

# Compliance Resource List – Safe Routes to School (SRTS) Infrastructure Projects

The Maryland State Highway Administration (SHA), a modal administration of the Maryland Department of Transportation (MDOT), administers and oversees the Safe Routes to School (SRTS) Program. As mandated by the Federal Highway Administration (FHWA), SHA is responsible for ensuring that the construction of any project using federal funds follows all appropriate federal and state policies, laws and regulations, and provides a safe and structurally sound facility; see pages 10 and 11 for links to Federal Aid grant information.

SHA is interested in seeing that the projects proceed as expeditiously as possible and serve the desired public function. SHA will provide reasonable administrative assistance for these projects, but the project sponsor will be responsible for the design, implementation and management of the project. SHA will provide general administrative assistance to project sponsors. SHA will:

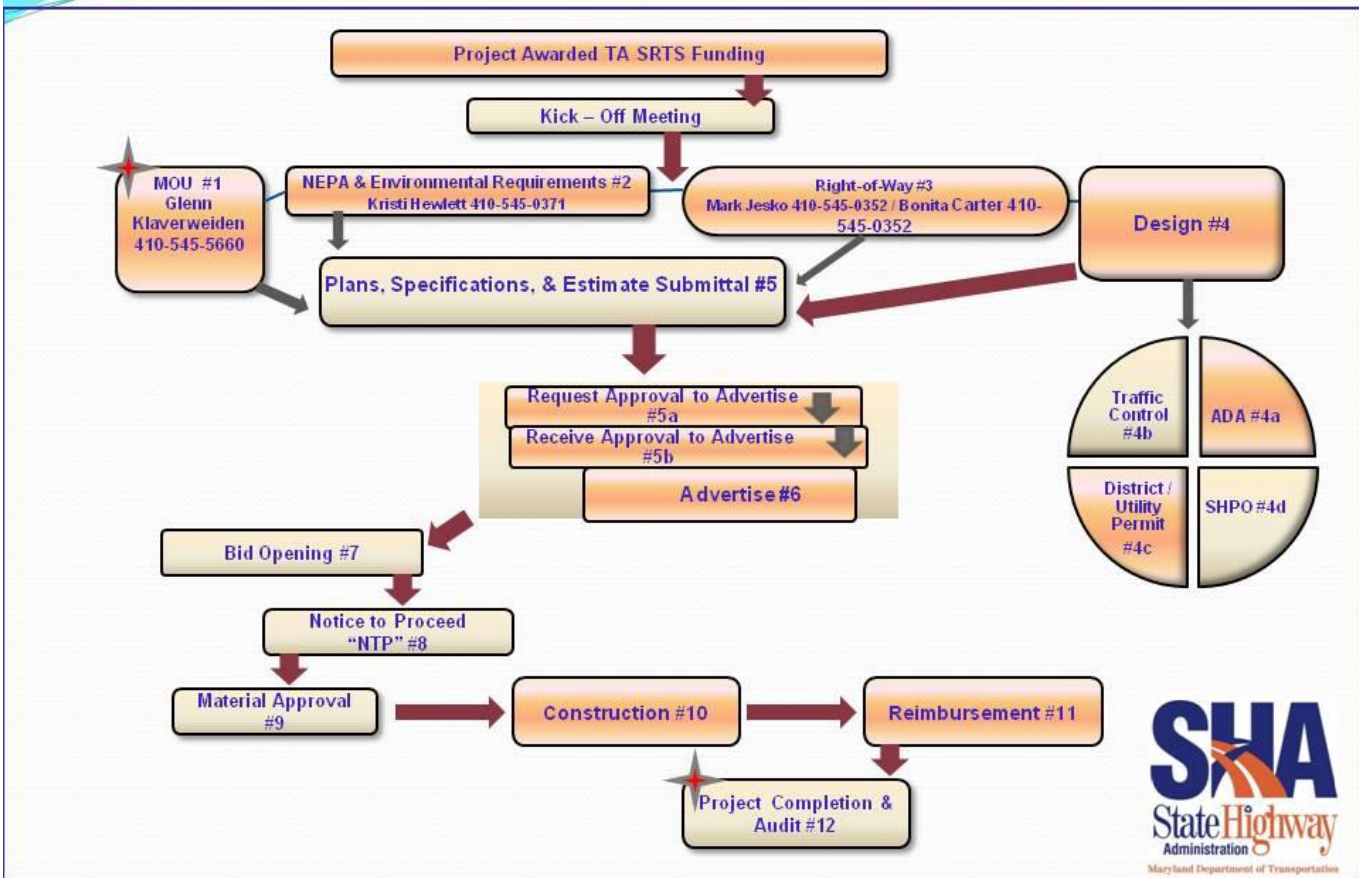
1. Hold a kick-off meeting to orient project sponsors to the SRTS program.
2. Prepare the Memorandum of Understanding (MOU).
3. Prepare a Statewide Programmatic Categorical Exclusion (SWPCE) for project design.
4. Provide a right-of-way certification letter.
5. Review complete bid packages.
6. Provide Approval to Advertise.
7. Attend Bid Opening.
8. Provide Concurrence in Award (CIA).
9. Process quarterly requests for reimbursement.

This Compliance Resource List is intended to be a resource guide for contacts and requirements that need to be met for a specific process item before an agency may proceed with a SRTS infrastructure project. The contacts for the various areas will inform you if they need further information. [SHA Business Standards and Specifications](#) webpage provides reference documents for your project.

You will need to contact your SHA District Office to discuss any infrastructure plans, including signage, crosswalks, sidewalks, traffic control devices, or any other portion of your project that will include construction of any type. The District Offices will be responsible for a final inspection to ensure that the work meets all SHA standards, see [Regional Information & Districts](#) or pages 12 and 13 for SHA District office information and determination.

The SRTS Infrastructure Project Process flow chart is a visual order of operations guide for projects funded by SHA's SRTS Program. The sequence shows each stage of the process along with information on who to contact should further questions arise. The grey arrows link associated parts needed for one step, while the red arrows link subsequent steps. The flow chart does not discuss Non-Infrastructure projects as they have slightly different requirements. The SRTS Infrastructure Project Process Flow Chart can be viewed on the following page.

# SRTS Infrastructure Project Process Flow Chart



## 1) MOU

After the Kick-Off Meeting, SHA Agreements Team will draft a Memorandum of Understanding (MOU) that will summarize your project, the roles and responsibilities of SHA and each Project Sponsor, reimbursement process and the general terms. Each Project Sponsor will have the opportunity to comment on the draft MOU. Once SHA and the project sponsors agree upon the terms of the MOU, SHA will request that the project sponsor sign two copies of original MOU documents, and forward the MOU to SHA for execution signatures. SHA will return an executed MOU to each project sponsor.

**The MOU must be executed before any project work is performed in which you intend to seek SRTS project funding reimbursement.** Failure to adhere to the terms and conditions as set forth in the MOU can render the entire project to be ineligible for reimbursement.

Mr. Glenn Klaverweiden  
 Agreements Coordinator  
 Office of Planning & Preliminary Engineering  
 Maryland State Highway Administration  
 707 N. Calvert Street, MS C-301  
 Baltimore, MD 21202  
 Email: [gklaverweiden@sha.state.md.us](mailto:gklaverweiden@sha.state.md.us)  
 Phone: 410.545.5660

2) **National Environmental Policy Act (NEPA) & Maryland Historical Trust (MHT) Requirements:**

All SRTS funded infrastructure projects must comply with the requirements of federal and state laws to ensure that the environment is protected. See [Environmental Documentation for Local Government Projects](#) In order for the project design to progress without interruption, the work required to obtain needed approvals must be completed as early as possible in the design phase.

**Project sponsors should begin the NEPA documentation process immediately following the kick-off meeting. Please contact Ms. Kristi Hewlett for assistance with coordination to obtain federal and state environmental compliance documentation.**

Ms. Kristi Hewlett  
Environmental Manager  
Environmental Planning Division (EPLD)  
Office of Planning & Preliminary Engineering  
Maryland State Highway Administration  
707 N. Calvert Street, MS C-301  
Baltimore, MD 21202  
Email: [khewlett@sha.state.md.us](mailto:khewlett@sha.state.md.us)  
Phone: 410.545.0371

3) **Right-of Way-Requirements:**

**Safe Routes to School Program does NOT fund right-of-way acquisition.** Please contact Ms. Bonita Carter or Mr. Mark Jesko, even if your jurisdiction owns the right-of-way, to determine what paperwork must be completed to properly document property ownership/easements. For determination of which SHA District your project is located, see below:

**SHA Districts 1, 2 and Baltimore City**

Bonita Carter, Supervisor  
Property Review and Compliance  
Office of Real Estate  
Maryland State Highway Administration  
707 N. Calvert Street, MS M-303  
Baltimore, MD 21202  
Email: [mjesko@sha.state.md.us](mailto:mjesko@sha.state.md.us)  
Phone: 410.545.0352

**SHA Districts 3, 4, 5, 6 and 7**

Mark Jesko, Real Property Specialist  
Property Review and Compliance  
Office of Real Estate  
Maryland State Highway Administration  
707 N. Calvert Street, MS M-303  
Baltimore, MD 21202  
Email: [bcarter@sha.state.md.us](mailto:bcarter@sha.state.md.us)  
Phone: 410.545.0348

4) **Design (multiple areas):**

Project sponsors must follow the federal advertisement, selection, and award processes to obtain a design consultant for projects using SRTS funds. The project sponsor may not use SRTS funds for design if the project is underway prior to the SRTS award is announced and the SRTS MOU is executed, or if an unapproved process was used to select the design consultant. There will be no retroactive payment for work completed before the effective date.

Project sponsors must follow federal Architectural/Engineering (A/E) Consultant Selection Guidelines for Federal Aid projects as a guide when advertising for a design consultant.

a) **Americans with Disabilities Act (ADA) Requirements for Compliance:**

All SRTS projects are required to comply with the ADA guidelines. See [SHA Accessibility for Pedestrian Facilities Along State Highways](#).

Please contact Ms. Lisa Choplin for compliance information related to SHA's Sidewalks and ADA programs.

Lisa Choplin, Chief  
Innovative Contracting Division  
Office of Highway Design  
Maryland State Highway Administration  
707 N. Calvert Street  
Baltimore, MD 21202  
Email: [lchoplin@sha.state.md.us](mailto:lchoplin@sha.state.md.us)  
Phone: 410.545.8824

b) **Traffic Control Device Approvals:**

LL engineering plans and materials used in the construction of Traffic Control Devices must receive preliminary engineering reviews and final approvals through the Office of Traffic & Safety (OOTS). OOTS/Traffic Engineering Design Division (TEDD) will be involved in the preliminary engineering design review meetings and will provide information on how to obtain materials approvals. See <http://www.roads.maryland.gov/index.aspx?PageId=835>.

Mr. Dean Randolph  
Assistant Division Chief  
Traffic Engineering Design Division  
Maryland State Highway Administration  
7461 Traffic Drive  
Hanover, MD 21076  
Email: [drandolph@sha.state.md.us](mailto:drandolph@sha.state.md.us)  
Phone: 410.787.5861

c) **District Permit Level Access/Utility Permit:**

If a proposed infrastructure project is located within a State right-of-way, and for all proposed Utility work, the project must be permitted through the District Offices. Please check with the appropriate District Office for further information concerning the process and requirements for obtaining District Permits. Please see [Permits & Miss Utility Information](#) for utility and SHA District Office information. Additionally, SHA District Office information listed on pages 8 and 9. The State Highway Access Manual for the Engineering Access Permits Division can be found using the following link. <http://www.roads.maryland.gov/OHD/accesspermits.pdf>.

d) **State Historic Preservation Office (SHPO) Review:**

Projects that involve any historic sites or structures require a design review by the SHPO, Maryland Historical Trust (MHT), in addition to any NEPA requirements. The project sponsor should submit the design plans to MHT when they are approximately 30 percent complete or at least show the location and size of all proposed improvements.

5) **Plans, Specifications (IFB) & Engineer's Estimate (PSE) Concurrence:**

Final design must not proceed until the NEPA process is complete and final design has been authorized by the SHA Federal Aid Program (FAP) Section. The final engineering design process produces contract plans, specifications, and estimates. These documents contain final SHA approvals of various design components (ADA Compliance, Traffic Control Device approvals, District/Utility Permits, SHPO, etc.), construction details, contract provisions, permits, agreements, and certifications required to advertise, award and administer a construction contract. The FAP contact is:

Guy Talerico, Chief  
Federal Aid Program Section  
Office of Finance  
Maryland State Highway Administration  
707 N. Calvert Street  
Baltimore, MD 21202  
Email: [gtalerico@sha.state.md.us](mailto:gtalerico@sha.state.md.us)  
Phone: 410.545.5780

a) **Request Approval to Advertise**

Project Sponsors are required to submit a written request for SHA's approval to advertise, i.e., to solicit vendors for bids to provide materials or services needed for a project. For projects involving construction, a ready to advertise Plans, Specifications & Estimates (PS&E), or "Bid Packet," must accompany the request for approval to advertise. When sending the PSE package for approval to advertise please include the PSE Checklist; See PSE Checklist on page following this section.

Additionally, the request will include an Invitation for Bids package (aka PSE); see [Supplemental Specifications and Provisions](#), choosing Table of Contents, Federal Column O for required content. The coordination of the Invitation for Bids package should flow through the Safe Routes to School Coordinator to Mr. Guy Talerico of the Federal Aid Program (FAP) Section.

The package should contain:

- 100% Complete Design Plans and Specifications Book that provide all details necessary to bid on and construct the proposed project;
- Engineer's Estimate itemizing all construction items, bid cost, and associated funding source;
- Environmental Permit Form indicating the status of all required permits on this project (see Appendix E – Standard Forms and Documents);
- Public Awareness letter/documentation describing how the public was informed of the proposed construction and the majority position on the project;
- Final Review Report reflecting edits and comments presented at the final review meeting;
- Executed Memorandum Of Understanding;
- Traffic Control Plan and SHA District Office concurrence, if applicable;
- Utilities Statement or plan and SHA District Office concurrence, if applicable;
- FHWA approved PCE, CE, EA, or Environmental Impact Statement;
- Right-of-Way Certification Letter;

- Design Exception approvals, if applicable; and
- Other project specific approvals and concurrences, for example, SHA OBD and MHT concurrence.

See following page for sample PSE Checklist.

**MDOT SHA Safe Routes To School**

**PLANS, SPECIFICATION, AND ESTIMATES (PS&E) CHECKLIST**

Project sponsors are responsible for providing SHA a complete PS&E packet. This checklist should help to ensure that the PS&E packet is complete, and it must be included in the packet. An incomplete PS&E packet will not be processed, and can delay advertisement.

**PROJECT INFORMATION**

Project Name –

Project Sponsor –

State Contract Number –

Federal Contract Number –

<b><u>PS&amp;E SUBMISSION</u></b>	Included	Not Included	Not Applicable
100% Design Plans	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Specifications Book, Contract, or Project Manual	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Engineer’s Estimate	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Environmental Permit Form	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Public Awareness Letter	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Executed Memorandum of Understanding			
Traffic Control Plan & SHA District Office Concurrence of Traffic Control Plan	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Utilities Statement or Plan	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Federal Highway Administration Approved NEPA Documentation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Right-of-Way Certification Letter	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Design Exception Approvals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Project Specific Approvals, such as Office of Bridge Development concurrence, Maryland Historical Trust concurrence, Office of Traffic and Safety, etc.			
▪	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
▪	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Submitted by:**

\_\_\_\_\_   
 Project Manager

\_\_\_\_\_   
 Date

b) **Approval to Advertise**

SHA's FAP grants written approval to Project Sponsors to advertise project upon the FAP review of PS&E packet. If the project sponsor advertises prior to this approval, they will have to cancel the advertisement, or reject bids and re-advertise in order to maintain eligibility for reimbursement of federal funds. Any modifications to the contract after the project has received SHA and FHWA approval to advertise must be approved by SHA prior to issuing the modification or addendum. The project sponsor must provide approved addendums to all purchasers of bid documents and include them as part of the contract document.

6) **Advertisement:**

The Project Sponsor advertises the project for competitive bidding and awards the contract to the lowest responsible and responsive bidder. Project Sponsors are required to use the Maryland Department of General Services website for advertising, see the eMaryland Marketplace website at <http://www.emarylandmarketplace.com/>. Projects must be bid for a minimum of twenty-one (21) calendar days. The advertisement should include the project title, the FHWA and SHA project numbers, and project sponsor's contact information.

7) **Bid Opening:**

The Project Sponsor must conduct a public opening of the sealed bid proposals. The Project Sponsor should invite the SHA District contact to attend the bid opening. It is the Project Sponsor's responsibility to review and evaluate all bid documents to determine the lowest responsive and responsible bid which is the lowest bid submitted in response to an advertisement that conforms to the requirements contained in the PSE book and design plans. If the Project Sponsor rejects all bids, the project must be re-advertised. Prior to re-advertisement, Project Sponsors must submit a written request for SHA approval. An updated PSE package must accompany the written request, as well as copies of rejection letters and reason for rejection. The Project Sponsor should modify the PSE package to address reasons for the rejection of all bids and improve competitive bidding. Project Sponsors should review the entire PSE package before resubmitting. SHA District Office information listed on pages 9 and 10.

8) **Concurrence in Award and Notice to Proceed:**

Concurrence in Award (CIA) is SHA's written concurrence with the contract selection and the corresponding bid proposal. Project sponsors must request CIA of SHA FAP after opening and evaluating bids and prior to awarding the contract and issuing the contract Notice to Proceed (NTP). The written request for CIA must include the following for SHA review, which requires a minimum of four (4) weeks. Project Sponsors shall submit the following to SHA FAP for CIA:

- MBE forms 00C44 and 00C45 (originals), which outline the plans to meet or surpass the contract DBE/MBE percentage, which is determined by SHA Office of Construction prior to advertisement. If the bid does not meet the DBE/MBE percentage, a DBE/MBE Good Faith



Effort from the contractor must be included. SHA must approve the Good Faith Effort for the project to proceed.

- Copy of advertisement, as posted;
- Copy of contractor-signed bid proposal;
- Certified bid tabulation that shows the bids, by unit price, of all contractors, including the one with the low bid; the bid tabulation shall be signed, verified, and certified true and correct by the sponsor;
- Certified bid analysis that compares the unit prices of the lowest responsive, responsible bidder with the unit price from the approved engineer's estimate; the bid analysis shall be signed, verified, and certified true and correct by the sponsor;
- Non-collusion affidavit from bid proposal;
- Notarized SHA Experience and Equipment Form (see Appendix E – Standard Forms and Documents);
- A Bid justification is required if the contractor's low bid is over 10 percent above or 15 percent below the final approved engineer's estimate;
- Request for an exception to contract requirements, if applicable;
- Clean ROW Certification

Project Sponsors may issue Notice to Proceed (NTP) to the contractor following SHA's written approval of CIA.

9) **Materials Approvals (Pre-Construction):**

Once contractor receives NTP, from SHA FAP, sources of supply should be submitted. All materials used in the construction project must receive approval through the Office of Materials Technology (OMT). OMT will be involved in the pre-construction meetings and will provide information on how to obtain materials approvals. Area Materials Engineers listed below.

**SHA Districts 1, 2 and 5**

Mr. Scott Stomps

Email: [sstomps@sha.state.md.us](mailto:sstomps@sha.state.md.us)

Phone: 443.572.5030

**SHA District 3**

Mr. Evroc Goocharan

Email: [egoocharan@sha.state.md.us](mailto:egoocharan@sha.state.md.us)

Phone: 443.572.5024

**SHA District 4 and Baltimore City**

Ms. Linda Gale

Email: [lgale@sha.state.md.us](mailto:lgale@sha.state.md.us)

Phone: 443.572.5080

**SHA Districts 6 and 7**

Mr. Donald Beard

Email: [dbeard@sha.state.md.us](mailto:dbeard@sha.state.md.us)

Phone: 410.790.9836

10) **Construction:**

Project Sponsors are responsible for the management, construction inspection, and materials testing of all construction projects. The construction manager should oversee the project construction, and have the capacity to approve minor modifications to the original design in order to facilitate construction. It is the project sponsor's responsibility to ensure that construction inspectors are SHA certified with experience in the type of inspection that they are required to oversee and that materials tests be conducted in an SHA certified lab or in the field by a certified inspector.

11) **Reimbursement and Invoicing:**

Project sponsors should pay their contractor's invoices in a timely manner and may begin requesting funding reimbursement from SHA after making the initial payment to the contractor using the Reimbursement Request Invoice found in on the SHA Safe Routes to School page of the SHA Website, <http://www.roads.maryland.gov/Index.aspx?PageId=735>.

Project Sponsors should not wait until the end of the project to request a reimbursement. At a minimum, Project Sponsors should send invoices to SHA for reimbursement on a quarterly basis. Project Sponsors should submit invoices to the SHA District Office project engineer or, in the case of Baltimore City projects, to the Administration's Office of Construction. Each invoice must include the documentation of all work completed and proof of payment to all contractors, preferably copies of the contractor's bill to the Project Sponsor and the Project Sponsor's cancelled checks of official accounting records that show payment amounts and recipients.

SHA will send payment to the project sponsor within 30 days following receipt of each invoice, provided that:

- The invoice contains all necessary information for processing,
- No charges are disputed by SHA,
- The invoice does not cause the award amount to exceed the project cost to date, and
- The payment of the invoice does not exceed the award amount.

12) **Project Completion, Monitoring and Audit:**

SHA expects project sponsors to complete the project as delineated in the application and the MOU. Failure to do so may result in the loss of the funding earmarked for the project.

The project activities covered by the MOU are subject to audit. Awardees shall retain all SRTS project documents and records for a minimum of three (3) years after the Final Acceptance of the PROJECT by the ADMINISTRATION. See Federal Grants Administrative Requirements, Cost Principals, and Audit Compliance information, [Federal Agency Rule on Lobbying | The White House](#), State and Local Governments, A-102, A-87, and A-133. Non-Profits see A-110, A-122 and A-133.

Below is the contact information for the regional construction engineer to arrange for completion inspection of your project.

Mr. Edward Bertch  
Regional Construction Engineer  
Office of Construction  
MS OOC Hanover-202  
7450 Traffic Drive  
Hanover, MD 21076  
Email: [ebertch@sha.state.md.us](mailto:ebertch@sha.state.md.us)  
Phone: 443.572.5228

## **Additional Information:**

### **Federal-Aid Info:**

The SRTS Program is a Federal-Aid program of the U.S. Department of Transportation's Federal Highway Administration (FHWA). To ensure that your contract meets federal regulations, please go to these websites for guidance.

See [Federal Agency Rule on Lobbying | The White House](#) for federal requirements for the Safe Routes to School Grant"

OMB Circulars to follow for State, Local Governments, and Indian Tribes:

- A-87 for Cost Principals;
- A-102 for Administrative Requirements; and
- A-133 for Audit Requirements.

OMB Circulars to follow for State, Local Governments, and Indian Tribes:

- A-21 for Cost Principals (Educ. & Hospitals, and Non-Profits);
- A-122 for Cost Principals (Non-Profits Only);
- A-110 for Administrative Requirements; and
- A-133 for Audit Requirements

Safe Routes to School Program Guidance:

[http://www.fhwa.dot.gov/environment/safe\\_routes\\_to\\_school/guidance/](http://www.fhwa.dot.gov/environment/safe_routes_to_school/guidance/)

Federal-Aid for Local Public Agencies:

<http://www.fhwa.dot.gov/federal-aidessentials/index.cfm>

### **Other Info:**

SHA Accessibility Policy & Guidelines for Pedestrian Facilities Along State Highways  
[Accessibility Policy & Guidelines for Pedestrian Facilities along State Highways](#)

Pedestrian and Bicycle Information:

<http://www.pedbikeinfo.org/>

Safe Routes to School National Partnership:

<http://saferoutespartnership.org/>

Walk Bike to School

<http://www.walkbiketoschool.org/>

SHA Bicycle Policy & Pedestrian Design Guidelines:

[http://www.roads.maryland.gov/OHD2/Bike\\_Policy\\_and\\_Design\\_Guide.pdf](http://www.roads.maryland.gov/OHD2/Bike_Policy_and_Design_Guide.pdf)

State of Maryland, Governor's Grants Office, [Training](#), and

<http://grants.maryland.gov/Training/Subrecipient%20Monitoring%20Of%20Federal%20Grants.pdf>.

## **Other Questions:**

Jessica Silwick  
Transportation Alternatives/SRTS Programs Manager  
Maryland State Highway Administration  
707 N. Calvert Street, MS C-502  
Baltimore, MD 21202  
Email: [jsilwick@sha.state.md.us](mailto:jsilwick@sha.state.md.us)  
Phone: 410.545.5653

Safe Routes to School Coordinator  
Maryland State Highway Administration  
707 N. Calvert Street, MS C-502  
Baltimore, MD 21202  
Phone: 410.545.5675

**For Construction, Lighting, Right-of-Way, Traffic and Utility-related Issues in a particular county, please contact the appropriate District Office listed below:**

### **Dorchester, Somerset, Wicomico and Worcester Counties:**

#### **District 1 Office**

660 West Road  
P.O. Box 2679  
Salisbury, MD 21802  
1-800-825-4742  
410-543-6715

### **Caroline, Cecil, Kent, Queen Anne's and Talbot Counties:**

#### **District 2 Office**

615 Morgnec Road  
Chestertown, MD 21620  
1-800-637-9740  
410-778-3061

### **Montgomery and Prince George's Counties:**

#### **District 3 Office**

9300 Kenilworth Avenue  
Greenbelt, MD 20770  
1-800-749-0737  
301-513-7300

### **Baltimore and Harford Counties, Baltimore City:**

#### **District 4 Office**

320 West Warren Road  
Hunt Valley, MD 21030  
1-866-998-0367  
410-229-2300

### **Anne Arundel, Calvert, Charles and St. Mary's Counties:**

#### **District 5 Office (Anne Arundel County)**

138 Defense Highway  
Annapolis, MD 21401  
1-800-331-5603  
410-841-5450

**Allegheny, Garrett and Washington Counties:**

**District 6 Office**

1251 Vocke Road  
La Vale, MD 21502  
1-800-760-7138  
301-729-8400

**Carroll, Frederick and Howard Counties:**

**District 7 Office**

5111 Buckeystown Pike  
Frederick, MD  
1-800-635-5119  
301-624-8100



# STATE HIGHWAY ADMINISTRATION FACILITIES



## FACILITIES

- D1**
  - 1 CAMBRIDGE
  - 2 PRINCESS ANNE
  - 3 SALISBURY
  - 4 SNOW HILL
- D2**
  - 5 EASTON
  - 6 DENTON
  - 7 CENTREVILLE
  - 8 CHESTERTOWN
  - 9 ELKTON
- D3**
  - 10 GAITHERSBURG
  - 11 FAIRLAND
  - 12 LAUREL
  - 13 GREENBELT
  - 14 UPPER MARLBORO
- D4**
  - 15 HEREFORD
  - 16 OWINGS MILLS
  - 17 HUNT VALLEY
  - 18 GOLDEN RING
  - 19 CHURCHVILLE

- D5**
  - 20 GLEN BURNIE
  - 21 ANNAPOLIS
  - 22 PRINCE FREDERICK
  - 23 LA PLATA
  - 24 LEONARDTOWN
- D6**
  - 25 OAKLAND
  - 26 KEYSER'S RIDGE
  - 27 FROSTBURG
  - 28 LA VALE
  - 29 HANCOCK
  - 30 HAGERSTOWN
- D7**
  - 31 THURMONT
  - 32 FREDERICK
  - 33 WESTMINSTER
  - 34 DAYTON

- ★ SHA HEADQUARTERS
- HANOVER COMPLEX

(D4 includes Baltimore City)

KEY	
○	DISTRICT OFFICE
🌳	LANDSCAPE DEPOT
⚙️	MAINTENANCE OFFICE
■	REGIONAL LABS