CHAPTER 11 IMPLEMENTATION PLAN

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11. IMPLEMENTATION PLAN

The ultimate product of the MMP development effort is not the plan document, but rather the delivery of the transportation system envisioned in the plan and the implementation of the projects, programs and policies recommended by the plan. This chapter provides guidance, in the form of a conceptual MMP Implementation Plan, to initiate and maintain implementation of the MMP recommendations.

proposed MMP Implementation Plan contains The recommendations on financing mechanisms, deployment strategies, and action items designed to support active implementation and maintenance of the MMP. Topics covered in the following sections include:

- Steps and timeline in the project delivery process
- Financing strategies and funding program opportunities
- Strategic regional and community partnerships
- Decision making and conflict resolution tools to help settle disputes over priorities and resources
- Potential cost sharing partners

11.1 PROJECT DELIVERY PROCESS

Although the recommendations in the MMP were developed with community and stakeholder needs and financial feasibility in mind, the MMP development process does not replace the thorough impact analyses to be completed for each project as they move closer to implementation. In the future, individual projects will need to be refined and to undergo detailed design level cost estimation, impact analyses, preliminary engineering. environmental assessment, and final design, while receiving public input at each stage of the process. The order in which projects are implemented will depend on a variety of factors, including funding availability, project readiness, construction phasing, and local transportation priorities.

As such, the MMP should be used as a general framework for future transportation improvements. As conditions change over

time, projects may be considered for implementation based on project readiness, the identification of cost sharing partners, and emerging patterns of growth and development within the City and the ETJ.

11.1.1 CONVENTIONAL INFRASTRUCTURE PROJECT DELIVERY PROCESS

The Project Delivery Process for conventional roadway, intersection, and many active transportation projects is well established. The complexity and level of effort for each step varies based on the nature and scale of the project and steps can sometimes be combined or conducted concurrently. But generally, the process follows a set of established steps, which are listed and described in the following paragraphs.

Figure 11.1: Projects Come in a Variety of Shapes and Sizes



System Planning – Identifies a need and likely solution set(s) and programs funds for further detailed study. The MMP is an example of such a system planning level study that identified needs through a comprehensive system assessment and scenario-based planning analysis to identify system improvements that support overall City mobility.

Project Need and Purpose – Develop a formal statement of why the project is important, what needs it addresses and what solutions it is thought to offer. The Need and Purpose Statement may also lay out goals and objectives and how to measure whether the project has achieved success in providing the intended solution.

Funding - Identify possible funding resources and program the project using the most appropriate available funding mechanism or combination of mechanisms. At this point, the programmed funds may be an early estimate of project costs based on a placeholder concept for the project.

Environmental Analysis – Conduct an analysis of the environmental, social, and community impacts of the project. This analysis can have various levels depending on the project. The project may be of a type that is categorically exempt; may only require a modest level of analysis to determine that the project has no significant impacts; or may require a full, detailed study of the range of impacts and how these impacts can be avoided, mitigated, or accepted.

expenditure dollars.

Final Design – Some level of preliminary engineering and preliminary design are typically conducted concurrently with the alternatives analysis and the environmental analysis. Final design develops plans and schematics to a level sufficient to construct the project and develop bid tabs of detailed construction costs.

Obligate the Funding - Contractually obligate funding and begin to expend funds to implement the project. This is the stage at which a project is deemed to be committed to implementation. Many grant programs have timelines and deadlines for achieving this step.

Implement the Project – Complete construction and bring the project into the system.

Transportation System Management, Operations, and Management - Manage the project to ensure sustainable operation and maintenance throughout the project lifecycle / design horizon.

Feasibility Study – Conduct a focused corridor study or subarea study that determines if the project can accomplish the requirements in terms of conceptual return on investment. When comparing benefits and costs, is the project cost effective? Do the benefits provided by the solution offset the impacts of doing the project? During this feasibility process the study typically develops a conceptual program-level opinion of probable cost (OPC) of the project.

Scoping of Alternatives – Identify and develop concepts for a set of alternative solutions that address the identified problem.

Analysis of Alternatives - Conduct a quantitative study to determine how well each alternative addresses the project need and accomplishes the project purpose. May include preliminary engineering to better define project design, operability, and costs. The outcome of the AA is the selection of a locally preferred alternative (LPA).

Secure a Funding Source – Identify a funding mechanism. If using City funds, dedicate the funds to the project. If seeking funding assistance, apply for the funds to implement the LPA. At this point, more detailed opinions of probable costs are developed to ensure that programmed funds are sufficient to implement the project. Funds should be identified in year of

11.1.2 NEW MOBILITY PROJECT DELIVERY PROCESS

The project delivery process for new mobility projects and innovative technology initiatives typically looks a little different than the process for delivering conventional infrastructure projects. The needs assessment and feasibility work must still be performed to determine if there is a transportation or community need and how it should be met. For example, KTMPO is currently conducting a feasibility study on a regional bikeshare program, and the City is studying the feasibility of alternative approaches to delivering transit service.

However, because new mobility, innovative technology, and advanced transportation systems projects often involve a vendor or service provider, the feasibility study takes on the aura of a strategic planning process that addresses additional areas including, contractual relationships, the governance structure or business model for the project, roles and responsibilities of the parties, risk management, and ownership of project assets.

As new technologies emerge, it is impossible for a city or agency to keep apprised of each as they emerge and more so keep track of what is potentially useful for their locale. Frequently these involve a public/private partnership or a P3, that offsets some of the project costs through private investment.

Cities across the US have adopted policies for accepting Unsolicited Proposals which help them to have a policy to follow if or when a new technology vendor or project opportunity arises. If the City wants to be more strategic about their request, they can also request proposals for new technologies without necessarily having a budget for implementation. Because new mobility and innovative technology vendors are businesses operating for profit. they can also be expected to carry out some of the later phases of project delivery at their own expense. The City can request that the proposer not only submit a proposal to supply a new mobility or innovative technology solution, but to also submit a plan for financing the project operations or infrastructure.

11.1.3 PROJECT DELIVERY TIMELINE

Project delivery timelines vary with the scope, scale, and complexity of the project. From the point that systems planning is complete, and a formal feasibility study commences, major capital infrastructure investments such as Interstate widening can be subject to phased implementation taking 15-20 years. Often with this scale of project, the individual steps in the process, such as feasibility/corridor studies, environmental analysis, engineering, and design studies, can each take multiple years to complete.

For the scale of project that the City would undertake directly, such as construction of a minor arterial or community collector roadway, a typical timeline from completion of system planning would be on the order of five to seven years from beginning of corridor feasibility analysis to the project opening for operation. Smaller projects such as developer-built roads, intersections, and sidewalks can happen much more quickly with the latter two types of projects happening organically as part of larger corridor improvements, reconstruction, or rehabilitation. Figure 11 2 depicts the variability of potential project timelines.



Figure 11.2: Typical Project Delivery Timelines by Type of Project

11.1.4 PROJECT DELIVERY STRATEGIES AND **ACTION ITEMS**

A strategic systems approach to project delivery that examines the entire program of projects and how they fit together can make the process more efficient and cost effective. This approach provides opportunities to incorporate elements such as active transportation projects into companion reconstruction of roadway improvement projects to expedite implementation and reduce costs. There are several actions that the City can take to expedite the steps in the project delivery process.

Maintain a Program of Candidate Projects

The Thoroughfare Plan identifies the major roadway infrastructure network needed to support mobility within a multimodal transportation system but does not partition that overall system into individual projects for phased development. The City should create and maintain a program of candidate multimodal projects to support implementation of the Thoroughfare Plan.

The MMP developed a substantial list of potential projects for intersection improvements, roadway improvements, and multimodal system improvements including the implementation of the All Ages and Abilities network. The City should continue to maintain and periodically update this list as priorities change, new needs are identified, and projects are constructed. Keeping these projects in the ongoing planning dialogue gives the City the flexibility to advance components of the Thoroughfare Plan when funding becomes available, either locally, or through external grant funding programs. As development patterns become clear or if cost sharing partners are identified, projects can be advanced through the project delivery process.

Keep Priority Projects in an Advanced State of Readiness

Certain projects may gather significant support among City leadership, staff, stakeholders, and the public. Projects that inspire such consensus are likely to align with the selection criteria of many grant programs, scoring high in categories that assess demonstrated need, performance measures, or community benefit.

Proceeding with feasibility studies, preliminary engineering, and environmental analysis not only moves these projects toward implementation, but also produces documentation of performance measures and selection criteria that allow the City to apply for funding from external formula or discretionary grant programs to obtain supplemental funding or perhaps even fund the project in its entirety. Moving consensus projects through the development pipeline also demonstrates the City's responsiveness to citizen and stakeholder feedback.

Preserve ROW for the Ultimate Cross-Section but Implement Incrementally

When identifying ROW for preservation, think in terms of the ultimate design cross-section proposed for the corridor. If the feasibility and environmental analysis takes into consideration the ultimate scope and design cross-section of the project, ROW can be preserved for the long-term vision. The project can still be built in increments until current traffic volumes increase to a level that warrants the added capacity. A common approach is to plan and design a multilane major arterial that is needed to meet future demand, but the near-term increment to deployment of the facility is to build a two-way minor arterial that meets current demand and can be converted to one half of the ultimate facility when a preselected demand threshold is reached, and the remainder of the ultimate facility is constructed.

Early Action Opportunities

A dedicated long-term budget strategy will enable the development of bicycle and pedestrian facilities and allow the City to implement the recommended network of prioritized facilities. This process will be informed by ranking the projects according to multiple factors, including safety, needs, equity, and demand.

However, to address near-term implementation, it is possible to take advantage of current project funding. Review current project pipelines and maintenance work and look for existing resurfacing and/or restriping projects on the roadways where a set of bicycle facility recommendations can be easily implemented as part of that process. Create a set of updated striping plans and implement within the existing project schedules and budgets. This approach

is made easier with an adopted set of roadway cross-sections that and costs. Having this information will make City projects more include bicycle facilities. completive and more likely to receive funding through available programs. Incremental Development - Construct to Ultimate Cross-

Section.

Sometimes when an upgrade to a roadway is planned but is Staff in one or more departments should be assigned to maintain scheduled well in the future, it may be appropriate to improve awareness of grants, programs, or other funding opportunities. intersections along the corridor, a move which may be adequate This person or persons must be familiar with funding cycles and to improve current safety conditions. These interim improvements project eligibility requirements and should work with regional may prove sufficient to address problems for some time into the planning partners to advance projects through the project future until corridor traffic increases to a target level of service pipeline. A summary overview of available funding mechanisms that triggers construction of the projected ultimate cross-section. and grant opportunities is provided in in Section 11.2 Funding and The same could be true for active transportation facilities that can Financing Strategies, followed by additional narrative on funding serve local mobility and transit access if incorporated now and be action items. part of the ultimate build out of the project when it is constructed. **11.2 FUNDING AND FINANCING** When constructing these incremental components, the City **STRATEGIES** should consider, where feasible, constructing these interim project elements to accommodate the projected ultimate cross-Mobility funding comes from a variety of sources. Typical sources section so that the improvement is not lost when the full project of funding include local, state, and federal funding programs as cross-section is constructed.

Providing the infrastructure for the future and striping it for current geometry provides early improvements that builds community confidence and can be incorporated into the future project with restriping and some minor surface work. It is also useful to notify staff, the public and elected officials through an ongoing MMP communication and coordination process, about what is happening. From an uninformed perspective, this could look like an unconventional way to implement an intersection or active transportation network, For this reason, a regular program of themed outreach should be prepared in collaboration with the city's Communication team.

Establish a Financial Strategy

Establish a financial strategy and fund a budget to enable the generator of tax revenue within the state of Texas given the lack City to sustain the project delivery process. Conducting feasibility of state and local-option income taxes. studies, environmental reviews and other pre-implementation **General Sales Taxes** steps allows the City to have the information needed to submit proposals through state and federal formula fund programs and The general sales and use taxes are also an important funding to present the fullest picture of the project need, purpose, benefits, source for local governments. The most common form of the

Maintain Awareness of Grant Programs and Funding Pipelines

well as private sector/non-governmental sources. To efficiently utilize funding and maximize project delivery, it is important to understand the range of funding sources/funding programs available and their requirements. Many state and federal funding sources require a local match (typically 20%), which makes having local funds available critical to maintain eligibility for the programs.

11.2.1 POTENTIAL LOCAL FUNDING SOURCES

Property Taxes

Property taxation has historically been the primary source of funding for local governments in the United States. Property taxes account for more than 80% of all local tax revenues. Property is not subject to federal government taxation and is a significant

general sales tax is the retail sales tax. The retail sales tax is imposed on a wide range of commodities, and the rate is usually a uniform percentage of the selling price.

Bond Issues

Property tax and sales tax funds can be used on a pay-as-yougo basis, or the revenues from these taxes can be used to repay general obligation or revenue bonds. These bonds are issued by local governments upon approval of the voting public.

User Fees

User fees are fees collected from those who use a service or facility The fees are collected to pay for the cost of a facility, finance the cost of operations, and/or generate revenue for other uses. User fees are commonly charged for public parks, water and sewer services, transit systems, toll roads, express lanes, and solid waste facilities. The theory behind the user fee is that those who directly benefit from these public services pay for the costs.

Special Assessments

Special assessment is a method of generating funds for public improvements, whereby the cost of a public improvement is collected from those who directly benefit from the improvement Areas in which this scenario occurs are often called "Specia Assessment Districts." Within these districts, property ownerstypically business owners—will vote to dedicate a portion of their sales tax or property tax to fund some improvement or service that benefits the district.

Roadway Impact Fees

Roadway Impact Fees are established by Chapter 395 of the Texas Local Government Code. The chapter allows impact fees to fund capital costs for locally provided facilities, including roadways. These fees are a method of offsetting public costs at the time of new developments based on the anticipated increased traffic volume on the streets around them. They are a way to place a portion of the burden of funding improvements on developers who are creating or adding to the need for improvements. As new development continues to increase local traffic volumes, more Texas cities are now using this funding mechanism.

Tax Increment Reinvestment Zone

Temple established a Tax Increment Reinvestment Zone in 1983 and has used the revenues generated (about \$4 million per year in 2019) to develop properties and implement a strategic program of projects of diverse types including transportation projects.

A tax increment reinvestment zone (TIRZ) is a political subdivision of a municipality or county in the state of Texas created to implement tax increment financing. They may be initiated by the city or county or by petition of owners whose total holdings in the zone represent a majority of the appraised property value. For the existing tax-collecting entities (cities, counties, water districts, etc.) the assessed values of properties within the new TIRZ are frozen. It is assumed that property values will increase over the lifetime of the TIRZ: the property taxes collected on this increase constitute the "increment". A TIRZ may not simply be created without justification. In its current state, the area must have a deleterious effect on the economic future of the creating body. To be eligible for funding, the project sponsor must be able to show that the project offsets the deleterious effect.

Roadway/Street Maintenance Fees

Roadway or Street Maintenance Fees are also becoming more common in Texas cities as the cost of roadway maintenance increases. These fees cannot be used for construction or reconstruction, but they can be used to preserve the existing transportation system, which can help address the rising costs of preventive maintenance.

11.2.2 POTENTIAL STATE AND FEDERAL FUNDING SOURCES

The State of Texas maintains categorized funding programs that coincide with Federal funding programs. Traditionally this funding is used to match federal sources and to fund the operations of the state Department of Transportation. However, these programs are important to the City because a) many of the TxDOT onsystem roadways are in or travel through Temple. Improvements to these roadways benefit the City and City coordination with TxDOT and KTMPO through participation in the project planning and programming process helps align the regional program with

Temple MMP goals. And b) many of the City owned and managed increasing traffic safety and improving roadway maintenance thorough fares are eligible for funding from the various categories. or rehabilitation. Projects must be located on the Texas state Through KTMPO, the City can apply for state or federal funding highway system. Roadway widening (both freeway and nonfor proposed improvements to its intersections, thoroughfares, freeway), interchange improvements, and roadway operational improvements are common within Category 2. Funds are active transportation system and transit system. allocated to urbanized areas by the Texas Transportation The primary funding source for the Texas state program comes Commission based on a federal formula. Projects are selected by KTMPO in consultation with TxDOT using a performance-based prioritization process that assesses mobility needs within the MPO boundaries.

from motor fuels taxes, motor vehicle registration fees, severance taxes, and other revenue sources and fees, including voter approved constitutional amendments such as Proposition 1 and Proposition 7, which redirect funding from the general fund to be spent on transportation projects. Categories 1-9 of the Texas Unified Transportation Program (UTP) are federal and state programmatic formula funding categories, while categories 10, 11, and 12 are strategic and discretionary funding categories. TxDOT's 2022 UTP provides the following definitions and criteria for each funding category.

Category 1: Preventative Maintenance and Rehabilitation

Category 4 funds are used for mobility and added-capacity that are part of the NHS, including the Interstate System and projects on major state highway system corridors that provide designated connections to major intermodal terminals. statewide connectivity between urban areas and other statewide **Category 2: Metropolitan and Urban Area Corridor Projects** corridors, to create a highway connectivity network composed of Category 2 addresses mobility and added capacity projects the Texas Highway Trunk System, NHS, National Freight Network, on urban corridors to mitigate traffic congestion, as well as hurricane evacuation routes, and connections to major ports of

Category I deals with preventative maintenance and rehabilitation of the existing highway system, which includes pavement, signs, traffic signalization, and other assets that can be considered part of the highway infrastructure. Preventative maintenance works to preserve, rather than improve the structural integrity of current pavements and structures. Rehabilitation focuses on repairing (which can also be considered modernizing) existing main lanes, structures, frontage roads, and other infrastructure assets. Projects are selected by TxDOT districts using a performance-based prioritization process that assesses district-wide maintenance and rehabilitation needs. The Texas Transportation Commission allocates funds through a formula allocation program. This category distributes National Highway Performance Program (NHPP) system preservation and performance funds. NHPP provides funding for improvements to rural and urban roads

This category distributes the urban area portion of federal Surface Transportation Block Grant (STBG) Program funds. STBG funding may be used for projects to preserve and improve the conditions and performance on any Federal-aid eligible highway, bridge, and tunnel projects on any public road, pedestrian and bicycle infrastructure, and transit capital projects, including intercity bus terminals. These funds can be used for any road, including an NHS roadway, that is not functionally classified as a local road or rural minor collector. The funding ratio is 80/20 (federal/local).

Category 3: Non-Traditionally Funded Transportation Projects

This category includes transportation-related projects that qualify for funding from sources not traditionally part of the state highway fund, including state bond financing under programs such as Proposition 12 (General Obligation Bonds), Texas Mobility Fund, pass-through toll financing, unique federal funding, regional toll revenue, and local participation funding. New-location roadways, roadway widening, and interchange improvements are common project types that receive Category 3 funds. Projects are determined by legislation, Texas Transportation Commission approved Minute Order, or local government commitments.

Category 4: Statewide Corridor Projects

entry on international borders and Texas water ports. Corridors are selected by the Texas Transportation Commission based on engineering analyses of three corridor types: mobility, connectivity, and strategic. Funds are allocated by the Commission to TxDOT districts. Districts select projects along approved corridors in consultation with MPO's, the Transportation Planning and Programming Division (TPP), and TxDOT Administration using a performance-based evaluation. This category is supported with National Highway Performance Program (NHPP) funds for new NHS facilities or improvements to existing NHS facilities including interstate highways.

Category 5: Congestion Mitigation and Air Quality Improvement (CMAQ)

Congestion Mitigation and Air Quality improvement projects address attainment of a national ambient air quality standard in non-attainment areas of the state. Projects that reduce pollutant emissions and help address the non-attainment status may also be eligible for CMAO funds. Projects are selected by MPOs in consultation with TxDOT. The Texas Transportation Commission allocates funds distributed by population and weighted by air guality severity to non-attainment areas. Nonattainment areas are designated by the EPA. To be eligible for CMAQ funds, projects must meet the following three criteria: be a transportation project; contribute to emission reductions; and be in or benefit a nonattainment or maintenance area for ozone, carbon monoxide, or particulate matter. The KTMPO MSA is not eligible for CMAQ fundina.

Category 6: Structures Replacement and Rehabilitation (Bridge)

Category 6 funds are used for replacement and rehabilitation of deficient existing bridges located on public highways, roads, and streets in the state; construction of grade separations at existing highway and railroad grade crossings; and rehabilitation of deficient railroad underpasses on the state highway system. Projects are selected by the Bridge Division (BRG) based on a listing of eligible bridges prioritized first by deficiency categorization (structurally deficient followed by functionally obsolete) and then by sufficiency ratings. Railroad grade separation projects

are selected based on a cost-benefit index rating. Projects in the Bridge Management and Improvement Program (BMIP) are selected statewide based on identified bridge maintenance and improvement needs to aid in ensuring the management and safety of the state's bridge assets. The Texas Transportation Commission allocates funds through the Statewide Allocation Program.

Category 7: Metropolitan Mobility and Rehabilitation

Category 7 funds are available to projects that address transportation needs within the boundaries of designated metropolitan planning areas of metropolitan planning organizations, such as KTMPO, located in a transportation management area (areas with populations of 200,000 or more). Projects are selected by KTMPO in consultation with TxDOT and local planning partners like the City of Temple. KTMPO uses a performance-based prioritization process that assesses mobility needs within the MPO boundaries. This category is supported by the federal Surface Transportation Block Grant (STBG) Program. STBG funding may be used for projects to preserve and improve the conditions and performance on any Federal-aid eligible highway, bridge, and tunnel projects on any public road, pedestrian and bicycle infrastructure, and transit capital projects, including intercity bus terminals. These funds can be used for any road, including an NHS roadway, that is not functionally classified as a local road or rural minor collector. The funding ratio is 80/20 (federal/local).

Category 8: Safety

Projects eligible for Category 8 funding include safety-related projects both on and off the state highway system including the federal Highway Safety Improvement Program, Safety Bond Program, Systemic Widening Program, Federal Railway Set-Aside, and the Road to Zero (RTZ) program. Projects are selected statewide by federally mandated safety indices and a prioritized listing. Projects selected in each program are evaluated based on relevant safety or railroad factors and indices. The Texas Transportation Commission allocates funds through the Statewide Allocation Program. TxDOT initiated the Road to Zero program to work toward the goal of reducing the number of deaths on

Texas roadways by half by the year 2035 and to zero by the year 2050. TxDOT has allocated \$600 million to Road to Zero projects Category 10 can fund transportation-related projects that do in Category 8 funding with \$120 million focused on intersection not qualify for funding in other categories, including landscape improvements. This category is supported by the Highway Safety and aesthetic improvement, erosion control and environmental Improvement Program (HSIP). The purpose of the HSIP is to mitigation, construction and rehabilitation of roadways within achieve a significant reduction in traffic fatalities and serious or adjacent to state parks, fish hatcheries, and similar facilities, injuries on all public roads, including non-State-owned public replacement of railroad crossing surfaces, maintenance of roads and roads on tribal lands. States are required to allocate HSIP railroad signals, construction or replacement of curb ramps for using a safety data system to perform problem identification and accessibility to pedestrians with disabilities, and miscellaneous countermeasure analysis on all public roads, adopt strategic and federal programs. performance-based goals, advance data collection, analysis, and **Category 11: District Discretionary** integration capabilities, determine priorities for the correction of Category 11 includes projects eligible for federal or state funding identified safety problems, and establish evaluation procedures.

- Program)
- · Conversion and use of abandoned railroad corridors for trails Community improvement activities

Category 9: Transportation Alternatives Set-Aside Program

Category 9 is designed to provide funding for transportationrelated activities that promote the use of modes other than the automobile such as on- and off-road pedestrian and bicycle facilities, and infrastructure projects for improving access to public transportation. For urbanized areas with populations over 200,000 such as the KTMPO Metropolitan Area Boundary (MAB), the MPO selects TA projects through a competitive process in consultation with TxDOT. All projects are selected using a performance-based prioritization process that assesses local transportation needs, including bicycle and pedestrian access. This category distributes the federal STBG set-aside for Transportation Alternatives (TA) that provides funding for a variety of alternative transportation projects. The federal program grants the State and MPO with broad flexibility in applying these funds. A 20% local funding match is required for most projects. Eligible activities include:

• Facilities for pedestrians, bicyclists, and other non-motorized forms of transportation

· Safe routes for non-drivers (e.g., Safe Routes to Schools

Category 10: Supplemental Transportation Programs

selected at the TXDOT District Engineer's discretion. Additionally, Category 11 addresses transportation needs that may impact the Energy Sector and Border Infrastructure (Rider 11(b)). Projects are selected by districts. The Texas Transportation Commission allocates funds through a formula allocation program. A minimum \$2.5 million allocation goes to each district per legislative mandate. The Commission may supplement the funds allocated to individual districts on a case-by-case basis to cover project cost overruns, as well as energy sector initiatives. Rider 11 (b) projects are also selected by the Commission dependent on the number of land border ports of entry, incoming commercial freight traffic, incoming personal motor vehicles and buses, and the weight of incoming cargo by commercial trucks.

Category 12: Strategic Priority

Category 12 is intended to fund projects with specific importance to the state, including those that generally improve congestion and connectivity, energy sector access, and border and port connectivity, promote economic opportunity, increase efficiency on military deployment routes or retain military assets in response to the federal military base realignment and closure reports, and maintain the ability to respond to both manmade and natural emergencies. The Texas Transportation Commission selects projects statewide using a performance-based prioritization process. This category is supported by the National Highway Performance Program (NHPP) funds for new NHS facilities or improvements to existing NHS facilities including interstate highways.

11.2.3 POTENTIAL FEDERAL FUNDING SOURCES

In addition to the federal formula funds distributed through the TxDOT UTP funding categories, there are other federal formula funding programs and discretionary grant programs available to the City. In late 2015, the federal government enacted the Fixing America's Surface Transportation Act (FAST Act), which provides funds for surface transportation activities. The FAST Act provided just over \$300 billion dollars for surface transportation projects through the fiscal years of 2016 to 2020 (extended to September 2022). The FAST Act builds upon the Moving Ahead for Progress in the 21st Century Act (MAP-21), which was enacted in 2012, by expanding its scope to include improving highway mobility, supporting economic growth by creating jobs, and accelerating project delivery and promoting innovation. MAP-21 set out to make surface transportation projects streamlined, performance based, and multimodal, while improving safety, maintaining infrastructure, reducing traffic congestion, improving efficiency, protecting the environment, and expediting project delivery.

Transit Funding Programs

Federal Transit Administration (FTA) grant programs provide funding that the City of Temple can use to support urban, fixed route, public transportation service improvements, facilities, or equipment. These programs include:

- Section 5307 Urbanized Area Formula Grants: this program makes federal resources available to urbanized areas and to governors for transit capital and operating assistance in urbanized areas and for transportation-related planning. An urbanized area is an incorporated area with a population of 50.000 or more
- Section 5339 Grants for Buses and Bus Facilities: Provides funding to states and transit agencies through a statutory formula to replace, rehabilitate and purchase buses and related equipment, and to construct bus-related facilities.

Rebuilding American Infrastructure With Sustainability and Equity Grants

In January of 2022, the U.S. Department of Transportation (USDOT) published a Notice of Funding Opportunity (NOFO) for

approximately \$1.5 billion for Fiscal Year (FY) 2022 discretionary grant funding through the Rebuilding American Infrastructure with Sustainability and Equity (RAISE) grants. In March 2022, USDOT announced the availability of additional funds in the amount of \$775 million from the Bipartisan Infrastructure Law to aid areas of persistent poverty, raising the total available FY 2022 funding to \$2.275 billion.

RAISE, formerly known as BUILD and TIGER, has awarded nearly \$10 billion in grants to projects in all 50 states, the District of Columbia and Puerto Rico since 2009. Projects for RAISE funding are evaluated based on merit criteria that include safety, environmental sustainability, quality of life, economic competitiveness, state of good repair, innovation, and partnership. Within these criteria, USDOT will prioritize projects that can demonstrate improvements to racial equity, reduce impacts of climate change, and create good-paying jobs. For FY 2022 RAISE grants, the maximum grant award for the initial \$1.5 billion apportionment was \$25 million, and no more than \$100 million could be awarded to a single State, as specified in the appropriations act. The grant limit for the additional \$750 million was \$35 million per project. Up to \$30 million is set aside for planning grants, including at least \$10 million to Areas of Persistent Poverty. The FY 2023 Raise grant funding cycle begins October 1, 2022, and the NOFO is expected no later than January 2023.

Infrastructure for Rebuilding America (INFRA) Grant Program

The U.S. Department of Transportation (USDOT) provides the Infrastructure for Rebuilding America (INFRA) discretionary grant program to fund transportation projects of national and regional significance that are in line with the Biden Administration's principles for national infrastructure projects that result in goodpaying jobs, improve safety, apply transformative technology, and explicitly address climate change and racial equity. The funding available for FY 2022 grants totaled approximately \$900 million. USDOT seeks projects that apply innovative technology, delivery, or financing methods with proven outcomes to deliver projects in a cost-effective manner. Eligible INFRA project costs may include reconstruction, rehabilitation, acquisition of property

(including land related to the project and improvements to the land), environmental mitigation, construction contingencies, equipment acquisition, and operational improvements related to system performance.

Transportation Infrastructure Finance and Innovation Act (TIFIA) Program

assistance to the project.

Infrastructure Investment and Jobs Act (IIJA)

The IIJA, includes four new grant programs with varying levels private grant programs available. of relevance to Temple. Early deployment of several of these **Rails to Trails Conservancy** programs is in combination with other existing grant programs. Through their Trail Grants Program, Rails-to-Trails Conservancy National Infrastructure Project Assistance (MEGA) Program (RTC) emphasizes strategic investments that support significant - was created to fund major projects that are too large or regional and community trail development goals. Many of their complex for traditional funding programs. The most likely funded projects are small in scope and scale and can be hard to project sponsors are state DOTs or regional partnerships. finance within traditional funding streams. These projects help This program is currently being deployed in combination build, maintain, and manage trails for recreation, transportation. with the INFRA program. and economic vitality.

The Transportation Infrastructure Finance and Innovation Act (TIFIA) program provides federal credit assistance in the form of direct loans, loan guarantees, and standby lines of credit to finance surface transportation projects of national and regional significance. TIFIA credit assistance provides improved access to capital markets, flexible repayment terms, and potentially more favorable interest rates than can be found in private capital markets for similar instruments. TIFIA can help advance qualified large-scale projects that otherwise might be delayed or deferred because of size, complexity, or uncertainty over the timing of revenues. Transportation Projects eligible for federal assistance through existing transportation programs are eligible for the TIFIA credit program. Eligible projects must be included in the State Transportation Improvement Program (STIP) and have a capital cost of at least \$50 million, except ITS projects which have a \$15 million eligibility requirement. TIFIA financing should attract public and private investment; result in a project proceeding earlier and/or more efficiently; and reduce use of federal grant

 Strengthening Mobility and Revolutionizing Transportation Program (SMART) - This new program provides funds for demonstration projects focused on advanced smart city or community technologies and systems in a variety of communities to improve transportation efficiency and safety. A notice of funding availability is expected in September of 2022.

- Congestion Relief Program This new program under the IIJA provides competitive grants to states, local governments, and metropolitan planning organizations for projects in large, urbanized areas to advance innovative, integrated, and multimodal solutions to congestion relief in the most congested metropolitan areas of the United States.
- Rural Surface Transportation Program The Rural Surface Transportation Grant Program supports projects to improve and expand the surface transportation infrastructure in rural areas to increase connectivity, improve the safety and reliability of the movement of people and freight, and generate regional economic growth and improve quality of life. This program is currently being deployed in combination with the INFRA program. Temple is not eligible for these funds.

11.2.4 POTENTIAL NON-GOVERNMENTAL **FUNDING SOURCES**

Numerous non-governmental organizations also provide funding for grants to achieve specific goals in transportation development. The list below is not exhaustive but provides a sampling of the

AARP Community Challenge Grant Program

The AARP Community Challenge provides small grants to fund "quick-action" projects that can help communities become more livable for people of all ages. Applications have been accepted for projects to improve housing, transportation, public space, technology ("smart cities"), and civic engagement to keep communities safe and healthy. Grants can range from several hundred dollars for smaller, short-term activities to tens of thousands of dollars for larger projects. Grant recipients are selected by an AARP panel of experts on aging, community development, and livable communities. Projects are judged on the degree to which their goals make an immediate change that leads to longer-term impact in a manner that meets all other selection criteria.

Blue Cross Blue Shield Grant Program

For more than ninety years, Blue Cross and Blue Shield of Texas (BCBSTX) has formed alliances with private and public organizations to improve the health of all Texans. Their charitable contributions allow them to connect with community partners. local leaders, and policymakers interested in making Texas a healthier state. Each year, BCBSTX supports more than 300 Texas organizations through grants such as the Healthy Kids Healthy Family Grants that support physical activity and safe environments.

CIGNA Grant Programs

Established more than fifty years ago, the Cigna Foundation has provided charitable grants to nonprofit organizations whose work enhances the health of individuals and families and the wellbeing of communities. Their Healthier Kids for Our Future Grants are designed to improve the health and well-being of children.

Robert Wood Johnson Foundation

The Robert Wood Johnson Foundation's Pioneering Ideas: Exploring the Future to Build a Culture of Health provides grant to influence health and health equity in a variety of ways including transportation. They are interested in projects like active transportation that offer unique approaches to advancing health equity and make progress toward a culture of health.

Public-Private Partnerships

The City may work with the private sector to share costs of transportation investments. Transportation improvements not only benefit the residents and businesses of the City of Temple in the form of improved mobility and safety, but they also have the potential to bring direct benefits to landowners, area developers, and other organizations. Public-private partnerships (PPP) are a fiscally responsible way to conserve public resources by working with third party groups to fund all or a portion of transportation improvements in proportion to the benefits each party is anticipated to receive. Working with cost sharing partners eases the financial burden on the City and maximizes benefits to the public. Additional discussion of this financing strategy can be found in Section 11.3 Strategic Partnerships.

11.2.5 FUNDING AND FINANCIAL STRATEGY **ACTION ITEMS**

Although the abundance of funding categories implies a wealth of resources for transportation improvements, statewide the needs far outweigh the available resources. Competition for the available funding is fierce and successful competition in the grant environment, even for formula funds allocated to the region requires thoughtful use of strategic planning. The following sections describe action items the City should take to create a stable and sustainable funding pipeline for its transportation system investment program.

Individual Project Funding Plans

When the City determines that a project is feasible and there is consensus about pursuing implementation, as early in the process as possible, the City should identify a funding strategy for the project. This funding strategy should identify the range of funding mechanisms for which the project is eligible. Understanding the range of options is valuable because availability of funds in each category varies from year to year and there may be opportunities to get a project funded through a category or grant program that wasn't anticipated during initial project planning. This situation could be particularly important if new funds are added to existing funding categories through passage of pending federal legislation.

Safety Project Pipeline

dates, program a recurring pool of funding that can be dedicated to projects as they advance to that stage of readiness. The financial Within the overall program of candidate projects, identify and ability to perform these steps in a timely manner increases the maintain a program of candidate safety projects specifically likelihood that a project will be selected for funding. If adequately identified to reduce or prevent crashes. Keep this subset of projects documented, these pre-implementation expenditures can often in as advanced a state of readiness as feasible to document how be used as part of the local matching share of the project. the project addresses the HSIP / Cat 8 selection criteria. There are two reasons for this approach. The first reason is because these Identify Matching Funds projects are critically important and address the MMP 'safety first' Establish funding reserves sufficient to comply with federal imperative. The second reason is strategic. The state and regional or state match requirements and dedicate these funds to the funding programs typically only identify specific projects in the project. Even for projects for which federal and state funding early years of their program cycle and allocate the remaining is available, the share of costs not covered by federal and state pool of funds to a categorical line item of projects to be identified programs are typically the responsibility of the local government later. Because a specified level of funding is obligated every year. sponsor of the project. Local funding can come from a variety of if the identified list of qualified projects does not capture all the sources and is critical to maintain eligibility for several federal and available funds, Cat 8 / HSIP funds frequently go searching for state funding program. Local match is typically around 20% of eligible projects that are ready for implementation. total project costs for federal funding sources.

The City should budget for the 2020 Pavement Management • Supply information for other quantitative and qualitative Report (PMR) asset management strategy of rejuvenation and evaluation criteria (e.g., crash rates, traffic volumes, transit alobal preventive maintenance to maintain a state of good repair ridership) equal to an average pavement condition index of 80, a 5-point (7%) For projects with near-term implementation target dates, increase over the 2020 reported average. Applying performanceidentify specific funding dedicated to the project for feasibility, based planning strategies, the City should reevaluate this budget environmental, design, etc., and program the funds in the CIP. based on a periodic review of the program. The review should For projects with longer timelines and uncertain implementation

Fund Each Step in the Project Delivery Process

Many grant programs have obligation deadlines for awarded funds and projects are not eligible for funding unless they are far enough along in the development process to begin implementation by that deadline. In most external funding programs, the project sponsor must do sufficient planning and analysis to be able to: • Demonstrate that the project meets the program eligibility criteria (e.g., address mobility, promote social equity, and achieve environmental goals).

· Quantify the identified need and potential benefit of the project in terms of the performance measures used in the funding programs project selection process

· Develop information that could be used to perform a conceptual level benefit cost analysis if needed

Dedicate Funding to Sustain Ongoing Operations and Maintenance (O&M) Costs

Once a project is in place and open to the public, it becomes an asset that requires ongoing attention in terms of operations and maintenance (O&M). To ensure adequate O&M budget to address the expansion and complexity of the multimodal mobility network, review budgets and adjust funding levels dedicated to signal operation and maintenance, signage installation and repair, roadway, and sidewalk pavement management.

The 2020 Pavement Management Report (PMR) recommends preservation, rehabilitation, or reconstruction of Temple roads, based on a pavement section's Pavement Condition Index, which at the time of the report was a system wide average of seventyfive (75).

include how well the program is achieving the target PCI, and whether the PCI achieved results in the envisioned transportation system condition outcomes. Based on this review, the City could then adjust the frequency of its interventions and the associated budget to achieve the intended outcomes.

The City should also investigate the revenue potential of a Roadway Maintenance Fee to address a portion of these costs and take steps to gauge community acceptance for a utility fee of this type.

11.3 DECISION MAKING AND CONFLICT RESOLUTION

The most effective method of conflict resolution is anticipatory action to make sure, to the extent possible, that everyone is on the same page. When everyone is approaching the decisionmaking process using the same values, criteria, and benchmarks, the result is an informed decision arrived at with minimal conflict. And when conflict does arise, this approach provides the basis for demonstrating how and why a decision was reached based on both transportation and non-transportation criteria.

11.3.1 PERFORMANCE-BASED PLANNING

The MMP recommends a performance-based planning process that uses objective, quantitative analysis of issues using agreed upon performance measures to inform decision making on transportation policies, priorities, and projects. A performancebased approach helps resolve conflicts in two ways. The first way is that a performance-based approach provides the documented analysis to explain to interested parties, including policy makers, planning partners, the stakeholder community, and the public the basis for decisions.

The second way a performance-based planning approach helps reduce conflict is that the use of published criteria for how decisions are being made allows the parties to direct the debate to objections about the process used in making decisions and away from the emotionally charged positional debate over the outcome. When the parties are debating not the outcome they want, but how the process was applied and how the criteria were

measured to get to an outcome, the debate doesn't foment conflict. It stimulates continuous improvements to the decisionmaking system. Because, if changes are applied consistently in a transparent manner, there is room in the process for additional information and adjustment to the methodology.

During MMP development the City worked with the steering committee, City leadership and staff, community stakeholders, and the public to develop performance measures to evaluate whether a plan, program, or project helped achieve the MMP goals. Performance measures addressed transportation criteria such as roadway safety, traffic congestion, and mobility, but also addressed non-transportation criteria such as quality of life, economic vitality, and social equity in the distribution of benefits.

11.3.2 USE MMP TOOLBOX TO SUSTAIN THE PLANNING PROCESS

The MMP GIS data layers and the analytical planning tools used in the comprehensive systems analysis and scenario-based planning analysis provide a resource toolbox to sustain continuation of the planning process and implementation of the MMP. Use of these resources will allow the City to continue the MMP performancebased planning into the project delivery process to support implementation.

For example, as growth and development patterns evolve over time, the City can use the KTMPO travel demand model to evaluate the transportation demand stimulated by new growth or revised development patterns in response to changes in the transportation system. The TransModeler operational analysis model provides a tool for analyzing level-of-service outcomes of these development pattern changes.

In fact, because the TransModeler based MMP operational model covers the entire City thoroughfare system, it provides an opportunity to analyze the traffic impacts of proposed developments, not one site at a time, but rather as a part of the overall growth patterns and development expected to occur across the entire cityscape. The City can then evaluate not just the isolated impacts of one development, but also the cumulative impact of all current and proposed development.

Figure 11.3: Snapshot of Operational Analysis Simulation





11.3.3 APPLY SOCIAL RETURN ON INVESTMENT PRINCIPLES

The MMP was community directed and used feedback from substantial and effective stakeholder outreach and public participation to consider how the multimodal transportation system affects the various aspects of the community's stated plans and aspirations across the whole spectrum of community goals. This approach is commonly referred to as measuring a policy, program, or project's Social Return on Investment.

Continuing the social return on investment concepts used in the development of the MMP helps to resolve conflicts during implementation by fully communicating the outcomes (good and bad) of proposed projects in a transparent process. The seven SROI principles to incorporate into the implementation process are shown in Figure 11.4 Social Return On Investment Principles.

Figure 11.4: Social Return on Investment Principles

Identify and involve stakeholders as early in the process as possible

Understand the impact of projects (see discussion on performance-based planning).

Value the things that matter to the stakeholders whether internal or external to the project and include them in the analysis.

Include what is material to the decision-making process. If exclusion of a piece of information has the potential to alter the decision, include it.

Do not over-claim. Be honest about the outcomes (good and bad) of the project

Be transparent about how decisions are being made

Verify result by inviting external stakeholders and independent parties to review and provide feedback on the results of the analysis.

11.3.4 COMMUNICATE - COORDINATE -**COLLABORATE**

To incorporate the performance-based planning and SROI However, the maintenance of transparency and consistency then concepts into the implementation process the City should maintain both and inward facing and outward facing education requires that any adjustments to the MMP standards made during the UDC process must be incorporated into an amendment to and coordination process. The inward facing process should be the MMP. As a companion to UDC update, the City should update directed toward City department leadership and staff to ensure its detailed engineering diagrams and guidance documents to everyone is aware of how the MMP is integrated with other City incorporate and provided additional detail for the final design processes and each department's role in achieving MMP goals criteria and standards. and objectives.

Orient city staff across all departments and sections that will have As part of the internal coordination process, the City should develop a role in the implementation process on the MMP approach, processes, and standards to ensure that City internal stakeholders a program for monitoring companion departments maintenance are all operating from the same set of requirements. Nothing and repair activities such as drainage and pavement preventive undermines trust faster than when a developer or property owner maintenance and rehabilitation. This coordination can present makes a diligent, good faith effort to identify and comply with opportunities to leverage implementation of improvements requirements, criteria, and standards only to be denied approval and enhancements such as sidewalk amenities or bicycle facility striping as part of the planned project. because another department than the one they initially dealt with is applying different rules, standards, and criteria. One upcoming The consistent processes and messaging developed during this opportunity to foster this coordination is the scheduled update to inward facing communication, coordination, and collaboration the Unified Development Code.

Standards.

begins with potential planning partnerships. During the City's upcoming UDC update, engage Planning, Public Works and any other departments that are a part of the MMP **11.3.5 STRATEGIC REGIONAL AND COMMUNITY** implementation process in the update of subdivision regulations, PARTNERSHIPS site development requirements, roadway design standards, and any other transportation related components of the UDC to As the first step in the MMP external communication process, ensure that all departments understand the MMP recommended the City should present the MMP to its regional and community partners. The City should encourage these partner organizations thoroughfare alignments, cross-section components, and design to introduce the MMP to their constituents and encourage them standards, and have adopted them into their departmental review processes. The UDC revision process and adoption of to consider the MMP policies, recommendations, and standards when making their own plans and decisions. new standards does not have to rigidly incorporate the MMP recommended standards. The UDC process should be used as an To take advantage of the various funding mechanisms and opportunity for continuous improvement. If concerns or conflicts financial strategies described in this implementation plan, it in standards arise, they should be discussed, resolved based on all is also important for the City to maintain its current strategic information available about the objectives of each departments partnerships and create new strategic partnerships to address

Code Revisions to Incorporate MMP Cross-Section and Design

position. The MMP is a conceptual document, and its criteria and standards can be adjusted to meet the realities of competing demands.

Workflow Collaboration

with internal stakeholders within City department leadership and staff provides the foundation for an inclusive and transparent outward facing education and communication process which

new modes and innovative mobility solutions. Some strategic partners administer parallel planning processes and funding programs that are essential to the City's efforts to implement the MMP. Other strategic partners operate and maintain aspects of the transportation system in Temple. Strategic partners also work with and interact with Temple stakeholders and are parties to land use and economic decisions that may affect the implementation of the MMP.

KTMPO / TxDOT and Other Regional Planning Partners

As the regional planning entity for the Killeen-Temple Urbanized Area, KTMPO is responsible for distributing federal and state transportation funds through the development of a Metropolitan Transportation Plan (MTP) and a Transportation Improvement Program (TIP). Federal regulations require the MTP and TIP to be fiscally constrained, showing that funding is or will likely be secured for the included program of projects over the plan horizon. Through its regional plans, KTMPO prioritizes and funds a program of multimodal transportation projects. KTMPO consults and coordinates with TxDOT on programming many of the federal and state program categories, but KTMPO has primary responsibility for allocating and programming several of the funding categories discussed in the previous section, including the Surface Transportation Block Grant Program (TxDOT UTP Category 2 and 4).

The City should continue its leadership role within KTMPO to help shape decision making and to ensure that the MMP project delivery process remains consistent with KTMPO project selection and prioritization processes.

Texas Department of Transportation

TxDOT not only administers and programs all the state and federal transportation implementation funds in cooperation with KTMPO, TxDOT owns, operates, and maintains many of the roadways within the City of Temple. Full implementation of the MMP requires that the recommendations be applied to projects on TxDOT roadways as well as on City owned streets. The City should work closely with TxDOT to ensure that the MMP principles are fully understood and collaborate with TxDOT to fully apply MMP concepts where possible.

Intermodal Transportation Operators

The Draughon-Miller Central Texas Regional Airport and area railroads such as the Burlington Northern and Santa Fe Railroad and the Temple & Central Texas Railroad, own and operate large scale transportation infrastructure that interacts with the Temple mobility network. They also operate large scale intermodal activity centers that generate traffic on the mobility network. The City should collaborate and coordinate with these intermodal transportation providers to integrate their infrastructure and transportation activities into the MMP vision.

Hill Country Transit District

Hill Country Transit District operates the regional transit system providing both rural transportation and fixed-route service (the HOP) within the Killeen-Temple Urbanized Area. The Transit Vision Plan recommended continued strategic planning regarding the HOP. To implement this recommendation the City should begin the next phase of strategic planning by discussing the Transit Vision Plan with HCTD and collaborate on identifying benefits and costs, potential governance structures, operating model, and other topics, including the role HCTD might play in implementing the Transit Vision Plan.

Neighborhood Planning Districts

The Neighborhood Planning Districts have a key role in city planning efforts. Many of the MMP project recommendations were made based on input from the respective neighborhood plans. The City should present the MMP with emphasis on the NPD role in the MMP process, particularly regarding concept development such as the planning and design of MMP neighborhood active transportation connection corridors.

Independent School Districts

The school districts in the area design and build school facilities that act as major traffic generators. They also construct onsite and site adjacent transportation facilities to serve their school communities. The City should present the MMP to the ISDs to introduce elements of the MMP, particularly the Safe Routes to Schools aspects of the plan. The ISDs should be introduced to the role they can play in making the MMP a success and

Figure 11.5: MMP Scenario 2 / Bellaire NPD Project at Shell and Young



communicating the MMP active transportation vision to their school communities.

Reinvestment Zone No. 1

Reinvestment Zone No. 1 is a City construct and therefore should be included in the inner facing communication and coordination process. But the Reinvestment Zone Board, Project Committee and RZ Managers, work with developers on site development and recommend projects for implementation. The City should introduce the Reinvestment Zone leadership to the MMP and encourage them to further communicate the concepts and principles as they interact with developers, businesses, and the community to ensure that the activities that the Reinvestment Board oversees are consistent with MMP goals and objectives.

Temple Economic Development Corporation (TEDC)

TEDC works with property owners and developers on site identification, site development, and other activities that provide an opportunity to communicate MMP standards and principles. The City should work with TEDC to encourage site developers to include MMP supportive elements into their site plans and facility designs.

Business Organizations and Business Owners

Business Organizations such as the Chamber of Commerce and the Temple Area Business Association can be instrumental in the successful implementation of the MMP. The City should introduce these organizations to the MMP with particular emphasis on the economic vitality goals and objectives of the plan.

Business owners are also site owners who can help with the issue of how to make that last vital connection between the public active transportation network and their front door. This last connection is typically on private property and the site owner's willingness to design their site to integrate their facility with the active transportation network is a valuable component of implementing the MMP mobility network.

11.3.6 PUBLIC PRIVATE PARTNERSHIP

As discussed previously in Section 11.2.4.6 under Funding and Financial Strategies, the City may work with the private sector to share costs of transportation investments. Transportation improvements not only benefit the residents and businesses of the City in the form of improved mobility and safety, but they also have the potential to bring direct benefits to landowners, area developers, and other organizations. Public-private partnerships (PPP) are a fiscally responsible way to conserve public resources by working with third party groups to fund all or a portion of transportation improvements in proportion to the benefits each party is anticipated to receive. Working with cost sharing partners eases the financial burden on the City and maximizes benefits to the public.

Developer Built Streets and Roadways

A common example of this type of public-private collaboration is a thoroughfare planning agreement between a landowner or private land developer and the City. Under such an agreement, the developer may donate ROW, as well as design and build a street or road that provides access to or travel through a specific development. In this situation, the developer typically pays the entire cost of the road, but if the facility provides mobility beyond the direct needs of the development, the City may participate in cost sharing to fund additional design elements that primarily support broader mobility needs. Once completed, the developer eventually dedicates the roadway to the municipality as a public convenience. When the City accepts dedication, it becomes responsible for maintaining the facility. In this way the costs are shared as the developer bears the initial one-time construction costs, and the City bears the continuing maintenance and upkeep responsibilities over time. Similar dedications can be used to preserve ROW for future project development.

In this type of PPP, the City of Temple UDC provisions, such as the subdivision regulations, design guidelines and standards, and the typical cross-section design guidelines in the MMP serve as a starting point for establishing minimum requirements for privately funded roadway construction. It is important that the developer and the City understand and agree on design standards auestion.

New Mobility and Smart Cities Vendors

The Implementation Plan outlined in this chapter provides a As new technologies emerge, it is impossible for a city or agency description of the project delivery process, funding mechanisms, to keep apprised of each as they emerge and more so keep track strategic partnerships to foster project delivery, action items of what is potentially useful for their locale. Frequently these to accomplish sustainable project delivery, and guidance on involve a public/private partnership that offsets some or all the conflict resolution and decision making leading to sustainable project costs through private investment. implementation of the MMP recommended projects. The MMP Because new mobility and innovative technology vendors are initiates one of these steps in the project delivery process through businesses operating for profit, they can be expected to carry out the selection of candidate projects and development of project some phases of project delivery at their own expense. Cities across priorities. The project selection process used the MMP goals, the US have adopted policies for accepting unsolicited proposals objectives, and the reported Comprehensive System Assessment which help them to have a policy to follow if or when a new performance measures to develop a prioritized Program of technology vendor or project opportunity arises. If the City wants Projects for inclusion in the City of Temple Mobility Capital to be more targeted about their request, they can also request Improvement Program.

proposals for new technologies without necessarily having a budget for implementation. They can request that the proposer also submit a plan for financing the project or infrastructure.

11.3.7 PUBLIC PARTICIPATION AND STAKEHOLDER ENGAGEMENT The City approached the MMP with the desire that it be a community directed plan and for the most part succeeded in that goal. Stakeholder engagement was effective and productive, and stakeholders provided substantial input to help shape the plan. In keeping with the social return on investment principles of the implementation plan, the City should continue its robust public outreach and stakeholder engagement during the implementation process.

The City should collaborate with community partners to communicate the MMP goals and objectives, how recommendations were developed, and how decisions were made. As the MMP moves into the implementation phase, explain how each project fits into the bigger picture of overall City mobility. Going through this exercise, will not only produce more support for projects, but may also help to select and design better projects that coordinate with other initiatives, which will ultimately improve the mobility of the entire system.

and cross-sections associated with the transportation facility in

11.4 MMP IMPLEMENTATION PLAN AND THE MOBILITY CIP

Figure 11.6: MMP Goals and Objectives

Safety First

- + Vision Zero Achieve zero fatalities by 2050
- + Achieve an overall reduction in traffic fatalities of 30% by 2030.
- Achieve an overall reduction in serious injuries of 30% by 2030.
- + Reduce crash rate on public roads to 100 crashes per 100M VMT.
- + Reduce bike-ped fatal and serious injury crash rate to 0% per 100M VMT by 2030.

Choices

- Provide new mobility options to broaden the choice set for all travelers.
- + Reduce SOV by 20 %.
- + Increase bike/ped facility usage by 50%.
- Increase transit ridership to pre-COVID levels, once benchmark is reached, continue to increase by 5% annually.
- Provide mobility improvements so drivers/ travelers can select their destination based on the quality of the destinations, not quality of their trip.
- Evaluate emerging technologies on a biannual (every two years) basis to consider modifications to the planning and design process to incorporate new modes, technology and best practice.

Connections

- + Number of mode choices within 1/2 mile of residence or place of employment
- + Reduction in walk distance to transit stops.
- Reduction in the number of gaps in the sidewalk / bike system.
- + Sidewalk / bike facility miles.
- + Improve terminal time at destination through improved parking and access management strategies.

Prosperity

- + Opportunity/Equity* -improve low income and minority transit access by 50%.
- Social Vulnerability Index Combined housing and transportation costs reduced by 25%.
- + Reported improvement in on-time / justin-time delivery.
- As value increases, work with members of community and outreach organization to manage and mitigate impacts
 *Equitable as it pertains to all persons -

a best equal distribution, location, and impact of improvements

Fund and Implement

- Provide a project selection and prioritization process that increases City competitiveness across all modes in planning partner (regional and state) infrastructure funding programs.
- Develop and fund program to regularly monitor and address roadway condition to support 'state of good repair' objectives (Objective 1 under Maintain and Sustain).
- + Increase level of dedicated funding for transportation by 25%.
- Provide data and planning resources to improve the city's capability to capture available grant funding
- Provide development plans that support strategic initiatives that improve funding for transit and active transportation
- Strategically match allocated maintenance budget to annualized state of good repair targets under the Maintain and Sustain goals and objectives.
- Strengthen public/private partnership funding opportunities to ensure infrastructure investment sufficient to

support growth and new development.

Community Driven

- + Number of contacts through the stakeholder engagement and public meeting process.
- Number of groups addressed through speaking engagements requested / carried out.
- Demonstrate to the public how their input was used in the MMP decision making process.
- + Empower champions for the MMP to support strategic initiatives and action steps that lead to implementation.

Mobility

- + Reduce congestion related delay by 50%
- Transportation Systems Management and Operations (TSMO) improvements/ efficiencies to improve major corridor level of service (LOS) by 50%
- Improve average intersection level of service by 75%
- + Minimum intersection level of service at C.
- + Improve transit out of vehicle travel time by 50%
- + Improve transit in vehicle travel time by 25%
- + Reliable primary system with an 10 minute planning index and <1.0 reliability index.
- Freight reliability to promote dependable commerce/just in time delivery/mobile warehousing, with a 1.0 Truck Travel Time Reliability.

Maintain and Sustain

- State of good repair 90% of roadways in state of good repair (at or above PCI of 80).
- +75% of bridges in good condition.
- + 0% bridges in poor condition.
- Resiliency Evaluate design standards to extend design life by meeting demand load and weather related stress events.
- Redundancy provide available alternate routes in case of major crashes or impediments.

Quality of Place

- + Context sensitive system that promotes neighborhood integrity and property values.
- + Context sensitive system that protects cultural resources and historical sites.
- Protects the natural environment (air quality; water quality; wetlands and flood plain).
- Design elements and functionality that promote a sense of community and provide amenities such as shelters, trees, and/or shading.

Chapter 12 Capital Improvement Plan describes the development of this Program of Projects, provides a narrative overview of the priority projects, and presents the Capital Improvement Plan containing the priority projects with program level opinions of probable cost and a preliminary timeline of program expenditures.