NCHRP Project 20-65, Task 67

Coordinated Multimodal Project Planning
Agenda

» Project Purpose
» Research Approach
» Research Findings
» Key Challenges
» Key Lessons
» Technical Transfer Documents
Research

» Purpose:

• **Synthesize** the practice of multimodal coordination across State DOT, MPOs, and Regional Transit Agencies

• **Highlight** examples of successful coordination between highway and transit improvements (such as in a major corridor) and in the role of State DOT project delivery of multimodal transportation solutions

• **Document** and communicate successful strategies which can be duplicated in a variety of contexts
Approach:

- Conduct Literature Review and Interviews
  - Investigate distinguishing features of multimodal transportation planning / coordination and identify areas of the country for case studies / research
- Research / Interview Six Case Studies
  - Develop case studies which encapsulate successful models of coordination and project delivery for multimodal projects through panel interviews
- Prepare Technical Assistance / Technical Transfer Documents
  - Synthesize findings from literature review, interviews, and case study panel interviews into various technology transfer documents, including a quick reference guide, one page flyer, and PowerPoint presentation
- Conduct Webinars
  - Develop webinars to panel members, case study interviewees, and FHWA / FTA staff to present findings and gather feedback for the final documents
- Finalized Technology Transfer Documents and Final Report
Preliminary Findings – Characteristics of Successful Multimodal Projects

- Literature Review and Interviews

  - **Shared Vision and Goals:**
    - Allow a connection between planning and operations across departments and agencies and supporting open communication and cooperation

  - **Consolidated Operations and Organization:**
    - Organize intra-agency departments to maximize efficiency and support multimodal discussion and collaboration

  - **Shared Data and Information:**
    - Ensure staff have adequate data, analysis, and decision-making tools across multiple modes and departments

  - **Dedicated Funding Source:**
    - A lack of flexible funding across modes was identified as a major barrier for multiple coordination and projects
Literature Review and Interviews

» Federal Guidance
  • Minimal guidance for multimodal projects

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<tr>
<th>Gap</th>
<th>Recommendation</th>
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<tr>
<td>No single location for multimodal guidance</td>
<td>Create a website with guidance and direction of multimodal projects</td>
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<tr>
<td>Little guidance on steps need to be taken from beginning to end of project</td>
<td>Provide joint FHWA / FTA guidance, best practices on meeting Federal requirements, and/or guidance on which Federal agency should lead</td>
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<td>No clear guidance on initial coordination with FHWA or FTA</td>
<td>Develop guidance providing better understanding when to approach FHWA / FTA or when to start NEPA process</td>
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<td>Full array of options for multimodal projects for NEPA is not highly visible</td>
<td>Provide more guidance on NEPA options and/or create website dedicated to multimodal project guidance</td>
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<td>Definition of ‘multimodal’ is unclear</td>
<td>Establish a common FTA / FHWA definition of multimodal and provide examples</td>
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<td>Projects receiving grants from 2+ Federal sources are hindered by multiple grant compliance requirements</td>
<td>Provide FHWA / FTA guidance on interpreting guidance from two Federal agencies or develop joint guidance</td>
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<tr>
<td>No guidance on multimodal agency coordination</td>
<td>Provide guidance for specific agency-agency type interactions</td>
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Literature Review and Interviews

Selected Case Studies

- Moving Ahead Bus Rapid Transit Project
  City of Eugene, Oregon and Lane Transit District
  › Portfolio Management Concept
- BaltimoreLink | Baltimore, Maryland
- Clifton Boulevard Transportation Enhancement Project | Cleveland, Ohio
- I-5 Transit Bypass Project (Bus on Shoulders) | Washington State DOT
  › Practical Solutions
- South Capitol Rail Runner Station | New Mexico DOT
- Integrated Corridor Management US-75 | DART
Key Challenges to Coordinate Multimodal Projects

» Many agencies and jurisdictions still operate in ‘silos’ functional departments.

» **Coordination** for projects with many components can be technically challenging and it is difficult to know the status of all of the moving parts.

» **Compromise** is often required to stay on schedule and have a good project

» It is essential to effectively conduct **coordinated public outreach** to key stakeholders

» **Legal proceedings** for the transfer and use of funds can be a significant obstacle
Key Challenges to Coordinate Multimodal Projects

» **Compliance** with inconsistent state, FHWA, and FTA requirements is very challenging, and resource-intensive

» In some projects, one agency needs to cede control to other agencies, this requires **trust and confidence** building to establish effective coordination

» There are typically **insufficient funding** programs for transit projects

» It can be challenging to correctly **identify partners** and ensure their involvement early in the project
MovingAhead Bus Rapid Transit Project

» Integrate regional **multimodal transportation** and **land use** planning.

» A political **project champion** at varying levels of government is critical to success.

» Conduct **joint outreach** to directly address local political concerns and reach all stakeholders.

» Hold regularly scheduled **in-person meetings** for staff and/or stakeholders.

» Coordinate the project from the **ground-up**, from planning to implementation.
Develop a realistic timeline.

Encourage as much coordination as possible at all staff levels, in-person.

Do not hesitate to change the norm.

Break down barriers of miscommunication.

Understand the perspectives of partner agencies and transit users.

Be flexible.
Integrated Corridor Management US-75

» Use **data and a travel demand model** to make informed decisions. For ICM, data was used to develop the model and the 144 predeveloped response plans, this provided a forum that benefited from expertise of both engineers and planners.

» Conducted monthly meetings to discuss what did and did not work about the project.

» Ensure **involvement of all agencies** who all have to approve of the selected ICM plan. For US-75, this requirement for real-time approval was key to getting all agencies agree to the ICM project.
Clifton Boulevard Transportation Enhancement Project

» Align project goals with regional goals.
» Create a funding package from a variety of sources.
» Provide ample opportunities for input from stakeholders.
» Enable the project champion to lead coordination efforts.

Cleveland and Lakewood, Ohio
I-5 Transit Bypass Project (Bus on Shoulder)

» Think **outside of the box** and consider unorthodox approaches.

» Identify ways to **optimize the system** and make best use of existing highway capacity.

» Have a strong **project champion** that is willing to lead the coordination effort.

» Identify an **evaluation plan** to monitor, measure, and report on success.
South Capitol Rail Runner Station

» A strong **project champion** at the highest level of government in the State, is highly beneficial.

» Take steps to ensure **ownership and interest** in the success of the project.

» Provide ample opportunities for **public involvement** from citizens and stakeholders, including planning and design input on station locations and connection to trails.

» Hold frequent **in-person meetings** with key agencies throughout project planning and implementation.

*Santa Fe, New Mexico*
Key Lessons

» Meeting in-person still matters in the digital age
  • In-person meetings are critical, as the relationships that are developed are the backbone to successful project planning and delivery.

» Be flexible and ready to adapt
  • Flexibility, adaptability and collaboration are critical to coordination for multimodal projects.

» Aligning goals
  • Align the multimodal project with the existing planning process whenever possible; define common goals for the project and demonstrate how the project will support regional goals.
Technology Transfer Documents

1. Final Report
2. Quick Reference Guide (20 pages)
3. Flyer (2 pages)
4. PowerPoint Presentation

» User-Friendly Materials
» Quickly glean research and key findings
» Materials can be found on the project website:

For More Information

» Project website:

» Second webinar:
  Monday, August 21
  2:00-4:00 p.m. EST

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