Strategies for Accelerating Multimodal Infrastructure Delivery

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Wednesday, October 31, 2018
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Strategies for Accelerating Multimodal Project Delivery Webinar

Wesley Blount
Office of Human Environment
Federal Highway Administration
FHWA FY 2019-2022 Strategic Plan

- Safety
- Infrastructure – Accelerated Project Delivery
- Innovation
- Accountability – Performance Measures

Why is Accelerating Project Delivery Important?

- Improve safety for all roadway users.
- Reduces cost.
- Enables agencies to do more with less.
- Leverages other investments.
Recent FHWA Pedestrian and Bicycle Resources
Human Environment Newsletters

Human Environment Digest

December 14, 2017

Welcome to the Federal Highway Administration (FHWA) Office of Human Environment biweekly email digest. This digest shares the latest information from a range of Federal and non-Federal sources, addressing transportation and its relationship to the human environment. Through this information exchange, FHWA hopes to foster dialogue at all levels and continue to further the state of the practice on these important topics in support of safety; infrastructure, including accelerated project delivery, access to jobs, and community revitalization; technology and design innovation; and accountability, including, data-driven decisions and performance-based planning.

For more information on any of these topics, see the FHWA Related Links on the sidebar.

*The information provided in this mailing does not necessarily reflect the view of the Federal Highway Administration or the U.S. Department of Transportation.

Safety

The Next Generation of North American Bike Facilities

The National Association of City Transportation Officials (NACTO) released a new guidance, titled “Designing for All Ages & Abilities: Contextual Guidance for High-Comfort Bicycle Facilities.” The guidance focuses on two key safety factors: vehicle speeds and traffic volumes, to give cities the tools they need to decide what street treatments will most improve bicycle safety.

Infrastructure

California’s Approach to Balancing Infrastructure and Stewardship

The Federal Highway Administration’s (FHWA)’s successes in Stewardship newsletter highlights environmental streamlining and stewardship practices from across the country. The November 2017 edition of the newsletter is titled, “California’s North Coast Corridor Program Balances Infrastructure Demands and Environmental Stewardship.” The California

http://www.fhwa.dot.gov/livability/he_digest

https://www.fhwa.dot.gov/livability/newsletter/
Program Websites

- Livability:  
  http://www.fhwa.dot.gov/livability

- Environmental Justice:  
  http://www.fhwa.dot.gov/environment/environmental_justice

- Bicycle and Pedestrian:  
  http://www.fhwa.dot.gov/environment/bicycle_pedestrian/index.cfm

- Economic Development  
  https://www.fhwa.dot.gov/planning/economic_development/

- Sustainable Transportation  
  https://www.fhwa.dot.gov/environment/sustainability/

- Community Connections  
  https://www.fhwa.dot.gov/innovation/everydaycounts/edc_4/connections.cfm

- Health in Transportation  
  https://www.fhwa.dot.gov/planning/health_in_transportation/
Project Purpose

• Document challenges to delivering multimodal infrastructure projects
• Identify top strategies and solutions for overcoming challenges and accelerating project delivery
• Facilitate peer-to-peer exchanges of strategies among practitioners

What’s preventing or delaying projects?
How have agencies solved these problems?
What can we learn from each other?
Project Phases

**Stakeholder Outreach**
- Small group and individual discussions with 15 individuals from a range of organization types

**Peer Exchanges**
- Two interactive sessions intended to facilitate information sharing between agencies

**Workbook Development**
- User-friendly guidance to identify match challenges with recommended solutions
# Stakeholder Organizations

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Key Challenges Identified

- Stakeholder discussions revealed numerous challenges to accelerating multimodal infrastructure delivery:
  - Programming Delays and Funding Source Challenges
  - Difficulties Competing for Limited Funding
  - Inadequate Internal and External Coordination
  - Inadequate Community Input
  - Design Guidelines Insensitive to Context
  - Lengthy Environmental Reviews
  - Insufficient Staff Capacity or Technical Knowledge
Strategies for Accelerating Multimodal Project Delivery

- New workbook released today
- Identifies 13 strategies for accelerating project delivery across multiple phases of project development
- Links strategies to documented challenges
- Includes case study examples and further reading/resources for each strategy
Strategies for Accelerating Multimodal Project Delivery

1. Develop Prioritization Methods for Multimodal Projects
2. Allow Flexibility in Funding Smaller, Low-Cost Projects and Project Elements
3. Identify Multimodal Needs Early in Project Development
4. Improve Public Involvement
5. Make Appropriate and Effective Use of Categorical Exclusions (CEs)
6. Document Multimodal Elements in the Project’s Purpose and Need Statement
7. Incorporate Context-Based Design into State Design Processes and Manuals
8. Apply and Leverage the Innovative Multimodal Treatments in the MUTCD
9. Promote Flexibility in Existing Funding Sources
10. Allocate New Funding Sources to Implement Multimodal Infrastructure and Leverage Existing Programs
11. Communicate Benefits of Multimodal Projects and Improve Performance Data for Evaluating Them
12. Increase Staff Capacity and Knowledge
13. Provide Technical Assistance to Support Small and Rural Communities

Programming Delays and Funding Source Challenges
Lengthy Environmental Reviews
Inadequate Internal and External Coordination
Difficulties Competing for Limited Funding
Design Guidelines Insensitive to Context
Insufficient Staff Capacity or Technical Knowledge
Inadequate Community Input
Strategies for Accelerating Multimodal Project Delivery

GUIDE 1 - STRATEGIES RELATED TO PROJECT DEVELOPMENT PHASE

**Planning and Project Scoping**
- Develop Prioritization Methods for Multimodal Projects
- Allow Flexibility in Funding Smaller, Low-Cost Projects and Project Elements
- Identify Multimodal Needs Early in Project Development
- Improve Public Involvement
- Communicate Benefits of Multimodal Projects and Improve Performance Data for Evaluating Them
- Increase Staff Capacity and Knowledge

**Environmental Review**
- Make Appropriate and Effective Use of Categorical Exclusions (CEs)
- Document Multimodal Elements in the Project’s Purpose and Need Statement
- Increase Staff Capacity and Knowledge
- Provide Technical Assistance to Support Small and Rural Communities

**Design**
- Incorporate Context-Based Design into State Design Processes and Manuals
- Apply and Leverage the Innovative Multimodal Treatments in the MUTCD
- Increase Staff Capacity and Knowledge
- Provide Technical Assistance to Support Small and Rural Communities

**Funding**
- Develop Prioritization Methods for Multimodal Projects
- Allow Flexibility in Funding Smaller, Low-Cost Projects and Project Elements
- Promote Flexibility in Existing Funding Sources
- Allocate New Funding Sources to Implement Multimodal Infrastructure and Leverage Existing Programs
- Communicate Benefits of Multimodal Projects and Improve Performance Data for Evaluating Them
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GUIDE 2 - STRATEGIES RELATED TO KEY CHALLENGES

**KEY CHALLENGES**
- Programming Delays and Funding Source Challenges
- Difficulties Competing for Limited Funding
- Inadequate Internal and External Coordination
- Inadequate Community Input
- Design Guidelines Insensitive to Context
- Lengthy Environmental Reviews

**MOST RELEVANT STRATEGIES**
- Develop Prioritization Methods for Multimodal Projects
- Allow Flexibility in Funding Smaller, Low-Cost Projects and Project Elements
- Document Multimodal Elements in the Project’s Purpose and Need Statement
- Promote Flexibility in Existing Funding Sources
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Strategies for Accelerating Multimodal Project Delivery

3 IDENTIFY MULTIMODAL NEEDS EARLY IN PROJECT DEVELOPMENT

IDENTIFYING MULTIMODAL NEEDS EARLY IN THE PROJECT DEVELOPMENT PROCESS

Identifying multimodal needs early in the project development process allows the early incorporation of project elements to address those needs. Identifying these needs during planning and project scoping can be critical to avoiding delays during design, right-of-way acquisition, and funding. Early incorporation of multimodal elements allows potential solutions to be more comprehensively evaluated as they are developed and can also help uncover right-of-way acquisition needs earlier in the project development process.

Multimodal projects or elements that require the purchase of ROW can be challenging to deliver in a timely manner. While most States are currently able to purchase ROW for multimodal elements or projects, most typically avoid purchasing ROW for multimodal projects as standard practice. One exception is Massachusetts DOT, which routinely purchases ROW for sidewalk and bicycle facilities. They identify ROW needs during the corridor planning phase of a project. Local plans (for example, comprehensive plans, local multimodal plans and capital programs, regional transportation plans and transit agency plans) can be good sources for understanding the multimodal needs of areas or projects.

CONSTRANTS/CHALLENGES ADDRESSED

- Programming delays and funding sources
- Inadequate internal and external coordination

EFFECTIVENESS

- Understanding a project’s multimodal needs early on can eliminate the need to look at new alternatives or new project elements during later phases of project development. As a result, the time needed to deliver a project and the potential for rework in the NEPA review and design phases can be reduced.

Innovations are needed to accelerate purchasing right-of-way (ROW) for multimodal projects. Some agencies are accelerating project delivery by purchasing assessments for multimodal projects and others are working with property owners to donate land for multimodal elements or projects. One example of this was the Central Ohio Valley Light Rail Project in Denver, CO. The Regional Transportation District (RTD) received $1.4 million in land donations for the right-of-way needed for the expansion of the light rail Line C. This ability to routinely purchase ROW for multimodal projects is critical to providing multimodal networks. While this Workbook represents a snapshot in time, FHWA encourages agencies to share existing and emerging best practices for purchasing ROW for multimodal projects.

APPLICABILITY & TRANSFERABILITY

The use of context-based planning and design tools that inform planners and designers about the multimodal needs of a project has widespread applicability.

EXAMPLES AND CASE STUDIES

A Oregon DOT developed an Active Transportation Plan that inventoried bicycle and pedestrian facilities on Region 1 (Portland-area) State highways and identified gaps and deficiencies in the active transportation network. Department staff worked with the public to develop a set of evaluation criteria and then applied the criteria in developing a prioritized pedestrian and bicycle network. This framework is being used by Region 1 as projects are implemented.

FDOT District 4 Multimodal Screening Checklist (MMSC) - District 4 serving five counties in southeast Florida uses a Multimodal Screening Checklist (MMSC) to identify the full range of multimodal needs prior to developing the scope or budget for all projects on State roadways. The District coordinates with local governments, transit providers, and regional transportation planning organizations to identify and document the full range of multimodal needs for all projects, including capital projects, maintenance and resurfacing projects, traffic operations projects, and safety projects. This approach helps the District avoid reworking the project design later in the project development process, which would typically require having to find additional funding for the project. The District uses this approach for all of its projects, including maintenance and resurfacing projects.

This checklist aims to implement FDOT’s Complete Streets policy (http://www.fdot.gov/compli/complete-streets.cfm). This policy recognizes that complete streets require designs that consider local and development patterns, built form, and context-based roadway design speed. The policy’s goal is to maintain safety and mobility while serving the transportation needs of users of all ages and abilities. The MMSC gathers and documents information related to passenger access to transit and levels of transit service; corridor lighting; accommodations for individuals with disabilities; local and regional pedestrian, bicycle, and greenspace plans; multimodal safety problems; school zones and school access; railroad crossings; freight patterns; and airport access.

This graphic is used by FDOT to illustrate how different multimodal project elements can utilize different types of funding.
Strategies for Accelerating Multimodal Project Delivery

V. Relevant Federal Policies and Resources

There are numerous relevant resources and Federal policies that offer guidance and real-world examples of projects that have applied this guidance. These policies and resources are listed and described below.

Annotated Resources/Policies

Project Development Phase: Planning and Project Scoping

Federal Highway Administration (FHWA) - Use of Federal Funds for Bicycle and Pedestrian Efforts
https://www.transportation.gov/mobility/health/user-federal-funds-bicycle-pedestrian-efforts

Measures the percentage of Federal transportation dollars that go to bicycle and pedestrian infrastructure projects.

FHWA - Bicycle and Pedestrian Program
https://www.fhwa.dot.gov/environment/bicycle_pedestrian/publications/programmatic_agreement_toolkit/

Identifies transportation funding programs with flexibility to fund pedestrian and bicycle projects and activities from several transportation funding programs.

FHWA - Fiscal Management Information System. Federal-Aid Highway Program Funding for Pedestrian and Bicycle Facilities and Programs
https://www.fhwa.dot.gov/environment/bicycle_pedestrian/funding/bipedfnd.cfm

Summarizes Federal-Aid Highway Program funding for pedestrian and bicycle facilities and programs by year and by State.

FHWA - Guidebook for Measuring Multimodal Network Connectivity
https://www.fhwa.dot.gov/environment/bicycle_pedestrian/publications/multimodal_connectivity/

The Guidebook for Measuring Multimodal Network Connectivity provides methods and measures to support transportation planning and programming decisions. It includes references and illustrations of current practices, including materials from the case studies conducted as part of the research process.

FHWA - Transportation Alternatives Set-Aside Implementation Guidance

Overview of Fixing America's Surface Transportation (FAST) Act and Surface Transportation Block Grant Program funding for transportation alternatives, including program purpose, funding, project eligibility, and competitive selection process.

FHWA - Incorporating On-Road Bicycle Networks into Resurfacing Projects
https://www.fhwa.dot.gov/environment/bicycle_pedestrian/publications/

Identifies least cost strategies to capture multimodal network improvements, specifically by incorporating them into other ongoing and routine activities.

FHWA - Bike Network Mapping Idea Book

Identifies how a transportation agency can better integrate existing and proposed pedestrian and bicycle network maps into their planning process, to reduce project delay and capture both proactive and reactive opportunities.


Memorandum including a compiled list of activities that may be undergoing more detailed NEPA processing than required by law, which should qualify as categorical exclusions under 23 CFR 771.117(c).

Project Development Phase: Design

FHWA - Manual on Uniform Traffic Control Devices (MUTCD)
https://mutcd.fhwa.dot.gov/

Defines the standards used by road managers nationwide to install and maintain traffic control devices on all public streets, highways, bikeways, and private roads open to public travel.

Pedestrian and Bicycle Information Center - Design Resource Index
www.pavikinefrastructure.org/planning/facilities_design/resource_index.cfm

Defines the specific location of information in key national design manuals for various pedestrian and bicycle design treatments.

Federally Funded Early Acquisition Project FAQ

Addresses the acquisition of real property—including a specific parcel, a portion of a transportation corridor, or an entire corridor—in advance of the completion of the environmental review process under the National Environmental Policy Act.

American Association of State Highway and Transportation Officials Programmatic Agreement Toolkit
The toolkit presents information, guidance, and recommendations on developing and implementing programmatic agreements among State DOTs, the FHWA, and agencies responsible for the protection of environmental resources. Programmatic agreements are intended to reduce unnecessary project delays, including delays caused by staffing constraints, and to align rules and policies where needed without compromising environmental quality.
https://environment.transportation.org/documents/programmatic_agreement_toolkit/
13 Strategies for Accelerating Project Delivery

- Planning & Project Scoping
- Environmental Review
- Design
- Funding
PLANNING AND PROJECT SCOPING AND SELECTION

1. Develop prioritization methods for multimodal projects

2. Allow flexibility in funding smaller, low-cost projects and project elements

3. Identify multimodal needs early in project development

4. Improve public involvement

www.pedbikeimages.org / Adam Coppola Photography
Strategy Overview

- Context-sensitive approach
- Identify full range of users
- Establish multimodal elements as part of the Purpose and Need
- Planning & Environmental Linkages (PEL)

Challenges Addressed

- Difficulties competing for limited funding
- Inadequate internal and external coordination
Strategy Overview
- Gather meaningful input early
- Engage broad and diverse group of stakeholders
- Utilize innovative and interactive tools/techniques

Challenges Addressed
- Inadequate community input
- Design guidelines insensitive to context
- Lengthy environmental reviews

Example Tools & Techniques
- Virtual meetings
- Pop-up events
- Graphics & renderings
- Walking & biking tours

- Virtual reality
- Community events
- Online interactive maps
- Translation & interpretation
Strategy Overview

- Context-sensitive approach
- Identify full range of users
- Establish multimodal elements as part of the Purpose and Need
- Planning & Environmental Linkages (PEL)

Challenges Addressed

- Programming delays and funding source challenges
Strategy Overview

- Two project types:
  - Standalone projects with dedicated funding
  - Multimodal elements of larger projects
- Develop process and criteria to identify eligible projects for grant funding
- Implement scoring process that includes multimodal prioritization criteria or weighting

Challenges Addressed

- Programming delays and funding source challenges
- Difficulties competing for limited funding
Example: Space Coast Transportation Planning Organization – Complete Streets

Space Coast Transportation Planning Organization (SCTPO) created their Complete Streets program to identify, prioritize and fund multimodal projects within their region. They apply a set of criteria that include both transportation and land use factors to foster successful multimodal projects. Some of the criteria include:

- Multimodal safety
- Land uses/generators of multimodal trips
- Permeability or number of pedestrian crossing opportunities of the existing roadway
- Posted and design speed of roadway
- Location within defined redevelopment areas

To be eligible for funding, local government applicants must have an adopted Complete Streets policy.
Example: Virginia DOT – SMART SCALE

VDOT’s Smart Scale Dashboard Focused on Bicycle and Pedestrian Safety
ENVIRONMENTAL REVIEW

5. MAKE APPROPRIATE AND EFFECTIVE USE OF CATEGORICAL EXCLUSIONS

6. INTEGRATE MULTIMODAL ELEMENTS IN THE PROJECT’S PURPOSE AND NEED STATEMENT
Strategy Overview

- Most bicycle and pedestrian projects may be processed as CEs under NEPA
- Must meet criteria under 23 CFR 771.117 - no unusual circumstances
- Examples of projects include:
  - Construction of bicycle and pedestrian lanes, paths, trails, and facilities
  - Projects that would take place entirely within the existing operational right-of-way
  - Projects that receive less than $5 M in Federal Funds
- Programmatic CE (PCE) Agreements provide State DOTs with the authority to make a NEPA CE determination and approval on FHWA’s behalf

Challenges Addressed

- Lengthy environmental reviews
Strategy Overview

- Needs are the basis for developing project alternatives
- Document the needs of all potential project users to inform:
  - Range of alternatives
  - Scope of environmental reviews
  - Public engagement strategies
  - Types and level of funding

Challenges Addressed

- Lengthy environmental reviews
- Programming delays and funding source challenges
- Inadequate internal and external coordination
Example: PennDOT Interstate 95/Girard Avenue Interchange

NEPA document included pedestrian, bicycle and transit (access to Girard Avenue Trolley needs

- Alternatives included:
  - Multimodal access parallel to and underneath I-95 with appropriate pavement markings, bike lanes, sidewalks, curb ramps, and lighting
  - Relocated Delaware Avenue and Richmond Street with lower design speeds, minimal lane widths, and green-colored bicycle lanes
  - Widened sidewalks and connections to a new trail system through the interchange
  - Reconstruction of the Route 15 Girard Avenue Trolley under an agreement with SEPTA.

NOTE: Image Taken from Draft Guidebook  Credit: PennDOT visualization
7 INCORPORATE CONTEXT-BASED DESIGN INTO STATE DESIGN PROCESSES AND MANUALS

8 APPLY AND LEVERAGE THE INNOVATIVE MULTIMODAL TREATMENTS IN MUTCD
Strategy Overview

- Leverage federal design flexibility
- Influence street design across all state roadways
- Recognize relationship between transportation and land use
- Use flexibility in guidance where appropriate

Challenges Addressed

- Design Guidelines Insensitive to Context
Strategy Overview

- Use Experimentation Requests to test innovations and designs
- Measure and evaluate device performance
- Adopt and recognize devices with Interim Approval status

Challenges Addressed

- Design Guidelines Insensitive to Context
- Insufficient Staff Capacity or Technical Knowledge
Example: Maryland Bicycle and Pedestrian Priority Areas

Maryland DOT designated portions of the State as Pedestrian and Bicycle Priority Areas (BPPAs) to facilitate the coordinated planning of bicycle and pedestrian facilities in areas with a high potential for bicycling and walking. BPPAs were identified based on demographic and land use characteristics, rather than existing counts of people walking and bicycling. This distinction is important because it acknowledges an inherent demand for non-motorized travel in places where there is a higher intensity of trip generators such as housing, schools, shops, and transit facilities. BPPAs can receive a number of special considerations, including focused recommendations for roadway geometric and operational guidelines that align local and State bicycle and pedestrian planning with design.
FUNDING

9. PROMOTE FLEXIBILITY IN EXISTING FUNDING SOURCES

10. ALLOCATE NEW FUNDING SOURCES TO IMPLEMENT MULTIMODAL INFRASTRUCTURE AND LEVERAGE EXISTING PROGRAMS
Pedestrian and bicycle projects are potentially eligible to receive funds through these surface transportation programs:

- **BUILD**: Better Utilizing Investments to Leverage Development Transportation Discretionary Grant program
- **INFRA**: Infrastructure for Rebuilding America
- **TIFIA**: Transportation Infrastructure Finance and Innovation Act (loans)
- **FTA**: Federal Transit Administration Capital Funds
- **ATI**: Associated Transit Improvement (1% set-aside of FTA)
- **CMAQ**: Congestion Mitigation and Air Quality Improvement Program
- **HSIP**: Highway Safety Improvement Program
- **NHPP**: National Highway Performance Program
- **STBG**: Surface Transportation Block Grant Program
- **TA**: Transportation Alternatives Set-Aside (formerly Transportation Alternatives Program)
- **RTP**: Recreational Trails Program
- **PLAN**: Statewide Planning and Research (SPR) or Metropolitan Planning funds (PL)
- **NHTSA 402**: State and Community Highway Safety Grant Program
- **NHTSA 405**: National Priority Safety Programs (Nonmotorized safety)
- **FLTTP**: Federal Lands and Tribal Transportation Programs (Federal Lands Access Program, Federal Lands Transportation Program, Tribal Transportation Program, Nationally Significant Federal Lands and Tribal Projects)

- Bike/ped projects can be funded through many FHWA and FTA programs
- The tremendous flexibility in using federal funds for multimodal projects is often not fully understood or utilized
- See FHWA webpage addressing funding misconceptions: https://www.fhwa.dot.gov/environment/bicycle_pedestrian/guidance/misconceptions.cfm
- Some funding categories have special requirements (see workbook)
Transportation agencies have used a variety of new or previously untapped programs to fund multimodal projects.

Public/private partnerships (P3s) can help deliver projects sooner and with less Federal investment.

New programs can consolidate funding sources to focus on multimodal infrastructure (for instance, California Active Transportation Program).

Existing funding programs (for instance, maintenance resurfacing) can provide new opportunities.

Discretionary programs can fund projects that might not fit traditional categories.
Example: Pennsylvania Community Transportation Initiative (PCTI)

- Temporary program using PennDOT Secretary’s discretionary funds
- Created to promote a project-driven vision of “smart transportation”
- Encouraged local initiative and innovative projects
- Result: In 2009, 50 projects, $59 million
- Most projects had at least some bike/ped component
- Related program (still in existence): Delaware Valley Regional Planning Commission (DVRPC) Transportation and Community Development Initiative
MULTIPLE PHASES OF PROJECT DEVELOPMENT

11. Communicate benefits of multimodal projects and improve performance data for evaluating them.

12. Increase staff capacity and knowledge.

13. Provide technical assistance to support small and rural communities.

www.pedbikeimages.org / Reuben Moore
Strategy Overview

- Multimodal projects have wide-ranging benefits, but those can be hard to capture and communicate

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- Methods are available to properly document outcomes and measure successes to justify further investment
Strategy Overview

- Transportation staff are stretched across numerous project areas
- Resources needed to cover time for multimodal project development
- States can link local agencies with training and expertise to keep staff up to date on latest research and guidance
Example: California Active Transportation Resource Center

- The Active Transportation Resource Center connects CA communities with experts in planning, public health, behavioral programs and design/engineering.
- Provides resources and training for both infrastructure and non-infrastructure projects

Examples of Resources Offered

- Disadvantaged Community Training
- Understanding Bike Transportation
- Pedestrian Facility Design
- Project Implementation Training
- Active Transportation Planning and Scoping
Strategy Overview

- Rural communities are especially limited in staff and funding for multimodal projects.
- Targeted programs can help equip these communities with resources needed to plan and implement multimodal projects.
# Strategies for Accelerating Multimodal Project Delivery

## Guide 1 - Strategies Related to Project Development Phase

### Project Development Phase

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### Environmental Review

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## Guide 2 - Strategies Related to Key Challenges

### Key Challenges

- Programming Delays and Funding Source Challenges
- Difficulties Competing for Limited Funding
- Inadequate Internal and External Coordination
- Inadequate Community Input
- Design Guidelines Insensitive to Context
- Lengthy Environmental Reviews
- Insufficient Staff Capacity or Technical Knowledge

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<th>Most Relevant Strategies</th>
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<tbody>
<tr>
<td>1. Develop Prioritization Methods for Multimodal Projects</td>
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<tr>
<td>2. Allow Flexibility in Funding Smaller, Low-Cost Projects and Project Elements</td>
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<tr>
<td>3. Document Multimodal Elements in the Project’s Purpose and Need Statement</td>
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<td>4. Promote Flexibility in Existing Funding Sources</td>
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<td>5. Allocate New Funding Sources to Implement Multimodal Infrastructure and Leverage Existing Programs</td>
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<tr>
<td>6. Communicate Benefits of Multimodal Projects and Improve Performance Data for Evaluating Them</td>
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<tr>
<td>7. Provide Technical Assistance to Support Small and Rural Communities</td>
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<td>8. Improve Public Involvement</td>
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<td>9. Make Appropriate and Effective Use of Categorical Exclusions (CEs)</td>
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<td>10. Document Multimodal Elements in the Project’s Purpose and Need Statement</td>
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<tr>
<td>11. Apply and Leverage the Innovative Multimodal Treatments in the MUTCD</td>
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<td>12. Increase Staff Capacity and Knowledge</td>
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<td>13. Provide Technical Assistance to Support Small and Rural Communities</td>
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</tbody>
</table>
Discussion

→ Send us your questions

→ Follow up with us:

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