SHA is dedicated to achieving **Team Excellence** by developing our workforce through professional growth, cross-functional teams, and inclusive work environments. We will strive to provide the necessary tools and training for employee development. We will deliver exceptional customer experiences driven by dedicated employees and a strong commitment to SHA's values.

Laurie Goudy
Chief Administrative Officer





TEAM EXCELLENCE



Our employees and our team are the backbone of our organization. At SHA, we are committed to continued investment in our workforce and fostering **TEAM EXCELLENCE** to ensure we are developing the next generation of transportation leaders who are prepared to face modern challenges.

Objectives	Strategies
Invest in Employee Growth	<ul style="list-style-type: none">• Develop workforce and human resource plans to support recruitment and retention.• Create internal hubs for employees to locate resources and information on promotional, rotational, and essential job-focused information.• Establish portal networks that support recruitment, hiring, training, and retention tools.
Build Cross-Functional Teams	<ul style="list-style-type: none">• Leverage employee survey data to support team development.• Invest in professional development and on-the-job training programs.• Develop supervisor training and guidebooks focused on fostering team collaboration, knowledge sharing, feedback loops, and communication.
Create Inclusive Workplaces, Partnerships, & Communities	<ul style="list-style-type: none">• Promote diversity, equity, and inclusion in our projects, programs, and initiatives.• Identify resources and programs to support bilingual team members.• Develop a corporate employee responsibility plan.
Prioritize Working Smarter	<ul style="list-style-type: none">• Leverage available technologies to improve workflows and efficiencies.• Implement unified and integrated data platforms for core business solutions.• Develop modern applications to enhance business processes and create user-friendly systems for internal and external customers.



Note from the Chief Financial Officer

To meet the state's growing demand for transportation facilities, SHA must strategically allocate resources to achieve Maryland's transportation vision. We are committed to maximizing every federal dollar to ensure ongoing investment in our highway system. This focus on **Organizational Efficiency and Modernization** prepares us to operate effectively and support innovative projects that align with our long-term goals and serve future generations.

Scott Pomento, P.E.
Chief Financial Officer





ORGANIZATIONAL EFFICIENCY & MODERNIZATION



In 2025 and beyond, it is essential that we reimagine our business functions and transform our ways of thinking to meet Maryland's transportation needs. It is no longer sustainable to address our modern transportation challenges with outdated and antiquated processes and systems. SHA will leverage the talents of our team to invest resources in **ORGANIZATIONAL EFFICIENCY AND MODERNIZATION** as we chart a new path forward.

Objectives	Strategies
Create Procurement Efficiencies	<ul style="list-style-type: none">• Modernize workflows to streamline procurement processes.• Implement national best practices and industry requests to improve timelines and processes.• Identify opportunities to share contract authority across offices.
Prioritize Process Modernization	<ul style="list-style-type: none">• Modernize and integrate critical financial and program management systems.• Create a uniform suite of applications to meet critical business needs.• Migrate eligible processes to paperless systems to increase efficiency and effective record keeping.
Support Process Documentation	<ul style="list-style-type: none">• Inventory and review agency-wide procurement and financial processes to create uniformity.• Develop clear timelines, workflows, and standard operating procedures for critical financial and procurement processes.• Establish and publish clear expectations for processes and program timelines.
Invest in Financial Education, Awareness, & Accountability	<ul style="list-style-type: none">• Maximize federal participation in eligible programs and projects.• Develop a financial literacy curriculum focused on federal aid and fund management.• Enhance financial reporting systems for capital and operating budget and expenditure tracking.



Note from the Chief Engineer

SHA is committed to effective **Program and Project Development and Delivery** that meets the diverse transportation needs of our communities, from the beaches of the Eastern Shore to the mountains of Western Maryland. By utilizing our Context Driven Guide and the Complete Streets Policy, we are reimagining our highway system to reflect regional needs. We will retrofit existing assets to enhance infrastructure that focuses on community vitality and environmental impacts.

Sutapa Samanta, P.E.
Chief Engineer





PROGRAM & PROJECT DEVELOPMENT & DELIVERY



To meet our mission of delivering a safe, sustainable, reliable, and equitable transportation network for Marylanders, improving our **PROGRAM AND PROJECT DEVELOPMENT AND DELIVERY** processes for providing effective and timely transportation solutions for our customers.

Objectives	Strategies
Adopt Holistic Planning	<ul style="list-style-type: none">• Establish function-based performance measures and tracking.• Implement critical guidelines and standards to enhance project development for community-centric needs.• Standardize approach to create effective workflows through project development project phases.
Deliver On-Time & On-Budget	<ul style="list-style-type: none">• Integrate project and financial data sources to support project development and delivery.• Update project milestone requirements to effectively track expenditures and progress.• Inventory existing project delivery processes and centralize procedures to increase accessibility and utilization.
Build the Capital Shelf	<ul style="list-style-type: none">• Develop a long-range needs program to support project prioritization.• Update standards and guidelines to support effective fund management.• Establish performance targets and flow charts to inform the process for capital shelf development.
Invest in Environmental Stewardship	<ul style="list-style-type: none">• Invest in innovative “green” programs and practices in the construction and maintenance of our highway system.• Develop stewardship goals to emphasize sustainability and climate change needs in our projects, programs, and initiatives.• Invest in the build-out of electric vehicle charging infrastructure to support customer needs.



Note from the Chief Operating Officer

Over the past several years, we have faced too many tragedies involving roadway workers on Maryland's highways. Every team member deserves to go to work and return home safely to their loved ones. SHA is committed to fostering a **Culture of Safety** by providing our front-line workers with the necessary resources to do their jobs safely. We will continue maintaining our assets and educating the public about highway and work zone safety to achieve Vision Zero.

Andre Futrell
Chief Operating Officer





CULTURE OF SAFETY



The safety of our highway users and workers is our #1 priority. SHA is dedicated to working with our internal and external partners as we continue to develop a **CULTURE OF SAFETY** that prioritizes occupational, vulnerable users, and motorist safety on our facilities.

Objectives	Strategies
Improve Work Zone Safety	<ul style="list-style-type: none">• Develop a comprehensive work zone safety education campaign targeting internal and external customers.• Update our guidelines, standards, and trainings to prioritize worker safety.• Fully implement recommendations of the Governor’s Work Zone Safety Work Group to enhance Safe Zones Program.
Prioritize Vision Zero	<ul style="list-style-type: none">• Streamline project delivery for safety critical projects.• Update our guidelines, standards, and manuals to align with MDOT’s Complete Streets Policy.• Implement a roadmap that supports full utilization for funding on strategic safety improvement projects.
Maintain Safe Systems	<ul style="list-style-type: none">• Perform infrastructure analysis reviews to evaluate and improve asset safety.• Improve sidewalk facilities across the state to enhance vulnerable user safety.• Complete annual safety analysis to determine strategies and identify improvements to reduce serious injuries and fatal crashes.
Promote Occupational Safety & Safe Facilities	<ul style="list-style-type: none">• Improve facility performance and condition to enhance employee safety.• Perform regular facility inspections to avoid safety infractions.• Improve occupational safety awareness by hosting District-led safety meetings.

Implementation of Northbound 2.0

To turn this plan into action and improve the quality of life for not only our customers but also our employees, we are going to rely on our TEAM to make Northbound 2.0 a reality. The planning and development of Northbound 2.0 were done with our employees on the forefront, and we expect the same for its implementation with strong support from SHA leadership.

Each core focus area detailed in Northbound 2.0 – **People First, Team Excellence, Organizational Efficiency and Modernization, Program and Project Development and Delivery**, and **Culture of Safety** – will be championed by a Chief on SHA’s Executive Leadership team. Each core focus area will be supported by four critical objectives that are captained by subject matter experts who are best positioned to move the objectives and strategies forward.

We know the importance of having creative, innovative, and solution-oriented members of Team SHA at the table. Therefore, each critical objective will be supported by a team of dedicated SHA team members who will work on achieving a series of strategic and defined goals that will make impactful and effective changes at the organization.



To achieve success in Northbound 2.0, we will master our game plan. This requires collaboration, teamwork, and strategic play-calling that will enable SHA to meet the expectations of our internal and external customers. SHA must remain adaptable and flexible to our changing environments in ways that allow us to continue to advance our projects, programs, and initiatives in the best interest of Marylanders. No matter the challenge, we will continue to do big and great things at SHA, and we will do them together and in partnership with key stakeholders.

Over the next several years, SHA will be committed to this plan and that means being willing to make changes when necessary. We will continue to engage our employees and external stakeholders to identify areas of the organization that need investment and resources. SHA is committed to delivering essential transportation services for our customers, and we must also be committed to our organizational health which enables us to deliver effectively on our mission, vision, and values.



Multimodal Focused Organizational Outlook

SHA is just one piece of Maryland's dynamic transportation network. The multimodal services that MDOT provides are informed by a collection of plans, reports, and strategic initiatives developed by other partner modal administrations that reinforce the overall vision for Maryland's transportation future.

The objectives, goals, and strategies identified in the plans below also support the framework and game plan for SHA's Northbound 2.0. When our partners across MDOT think strategically, programmatically, and holistically, we can collectively tackle modern transportation challenges with modern transportation solutions.



- [Maryland Transportation Plan](#)
- [Maryland Consolidated Transportation Program](#)
- [Maryland's Annual Attainment Report](#)
- [State Freight Plan](#)
- [Maryland State Rail Plan](#)
- [Maryland Strategic Asset Management Plan](#)
- [Maryland Bicycle and Pedestrian Master Plan](#)
- [MDOT Transportation Resilience Improvement Plan](#)
- [Carbon Reduction Strategy](#)



- [Context Driven Guide](#)
- [Transportation Asset Management Plan](#)
- [Transportation Systems Management and Operations \(TSMO\) Strategic Plan](#)
- [Pedestrian Safety Action Plan](#)



- [MVA Strategic Plan](#)
- [Maryland Strategic Highway Safety Plan](#)
- [Maryland Connected Automated Vehicle Strategic Framework](#)



- [MAA Strategic Plan](#)



- [MPA Strategic Plan](#)



- [Maryland Statewide Transit Plan](#)
- [Central Maryland Regional Transit Plan](#)
- [MTA Strategic Plan](#)
- [MARC Growth and Transformation Plan](#)



- [MDTA Strategic Plan](#)



- [Metro Strategic Transformation Plan](#)



Northbound 2.0

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