



MEETING AGENDA

Florida Dept. of Education, Turlington Building, Room 1703
325 West Gaines Street
Tallahassee, Florida 32399
September 23, 2015 – 9:00 a.m. to 2:45 p.m.

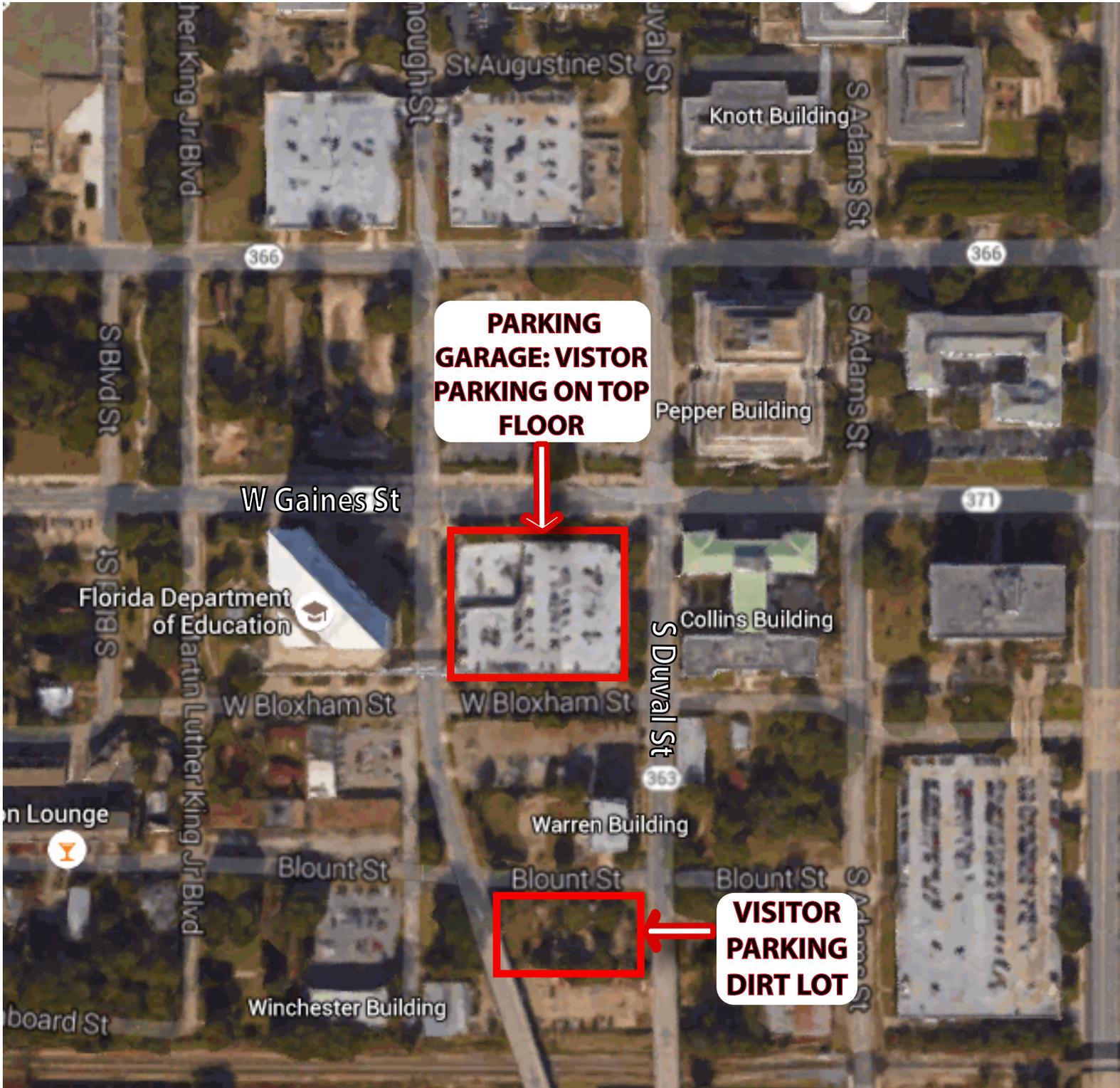
Meeting Objectives

- Review the BPPC procedures, guidelines, website, and an update to the Charge
- Review and discuss updated BPPC Work Plan for 2015/2016
- Receive updates from agencies and other partners
- Receive an update on post legislative activities
- Receive an update on the TRANSPLEX Conference
- Receive a presentation on "Complete Streets Savvy"
- Receive an update on the Complete Streets Implementation Team
- Receive a presentation on the FTP Visioning Report and initial draft goals and objectives recommendations
- Review 2015/2016 meeting calendar

Meeting Agenda

9:00 a.m.	Welcome and Introductions
9:10 a.m.	Public Comment
9:20 a.m.	Review of BPPC Procedures & Guidelines, Website, and an update to the Charge
9:30 a.m.	Review Updated Work Plan for 2015/2016
9:50 a.m.	Updates from Agencies and Other Partners <ul style="list-style-type: none">– FDOT– FDOE– FDEP– FDOH– FDEO– Additional Council Partners
10:15 a.m.	Post Legislative Session Update
10:30 a.m.	Break
10:45 a.m.	Presentation on TRANSPLEX Conference – David Lee
11:10 a.m.	Presentation of "Complete Streets Savvy" – Becky Alfonso
11:30 a.m.	Update on Complete Streets Implementation Team – DeWayne Carver
12:15 p.m.	Lunch
1:45 p.m.	Presentation on the FTP Visioning Report and Initial Draft Goals and Objectives Recommendations – Dana Reiding
2:10 p.m.	Review 2015/2016 Council Meeting Calendar
2:20 p.m.	Public Comment
2:35 p.m.	Next Steps
2:45 p.m.	Adjourn

**SEPTEMBER 23, 2015
BICYCLE AND PEDESTRIAN PARTNERSHIP COUNCIL MEETING
PARKING INFORMATION**



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TAPE YOUR VISITOR PARKING PERMIT VISIBLY IN THE BACK WINDOW OF YOUR VEHICLE IF YOU PARK IN EITHER LOT, AND PARK FACING FORWARD, DO NOT BACK INTO SPACES.

Florida Department of Education
Temporary Parking Permit
Lot 50 Garage

***Bicycle and Pedestrian Partnership
Council Meeting***

September 23, 2015

Fold or cut on above line

The parking garage is located on the southeast corner of Bronough Street and West Gaines Street. There are entrances to the garage on Bronough Street and Bloxham Street (the first left off of Bronough street once you cross West Gaines street).

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Please tape the above Temporary Parking Permit in your back window so that it is visible when standing behind the vehicle.

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NEARBY RESTAURANTS





Charge

The Florida Department of Transportation (FDOT) has established a standing statewide “Partnership Council” on bicycle and pedestrian mobility. The Council includes key partners and other stakeholders. The Council will promote the livability, health and economic benefits of bicycle and pedestrian activity by serving as a forum to provide guidance to the FDOT, its partners and other stakeholders on policy matters and issues affecting the bicycle and pedestrian transportation needs of the State of Florida. The Council’s functions include the following:

- Provide policy recommendations to bicycle and pedestrian partners and stakeholders, including FDOT, on selected issues of importance to bicycle and pedestrian mobility and safety.
- Provide advice and input to bicycle pedestrian partners and stakeholders, including FDOT, on bicycle and pedestrian issues, plans and operations.
- Support bicycle and pedestrian advocates in identifying and promoting best practices.
- Provide an opportunity for bicycle and pedestrian advocates to exchange and understand policy information relevant to bicycle and pedestrian mobility and safety.
- Provide a conduit for information and policy recommendations between FDOT, its partners, and bicyclists and pedestrians.

The Council will be a standing body. It will identify focus areas for recommendations and best practices on a yearly basis. Recommendations and Focus areas, best practices and recommendations will normally be organized consistent with the Council’s focus areas “4 Es” (education, encouragement, enforcement, engineering) and funding.

The Florida Bicycle and Pedestrian Partnership Council functions also include facilitating increased coordination and collaboration by advising the FDOT, partners and stakeholders on all transportation planning and safety activities, including the Florida Transportation Plan (FTP). The Council will report annually on the Council’s discussions and policy recommendations for that year’s focus areas.



Roles & Responsibilities

Chair – The Bicycle and Pedestrian Partnership Council chair is responsible for guiding the Council meetings, directing technical staff and facilitators in meeting the Council’s responsibilities and bringing draft language based on members’ discussions and recommendations to the full Council.

Members – Bicycle and Pedestrian Partnership Council members will serve on the committee representing key stakeholder interests. Members are responsible for engaging in the process of discussion and developing draft recommendations for full Council consideration. Members will be expected to convey the perspectives of the organizations and groups they represent to the Council, and to ensure that their organizations and groups are aware of discussions and recommendations of the Council.

FDOT Staff and Consultants – will assist the Bicycle and Pedestrian Partnership Council with their meetings; support technical and information needs, including data and information gathering and distribution; and draft recommendation language as directed for full Council consideration.

General Public – will be invited to offer input and make suggestions for the Council to consider at all meetings.

Professional Facilitation – The Bicycle and Pedestrian Partnership Council will have a facilitator assigned to assist the chair in agenda design, produce meeting summaries and facilitate the Council’s efforts to build consensus on its recommendations.



Procedures & Guidelines

The Bicycle and Pedestrian Partnership Council will seek consensus decisions on its recommendations to bicycle and pedestrian partners, including FDOT. General consensus is a participatory process whereby, on matters of substance, the members strive for agreements which all of the members can accept, support, live with or agree not to oppose. The Council will develop its recommendations using consensus building techniques with the assistance of facilitators, such as the use of brainstorming, acceptability ratings and prioritizing approaches. In instances where, after vigorously exploring possible ways to enhance the members' support for the final decision on a package of recommendations, the committee finds 100 percent acceptance or support is not achievable, final decisions will require at least an 80 percent favorable vote of all members present and voting. This super-majority decision rule underscores the importance of actively developing consensus throughout the process on substantive issues with the participation of all members to arrive at final recommendations with which all members can agree.

The Council chair will work with the facilitators to design both efficient and effective agendas. The Council Chair will be responsible, in consultation with the Council members and facilitators, for proposing meeting agenda topics. The Council meetings will be led by the Chair and the use of a facilitator will enable the chair to participate directly in the substantive process of seeking agreement on recommendations. FDOT staff and consultants will help the Council with information and meeting logistics.

Council members will be given full opportunity to rank, discuss and develop consensus on all recommendations. Draft recommendations developed by the Council will ultimately be compiled into an Annual Report for the Council's review and approval.



Membership List

Carmen Monroy, Florida Department of Transportation (Chair)
Becky Afonso, Florida Bicycle Association
Lisa Bacot, Florida Public Transportation Association
Adam Biblo, Florida Department of Economic Opportunity
Samantha Browne, Florida Dept. of Environmental Protection (Alternate: Doug Alderson)
Karen Brunelle, Federal Highway Administration
Ken Bryan, Rails to Trails Conservancy
Jan Davis, Florida Department of Health
Amanda Day, Pedestrian Representative
Julie Dudley, Florida Department of Health
Georgia Hiller, Florida Association of Counties (Alternate: Amy Patterson)
Steve Holmes, Transportation Disadvantaged Representative
Harry Reed, Metropolitan Planning Organization Advisory Council
Stephen Slotter, Florida Department of Elder Affairs
Tracey Suber, Florida Department of Education
Major Mark D. Welch, Florida Department of Highway Safety and Motor Vehicles
Randy Wells, Florida League of Cities

Advisers/Non-Members

DeWayne Carver, FDOT Roadway Design Office, State Bicycle/Pedestrian Coordinator
Billy Hattaway, FDOT District One, Secretary
Lora Hollingsworth, FDOT Safety Office, Chief Safety Officer
Trenda McPherson, FDOT Safety Office, State Bicycle/Pedestrian Safety Program Manager
Robin Birdsong, FDOT Shared Use Nonmotorized (SUN) Trail Manager



<p>Meeting Summary March 10, 2015</p>
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<i>Council Member, Organization</i>	<i>Designee (if applicable)</i>
<input checked="" type="checkbox"/> Jim Wood, FDOT (Chair)	<input type="checkbox"/>
<input type="checkbox"/> Becky Afonso, Florida Bicycle Association	<input type="checkbox"/>
<input type="checkbox"/> Lisa Bacot, Florida Public Transportation Association	<input type="checkbox"/>
<input checked="" type="checkbox"/> Adam Biblo, Florida Dept. of Economic Opportunity	<input type="checkbox"/>
<input checked="" type="checkbox"/> Samantha Browne, Florida Department of Environmental Protection	<input type="checkbox"/> Doug Alderson
<input checked="" type="checkbox"/> Karen Brunelle, Federal Highway Administration	<input type="checkbox"/> Carl Mikyska
<input checked="" type="checkbox"/> Ken Bryan, Rails to Trails Conservancy	<input type="checkbox"/>
<input type="checkbox"/> Amanda Day, Pedestrian Representative	<input type="checkbox"/>
<input type="checkbox"/> Julie Dudley, Florida Department of Health	<input type="checkbox"/>
<input checked="" type="checkbox"/> Georgia Hiller, Florida Association of Counties	<input type="checkbox"/>
<input type="checkbox"/> Steve Holmes, Transportation Disadvantaged Representative	<input type="checkbox"/> Karen Somerset
<input checked="" type="checkbox"/> Harry Reed, Metropolitan Planning Organization Advisory Council	<input type="checkbox"/>
<input type="checkbox"/> Stephen Slotter, Florida Department of Elder Affairs	<input type="checkbox"/> Buddy Cloud
<input checked="" type="checkbox"/> Tracey Suber, Florida Department of Education	<input type="checkbox"/>
<input checked="" type="checkbox"/> Lisa VanderWerf-Hourigan, Florida Department of Health	<input type="checkbox"/>
<input type="checkbox"/> Major Mark Welch, Florida Dept. of Highway Safety and Motor Vehicles	<input type="checkbox"/>
<input checked="" type="checkbox"/> Randy Wells, Florida League of Cities	<input type="checkbox"/>

Facilitators:

Hal Beardall and Rafael Montalvo (FCRC Consensus Center)

FDOT & Support Staff:

Dana Reiding, Paula San Gregorio (FDOT Office of Policy Planning); Keith Brown (FDOT Systems Planning Office); Trena McPherson (FDOT Safety Office); Mike Neidhart and Christina Mendoza (FDOT Office of Policy Planning/Gannett Fleming)

Observers:

Ernest Bradley (Healthiest Weight Florida)

Meeting Highlights

Please refer to the Bicycle and Pedestrian Partnership Council page on the FDOT website, <http://www.FDOTBikePed.org>, for all meeting materials, including the agenda, presentations, and summary documentation.

Opening Remarks, Introductions, and Agenda Review

The March 10, 2015 Florida Bicycle and Pedestrian Partnership Council meeting commenced at 9:13 AM at the FDOT Headquarters in the Burns Building Auditorium. Chairman Jim Wood welcomed the Council members and thanked them for their participation. Everyone then went around the room and introduced themselves. The Council was also informed that Collier County Commissioner Georgia Hiller has joined the Council representing the Florida Association of Counties. Amanda Day has also joined the Council representing Best Foot Forward, and will serve as the new Pedestrian Representative. Dana Reiding with FDOT's Office of Policy Planning was also recognized as sitting in for Melanie Weaver Carr. As part of the introduction, Commissioner Hiller took a moment to brief the council on a proposed bill relating to vulnerable road users and traffic offenses: HB 231/SB 908.

As part of the introduction, Hal Beardall and Rafael Montalvo of the Florida Conflict Resolution Consortium (FCRC) Consensus Center were then introduced as facilitators of the meeting. They reviewed the agenda and the meeting's objectives, which included updates from various state agencies and partner organizations; a review of the Council's Charge, Procedures and Guidelines, and website; a discussion of the transmittal of recommendations to the Steering Committee and Advisory groups that are updating the Florida Transportation Plan (FTP); and an examination of the 2015 Council Meeting Calendar.

Hal Beardall provided a summary of the Council's Charge and Purpose, each of which were provided to the Council in their agenda packets. He briefly discussed the Council's Focus Areas (Completing the System, Safety, Cultural Change, and Health), which are the same four focus areas as last year. Hal mentioned that the Council, at its December meeting, had discussed ways to identify a possible framework to implement its recommendations. One avenue toward implementation is the submission of the Council's recommendations as part of the update to the FTP, which the Council will be discussing today under a later agenda item. He also asked members to note the meeting summary from the December meeting and offer any corrections to Dana Reiding or Mike Neidhart. Mr. Beardall also reminded members that they are subject to the rules under the Sunshine Law.

Updates from Agencies and Other Partners

FDOT Update (Safety Office)

Trenda McPherson, with FDOT's Safety Office, provided a status update on the Florida Bicycle/Pedestrian Focused Initiative. Trenda also informed the Council that Governor Scott has declared the month of March as "Bicycle Month," and that new safety materials were created to help promote Bike Month. The Safety Office is currently focusing on the elements they are incorporating in terms of design, outreach, education, and coordination with emergency medical response.

Following Ms. McPherson's presentation, members were asked if they had any comments or items needing additional clarification. (Note: responses from staff are indicated in *italics*.)

Member Questions and Comments:

Lee County has looked at a law that would prevent verbal and physical abuse of pedestrians and cyclists. The spouse of one of the Council members witnessed a car hitting a pedestrian - the driver seemed indifferent and the police officer that arrived looked for a means to assess fault on the pedestrian. We need to focus on driver attitudes toward bicyclists and pedestrians.

Yes, it is very important, and we are focusing on driver attitudes. Over 70 percent of hit-and-run crashes are bicyclists and pedestrians. One thing that has helped was the Aaron Cohen Life Protection Act which changed Florida law so that motorists leaving the scene of an accident carries substantial consequences - and it also officially defined "bicyclists, pedestrians, and motorcyclists" as Vulnerable Road Users. In addition, the One Foolish Act Campaign has also been very successful in making people more aware of the person that is on the bike is someone's family member, friend, loved one, etc. We are focusing on the person - trying to personalize it. Our high visibility enforcement efforts are also helping, but it is definitely going to be a long process to slow traffic in Florida. We are implementing road diets, complete streets policies, and separated and protected bike lanes. These are all things that the state needs to keep improving.

In some examples of media campaigns you provided, the videos on how to address enforcement initiatives related to bicyclist and pedestrian safety have been very helpful. Do you help local governments produce these products?

Yes we do. Our traffic safety office receives grant funding which allows communities to develop safety products that are compatible with our overall safety message.

There are some promising automated technologies on the horizon, such as pedestrian recognition by buses. If there is a pedestrian in the path of a bus, it will stop. There is a group looking at conducting a pilot project in Florida. Another example that was noted was a bicycle helmet being developed by Volvo that detects moving vehicles. A suggestion was made that the Council should consider embracing technology as a potential recommendation.

FDOT Update (Design Office)

DeWayne Carver, with FDOT's Office of Roadway Design, was not able to attend the meeting, however, he provided some talking points that were provided to the Council in their agenda packets. The talking points included information related to the status of FDOT's Complete Streets Policy implementation, which the Bicycle & Pedestrian Partnership Council helped to draft. The key highlights were:

- FDOT adopted its Complete Streets Policy on September 17, 2014
- An Implementation Team has been assembled that includes representatives from FDOT Districts, plus Central Office
- The Implementation Team also includes a limited number of non-FDOT representatives

- Smart Growth America will be helping FDOT with its implementation effort
- Implementation will be focused on modifying FDOT's policies, manuals and other documents to be supportive of the new Complete Streets Policy
- The Implementation Team will meet 4 times over the next 5 months
- The first workshop was March 10th
- Following the workshops, FDOT will have several months to identify necessary changes

Following Mr. Carver's update, members were asked if they had any comments or items needing additional clarification. (Note: responses from staff are indicated in *italics*.)

Member Questions and Comments:

No comments were offered.

FDEP (Office of Greenways and Trails) Update

Samantha Browne, with the Florida Department of Environmental Protection's (FDEP) Office of Greenways and Trails (OGT), provided an update on the status of the Florida Greenway and Trails System (FGTS) opportunity maps that will be updated this year. Drafts will be ready for public review in September/October. The final maps will be completed by December 2015. The OGT will also be updating one of the Appendices of the original 1998 Greenways and Trails Plan which covers design guidelines (mostly for unpaved trails). The OGT is also working with a consultant on how best to combine all of the gaps in the Coast-to-Coast Connector into a unified trail from beginning to end.

Following Ms. Browne's discussion, members were asked if they had any comments or items needing additional clarification. (Note: responses from staff are indicated in *italics*.)

Member Questions and Comments:

Have you considered how to treat the projects that have been at the front of the funding line, and have had to wait since funding was not available for approximately 2 years, to ensure they receive funding under this new funding cycle?

We are asking applicants to provide us with any new or updated information to see what might have changed within the past two or three years. We will have a lot of steps to complete to make sure the latest information is included, including a public review and comment process. We plan on bringing updated maps to the group again later this year. We will work with staff to identify an opportunity to engage the Council in the update process.

Florida Department of Economic Opportunity (DEO) Update

Adam Biblo, with the Florida Department of Economic Opportunity, addressed the importance of coordination between local government and state agencies in re-imagining or modifying corridors through communities to support a wide variety of users and activities, especially economic activity. Adam discussed the importance, and need, in retrofitting corridors to be safer and attractive for all users as a catalyst for economic development. Adam's presentation highlighted that communities face a choice between infrastructure design based primarily on auto travel, or alternatively, infrastructure design based increasing on the importance of greater modal parity. This means reconsidering our land use patterns, our site design and infrastructure/facilities design guidelines, as well as our overall transportation planning process.

Following Mr. Biblo's presentation, members were asked if they had any comments or items needing additional clarification. (Note: responses from staff are indicated in *italics*.)

Member Questions and Comments:

In Miami, in the last 3 years, more than 50 percent of pedestrian fatalities were over 50 years old and occurred in parking lots. Therefore, FDOT is trying to distribute TIP cards to provide safety information for these people.

There is also new technology for cars with reverse audible signals on them which can help to reduce crashes.

Can you tell us about DEO's community development grants? Can they fund trails?

Almost all of the grants were between \$15,000 and \$25,000, and were awarded to local governments. Most of the grants have been used to assist with Complete Streets planning efforts. DEO has a range of grant opportunities; however, grants for trails must be linked to infrastructure improvements. DEO is focusing on rural areas that may have greater needs of these resources, particularly community block grants that are meant to attract business.

Florida Department of Health (DOH) Update

Lisa VanderWerf-Hourigan, with the Florida Department of Health (DOH), provided an update on its activities; including a discussion of an injury prevention grant, where one of the categories of the grant is distracted driving. DOH is trying to encourage state agencies to put into place a policy that prohibits DOH employees from using electronic devices, such as cell phones, while driving on state business. DOH is anticipating to be able to work with its Work Loss unit to develop similar policies for individual staff members, and eventually have all state agencies incorporate these rules into their policies.

Ernest Bradley, with the Florida Department of Health (DOH) Healthiest Weight Florida, informed the Council that DOH is focusing on a state grant to promote a statewide policy on Complete Streets, and is looking for other ways to promote the development of local policies related to Complete Streets, particularly in regard to DOH's Healthiest Weight Initiative. The goal is to increase the number of local policies for Complete Streets throughout the state. DOH has also entered into a new partnership with the Florida Recreation and Park Association to add infrastructure that supports:

- Fitness
- Walking
- Bicycling
- Complete Streets

And finally, in October, DOH will be working with the Trails Foundation to create an activity in conjunction with the observance of Greenways and Trails month.

Following Ms. VanderWerf-Hourigan's and Mr. Bradley's updates, members were asked if they had any comments or items needing additional clarification. (Note: responses from staff are indicated in *italics*.)

Member Questions and Comments:

It is very exciting to see everyone talking about Complete Streets and trying to incorporate infrastructure to promote the development of Complete Streets throughout the state. It is so great to see other agencies participating in this effort.

Additional Council Partners

Ken Bryan, with the Rails to Trails Conservancy, and Jim Wood, FDOT State Transportation Development Administrator, provided Council members an update on legislation that may be of interest to them. Both provided an update on FDOT's bill SB 1554, which consists of proposed trail language that has been split into 3 separate bills. Also, updates were provided on SB 1186, which includes language related to autonomous vehicles, and SB 918, which is referred to as the Florida Spring and Aquifer Protection Act, and is somewhat related to Amendment 1, in that land acquisition trust funds are being set up to fund it with Documentary Stamps. The Council was also informed of an update related to the Railway Walkway bill that was developed for railroad safety, and requires a 2-foot walkway parallel to railways. The Council was also made aware that there are many presentations and events related to trails that will be taking place, including a presentation at 9 am tomorrow in the Senate Appropriations Subcommittee.

Following Mr. Bryan's and Mr. Wood's updates, members were asked if they had any comments or items needing additional clarification. (Note: responses from staff are indicated in *italics*.)

Member Questions and Comments:

I doubt the Railway Walkway bill will pass, because the right-of-way (ROW) need and minimum distance requirements from a rail track is 15 feet.

It will be interesting to see what the response to this bill will be.

Presentation of the FTP/SIS Steering Committee Process

Jim Wood, FDOT State Transportation Development Administrator, provided an overview of the Florida Transportation Plan (FTP)-Strategic Intermodal System (SIS) Steering Committee Process. The FTP is Florida's Long Range Transportation Plan, while the SIS contains policies and guidance for planning and implementing Florida's Strategic Intermodal System. An FTP/SIS Steering Committee has been convened with 36 members that represent the varied viewpoints of the state's transportation stakeholders and organizations. The Steering Committee will be meeting six times throughout 2015.

Following Mr. Wood's discussion, members were asked if they had any comments or items needing additional clarification. (Note: responses from staff are indicated in *italics*.)

Member Questions and Comments:

No comments were offered.

Presentation of Themes and Principles

Next, Raphael Montalvo, with the FCRC Consensus Center, discussed the themes and principles that were identified by the facilitators at the December BPPC meeting as an initial reflection of the Council's recommendations over the past three Council meeting cycles. These themes and principles, together with the compiled recommendations of the Council, will be used to develop an initial set of Council input to be submitted to the Steering Committee updating the Florida Transportation Plan (FTP). Council members were guided through the process of developing input to the FTP Steering Committee by addressing the following three questions:

Discussion Questions

- 1) *Are there additional themes or principles, or refinement to the ones below that should be added to the lists based on the BPPC's recommendations to-date?*
- 2) *Which of the BPPC's recommendations to-date should be forwarded to the Steering Committee as input to the update of the FTP?*

- 3) *Are there ideas that do not appear in either the compiled recommendations or the themes and principles?*

Themes (as presented and approved)

- Improving safety
- Identification of gaps and completion of facility networks
- Coordination at the state level
- Coordination at the local level
- Cooperation among all stakeholders
- Education and training

Principles (as presented and approved)

- Florida should strive for a comprehensive, interconnected network of bicycle and pedestrian facilities at the state, regional and local levels.
- The network should strive to increase bicycle and pedestrian connections between places to increase mobility, promote wellness and healthy lifestyles and improve quality of life for a broad spectrum of ages and levels of experience. Community design that promotes these objectives should be encouraged.
- Bicycle and pedestrian needs and facilities should be considered as a valued component in all transportation planning.
- Education -- of pedestrian, cyclists, and drivers -- is central to improving bicycle and pedestrian safety.
- Training and professional development in bicycle and pedestrian issues is needed for law enforcement, planners and others with responsibility for implementing policy or law related to bicycle and pedestrian issues.
- State agencies should cooperate to develop a coordinated and comprehensive state effort on bicycle and pedestrian issues that addresses safety, completion of the system, and cultural change (including health related behaviors).
- Public, private and non-governmental stakeholders should cooperate at the state, regional and local levels on bicycle and pedestrian issues to address safety, completion of the system, cultural change, and health-related behaviors.

Additional Principles Recommended and Approved by the Council

- Funding for bicycle and pedestrian facilities should reflect their importance as a valued component of the transportation system, and their role in meeting state transportation goals in the areas of safety, connectivity, etc. Bicycle and pedestrian facilities should be considered for all eligible federal, state, local and private sources of transportation funding.
- Most streets need to serve multiple modes and users, including bicyclists and pedestrians in many contexts. Context sensitive complete streets will be essential to the state's future economic competitiveness and quality of life.
- All users, including bicyclists and pedestrians deserve safe, viable and accessible transportation choices that meet their needs and minimize risks.
- Collaboration is essential to implementation of the ideas incorporated in these principles.

Using the discussion questions listed above, Mr. Montalvo reviewed each of the themes and principles as an initial reflection of the Council's recommendations over the past few years. Each set of recommendations previously adopted by the Council were reviewed, one year at a time, and

attention was drawn to the recommendations that seem most applicable to the FTP. Throughout the recommendation review process, members were asked if they had any comments regarding the themes, principles, and recommendations. Comments from the Council are noted below.

COMMENTS ON YEAR 1 (2010/11) COUNCIL RECOMMENDATIONS

Investment Priorities

- The Council should consider incorporating infrastructure needs into the investment priorities.
- It seems that these recommendations are more operational. The better question is whether the funding for these projects is relevant. Simply asking the question: is the funding sufficient to where it needs to be relative to where the state is and where the state wants to be does not completely address the issue.
- The policy addresses more complete linkages, and the rest of it is describing how to go about achieving it.

Safety

- It is important to ensure that we are meeting the needs of our citizens. There are other offices that are evaluating performance measures to be more data driven. FDOT is using more data today than it had in the past to aid in decision-making.
- Recommendations S3 and S4 have been acted on significantly.
- To address recommendation S1, we have looked at collecting exposure data and are making substantial progress. All of these recommendation have been substantially addressed.

Coordination

- No comments were provided.

Funding

- FDOT did a great job in protecting all of the existing projects with changes to federal programs using funding from other sources to keep these projects in the Work Plan. The Council is back 2 years later discussing these issues. They are not relevant from the perspective of the Transportation Enhancement program, but they are relevant from the perspective of the Transportation Alternatives program.
- It seems like we are talking about eligibility here, and whether projects are determined to be eligible or not. This requires an additional principle. I want to make sure that trails remain a fundable item, like the Suncoast Parkway, for example.
- Well you used the example of the Suncoast Parkway, and funding may not come specifically from SIS funding, it should come from all types of funding. What it comes back to is the planning. Planning is the important component to consider here. Multi-modal and future corridors is something that we are looking at. In some cases it is a matter of having to fund it straight out.
- It is important to take a step back, because it is important to note that these facilities aren't necessarily meant to function on their own. They all work together and it is important to remember that.
- Recommendation F2 was removed since it was not relevant to the FTP.

COMMENTS ON YEAR 2 (2012/13) COUNCIL RECOMMENDATIONS

Completing the System

- No comments were provided.

Safety

- No comments were provided.

Cultural Change

- It is important to make sure that these recommendations are representative of the entire bike/ped community.
- I'm still looking for two principles that I don't think I really see here:
 - Streets serve multiple functions - these recommendations are so limited to the context of driving cars, and need to recognize that streets perform multiple functions, including supporting multiple modes of travel.
 - Also, I'm not sure to my satisfaction that there is something that identifies design, and how our land uses are structured. All of these things are designed but are not designed for transportation per-se.
- The fundamental point is that if we don't build streets that are more bike/ped friendly, we will be at a competitive disadvantage.
- Even though Safety and Cultural Change are embedded in this, there is no principle that addresses these categories themselves. So should there be a principle that addresses Safety and Cultural Change completely?
- Should it say something about how all citizens should have equitable access, regardless as to their mode of use? Maybe the group should do some data crunching to show how dangerous travel is on a per-mile basis.
- As far as a cultural shift, the state is already there, it's just how we capture that and present it in the plan.
- As far as equity, we want to make sure that everyone has a choice when it comes to transportation options so that people aren't constrained to a single option. Perhaps we have a principle that discusses that?
- I think they are getting down to how you address these issues in terms of Cultural Change and Safety. I think they are addressed, just not called out in this section.
- One of our greatest issues is land use and development patterns, which gets back to equity and who is using the facility.

Health

- No comments were provided.

[COMMENTS ON YEAR 3 \(2014\) COUNCIL RECOMMENDATIONS](#)

Completing the System

- Recommendation CS1 was removed since it was not relevant to the FTP.

Safety

- No comments were provided.

Cultural Change

- No comments were provided.

Health

- No comments were provided.

Recap of Themes & Principles

Has there been any effort to set mode-shift goals?

Yes, there is a policy that addresses mode-shift.

This group should try to define what quality of life is, because it may mean something different to various user groups. It seems that the Council is only looking at quality of life from a transportation perspective, which isn't the only thing that impacts quality of life.

We could try, though it seems that with all of these principles that is the general goal. By writing all of these principles, the Council is getting at what they think quality of life is.

The above Themes and Principles will be transmitted to the FTP Advisory Groups and Steering Committee as these groups work through the process to update Florida's FTP. The recommendations underlying the Themes and Principles will be included as well.

Council Meeting Calendar

Hal Beardall and Rafael Montalvo reviewed the proposed meeting schedule for 2015:

- June 24th
- September 23rd
- December 9th

Since the FDOT Burns Auditorium will be undergoing renovations throughout most of 2015, staff is still reviewing options for future meeting sites. Once a location has been set, staff will inform the Council via email.

Public Comment

An opportunity was given to members of the public to offer comments or suggestions for the Council to consider. No public comments were offered.

Next Steps

Mr. Beardall asked Council members to please complete and submit the evaluation form in their folder and include any clarifying comments. He emphasized the importance of the ratings and comments for staff and the Chair in planning future meetings. The next meeting of the Bicycle and Pedestrian Partnership Council will take place on June 24, 2015.

Mr. Beardall also reminded members of their role representing their organizations at the Council meetings, but also their role in sharing information from the Council's meeting back to those they represent.

Meeting Evaluation Survey

Hal Beardall asked members to fill out the meeting evaluation form (see results in Appendix A).

Adjourn

The Chair thanked members for their participation. Hearing no additional comment or issues to be discussed, the meeting was adjourned at 4:10 pm.

DRAFT

APPENDIX A: Meeting Evaluation Summary

Florida Bicycle and Pedestrian Partnership Council

Tallahassee, Florida

March 10, 2015

	☺		☹		⊗		
	<u>Agree</u>		<u>Disagree</u>				
	<i>CIRCLE ONE</i>						
	5	4	3	2	1		Summary
<u>WERE THE MEETING OBJECTIVES MET?</u>							
To review the BPPC charge, procedures, guidelines and website	5	0	0	0	0		5.0
To review and discuss draft BPPC work plan for 2015	4	0	1	0	0		4.6
To receive updates from State Agencies and Other Partners	5	0	0	0	0		5.0
To receive presentation on the FTP/SIS Steering Committee process	5	0	0	0	0		5.0
To review and discuss role of the BPPC in the FTP update process	5	0	0	0	0		5.0
To review and discuss potential BPPC recommendations for the FTP	5	0	0	0	0		5.0
To discuss the 2015 meeting calendar	5	0	0	0	0		5.0
<u>MEETING ORGANIZATION</u>							
Background and agenda packet were helpful	4	1	0	0	0		4.8
Presentations were effective and informative	5	0	0	0	0		5.0
Plenary discussion format was effective	5	0	0	0	0		5.0
Facilitator guided participant efforts effective	5	0	0	0	0		5.0
Participation was balanced	5	0	0	0	0		5.0

What Did You Like Best About the Meeting?

- Discussion of Bike/Ped comments to the FTP was terrific. Helped extract critical issues apart from narrow implementation issues.
- Keeping to the start and end times overall.

What Could Be Improved?

- Receiving the meeting materials earlier would be helpful.
- Please send calendar appointments for future meetings.

Other Comments (use the back if necessary):

- *(none offered)*



2015/2016 Work Plan

MEETING 1 – March 10, 2015

- Review the BPPC Charge, Procedures, Guidelines and Website
- Review and discuss draft BPPC Work Plan for 2015
- Receive updates from agencies and other partners
- Receive presentation on the FTP/SIS Steering Committee process
- Review and discuss role of the BPPC in the FTP update process
- Review and discuss potential BPPC recommendations for the FTP
- Review 2015 meeting calendar

MEETING 2 – September 23, 2015

- Review and discuss revision of the Council's Charge
- Review and discuss updated BPPC Work Plan for 2015/2016
- Receive updates from agencies and other partners
- Receive an update on post legislative activities and potential implications
- Receive an update on bicycle and pedestrian issues from the Transplex Conference
- Receive a presentation on "Complete Streets Savvy"
- Receive an update on the Complete Streets Implementation Team
- Receive a presentation on the FTP Visioning Report and Initial Draft Goals and Objections Recommendations (related to bicycle and pedestrian issues)
- Review the 2015/2016 meeting calendar

MEETING 3 – December 9, 2015

- Receive updates from agencies and other partners
- Receive an update on Alert Today Florida (Florida's version of Vision Zero)
- Receive an update on DEO programs on Providing Better Mobility Options
- Review and discuss bicycle initiatives/laws in other states as applicable to Florida
- Review initial draft BPPC 2015 Annual Report and performance measures of recommendations
- Review draft list of potential organizations to transmit BPPC recommendations

MEETING 4 – March 2016

- Review BPPC Charge, Procedures & Guidelines, and previous Council recommendations
- Receive updates from agencies and other partners
- Review final draft of the 2015 BPPC Annual Report
- Establish 2016/2017 meeting calendar
- Discuss and identify candidate Focus Areas for 2016/2017
- Engage in discussion of strategic opportunities and challenges facing users of bicycle and pedestrian modes as a starting point to identify areas for potential recommendations
- Begin to explore measures that participating agencies and organizations might take to promote or implement the principles forwarded by the BPPC as input to the FTP/SIS process

2015 Florida Greenways and Trails System (FGTS) Plan Opportunity Update

September 23rd from 4:00 p.m. to 6:30 p.m.

Florida Department of Environmental Protection, Carr Building
Room 170
3800 Commonwealth, Tallahassee, FL 32399

September 24th from 4:00 p.m. to 6:30 p.m.

Fort George Island Cultural State Park, The Ribault Club
11241 Fort George Road, Jacksonville, FL 32226

TRANSPLEX 2015 included eight topical interactive Camp Sessions that proved to be popular among the participants. Each session considered new possibilities for the future as well as new partnerships and ways of collaborating. This document provides a few highlights from each session, providing an overall flavor of what was discussed in the Camp Sessions. The more detailed notes from each session are available on the TRANSPLEX 2015 Post-Conference web page.

Bicycle & Pedestrian



Bicycle & Pedestrian

Holy Cow! People drive fast in Florida!

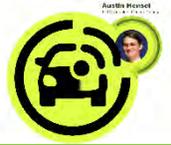
Current Perspectives

- Bike riders and pedestrians are comprised of different user-types with varied needs
- Sidewalk maintenance, design of mid-block crossings and cyclists riding on the wrong side of bike lanes are among the issues demanding our attention

Future Possibilities

- Opportunity to change the Florida Green Book (design manual) with the involvement of local traffic engineers
- Considering “glow in the dark paths” (illumination of paths at nighttime hours)
- Developing bicycle and pedestrian safety action plans, and making further advances with bicycle level of service measure

Autonomous & Connected Vehicles



Autonomous & Connected Vehicles

*Private builders are designing these communities now.
- Ryan Fetchco, VHB*

Current Perspectives

- Understanding the effects of AV/CV on land use, freight, and traffic operations
- Anticipating the “Uber Scenario” -- Uber driverless cars may be available by 2020
- Understanding safety implications and benefits—and security concerns such as hacking

Future Possibilities

- What will the emergence of AV/CVs do to volume to capacity ratios and related investment decision-making?
- Managed/Autonomous Lanes
- Truck Technologies – DSRC Connected, Platoons, Pellaton

Managed Lanes & Express Lanes

Managed Lanes & Express Lanes



Contrary to popular belief, express lanes do not make a lot of money” – Jennifer Fortunus

Current Perspectives	Future Possibilities
<ul style="list-style-type: none"> • It is important to include the capital cost of park and ride lots into the project when planning for express lanes • Express lane signage is important for drivers • FDOT needs consistent performance measures for express lanes and a process for reporting—travel time reliability may be the primary measure and delay a factor too • Contrary to expectations, express lanes are being utilized extensively by lower income people 	<ul style="list-style-type: none"> • Important to market express lane projects to the public from beginning to end • How much access do we need to provide for express lane projects? • Incorporating autonomous and connected vehicles with express lanes • Transit, car-pooling considerations must be kept in view for express-lane projects as well as overcoming lots of misinformation

Complete Streets



Complete Streets

50% of a complete street is located outside of the right-of-way – it’s the context where the street is found. - DeWayne Carver

Current Perspectives	Future Possibilities
<ul style="list-style-type: none"> • The “one-design-fits-all” model does not work. Context-based design means the right design for the right situation/environment/place. • FDOT, developers, and local governments must work together to define projects completely. • Complete Streets increase property values and is good for business 	<ul style="list-style-type: none"> • Complete Streets designs should not just rely on models--design teams must consider freight, emergency vehicles, and transit • Consider overpasses at intersections for pedestrians and other non-motorists • Complete Streets education and information efforts aimed at both the public and public officials and other leaders must be effective and continuous

Freight & Logistics



Freight & Logistics

Current Perspectives

- System optimization through technology is vital—systems must speak to each other for seamless trip making and higher productivity
- Need for innovative solutions for freight movement; especially last-mile connectivity and urban movements
- Must find ways to better market-our planning services to freight stakeholders
- There is also the need for 3-5 year planning responses to better align with freight stakeholder time horizons

Future Possibilities

- Better data sources to better inform the way we all do business around freight mobility
- Off-hour deliveries and expanding 24-hour activity (to stretch system capacity/reduce congestion)
- Improved public-private collaborative funding strategies for making needed investments
- Truck/container movement by barge—short-sea shipping concept

Modern Roundabouts



Modern Roundabouts

Roundabouts reduce fatalities by 90% and injuries by 78% compared with signalized intersections.
– Paul Hiers

Current Perspectives

- We need some consistency in developing roundabouts so the public realizes that they work well
- Roundabouts are a good intersection design almost anywhere compared to signalized intersections
- Several states are making big leaps – we want roundabouts wherever they are warranted
- The roundabout benefit : cost ratio appears to be very high, especially when the estimated social costs of lives saved and injuries prevented is considered

Future Possibilities

- Many opportunities to better market roundabouts and help the public better understand how to use them and their benefits—more visualization, more video, more artist renderings
- Design vehicle selection is important - consider all vehicle types, especially if special types of trucks that need to use the roundabout
- Consider adding a question(s) to the Florida driver's licensing exam to reinforce that drivers understand roundabouts



Transportation decisions are land use decisions” Bob Romig

Current Perspectives

- We are now thinking about land use outcomes and implications resulting from our transportation decisions – that is a sea change over the past few years
- We are almost built out so need to concentrate on how to grow and improve quality of life and making more efficient use of right-of-way
- The private sector wants project planning/funding to be more nimble to advance projects that support economic development
- Public involvement needs to be messy – not clinical

Future Possibilities

- We need to be able to tell our story in a way that clearly supports community visions
- Find measures people can understand – need to be able to communicate with the public
- Take time to evaluate whether your plans are good or bad



Multimodal Development

Sprawl stops (should stop) when told it costs more than the revenues it generates

Current Perspectives

- Effective integration of transportation and land use, particularly in relation to transit and non-motorized modes
- Providing connectivity and addressing “last mile” needs
- Recognizing the varied motivations, desired outcomes, and complexity involved in making great places
- Change paradigm on financing transportation facilities and services-- private sector development (e.g., at stations) as a source of revenue

Future Possibilities

- For intermodal centers look beyond function--provide what people want-- design as “Class A” space that generates revenue
- Relationship shift between FDOT and local governments with FDOT more positioned to partner with local governments (e.g., road diet and lane elimination process)
- Recognition that more transit can create synergy rather than competition (e.g., I-95 Express Bus and Tri-Rail in Southeast Florida)
- Getting people out of cars mentally/able to contemplate getting around other than by car, power of experience (e.g., going places where can walk, bike, and take transit)

Camp Session: BICYCLE & PEDESTRIAN**Discussion Leaders:**
DeWayne Carver**Facilitator:**
Hal Beardall**Recorder(s):**
George Sirianni**I. Major Points/Discussion Themes:**

- Bike riders and pedestrians are different markets and have different needs
- Bike riders have several subgroups: sports, religion, helmet group, recreational, etc.
- Bike lanes on state roads now have 7' width, no longer 4' - City and county roads vary
- MAP 21 is highway-based, and does not address bike and pedestrian
- Bike-on-bike crashes and bike-on-ped crashes are not reported

II. Issues Demanding Our Attention:

- Riding on wrong side of bike lanes
- Design of mid-block crossings
- 85 percentile results in higher speeds, and less safety
- Maintenance of sidewalks
- Bikes with electric motors on sidewalks
- Golf carts
- Scooters in bike lanes

III. Planning / Planner Opportunities:

- Cracked sidewalks
- Reflective paths
- Collect bike/ped crash data
- Safety Action Plans for bike/ped
- How to make road crossings safer
- Cities, counties, and MPOs can develop their own measures and standards
- Traffic Monitoring Guide (2015)

IV. Ideas and Innovations:

- Need to convey safe behaviors to bike riders and pedestrians
- Need to explain why certain behaviors are recommended
- Las Vegas has fences and uses pedestrian overpasses on the Strip

- Glow in dark paths for nighttime illumination
- Study asphalt vs. concrete vs. crushed limestone
- “Move over” laws for cyclists
- Long block length encourages higher driving speeds
- Bicycle level of service

V. Possible Breakthroughs:

- More wrong way crashes involving bikes on roads with bike lanes, than on roads without
- Most people do what they feel safe doing
- Need to change the Florida Green Book (design manual) and involve local traffic engineers

VI. Memorable Quotes:

- Let’s give it to myth busters (asphalt vs concrete)
- Holy Cow! People drive fast in Florida

CAMP SESSION: COMPLETE STREETS**Discussion Leaders:**

Billy Hattaway,
DeWayne Carver and Kim
Delaney

Facilitator:

Ed Coven

Recorder(s):

Monica Zhong

Highlights

1. Context sensitive designs: The panelists talked about being sensitive to the context in local areas. The "one-design-fits-all" model won't work. The context-based design means the right design for the right situation/environment/place.
2. Connection between land use and transportation: It's important to look at land use patterns during the design phase of a transportation network/system.
3. Partnership among DOT, land development industry and local governments: All parties work together to refine the system. There is a lack of transportation network. To better control the network, it's important that the parties partner with each other. Through partnership, the parties can look beyond piece-meal projects/developments and work toward a connected transportation network.
4. Design considerations: Someone in the audience commented that in designing the Complete Street, the design team needs to consider freight, emergency vehicles (ambulances, fire trucks), and transit. Billy replied that this is possible and is being implemented.
5. System instead of segments: See 3. Participant comments - Need to re-examine Level of Service; designs should not just rely on models; design standards need to change; Complete Streets ought to be changed to Complete System because it's not just about the streets but the whole system. DeWayne responded that Complete Streets is a nationally accepted term. It does refer to the whole system. It aims to design for a livable community. E.g.: The Village relies on the residents for the last mile delivery because it's designed for golf carts and bike/pedestrian travel.

6. Different layers of design: Consider overpasses at intersections for pedestrians and other non-motorists, layers of design for better moving vehicles and people around. E.g.: Las Vegas has an awesome design. DeWayne's response: A standard is developed to take this into consideration. FDOT is aware of the Las Vegas design and used it in one area.
7. Plans Preparation Manual, Chapter 21: Some variations exist in the manual. Some people are afraid that if they sign the design, it will make them liable in law suits or for repercussions. DeWayne commented that FDOT is considering making it a default activity, not just a variation. Billy commented that the liability fear has been blown out of proportion.
8. Economic development: Kim discussed case studies her group conducted. Delray Beach is an example. The Complete Streets design increases property values and is good for businesses.
9. Education/communication/public involvement: Administrations, executives and leaders change. It's very important to educate them. A system is needed to continuously and repeatedly educate/communicate with the public and leadership. Informed knowledge will help improve legislation and gain needed support from both the public and the leadership.

Notable Quotes

Roundabouts reduce fatalities by 90% and injuries by 78% compared with signalized intersections.

50% of a complete street is located outside of the right-of-way – it's the context where the street is found.

The Complete Streets design is the context-based design, which means the right design for the right place.

Kim Delaney - Local governments and developers need to partner with FDOT in order to better control and improve the transportation network and its adjustments relative to context.



COMPLETE STREETS SAVVY

A presentation from
Florida Bicycle Association

THE BICYCLE – A POSITIVE SPIN



FLORIDA'S PEDESTRIAN & BICYCLE FOCUSED INITIATIVE

The goal of this coalition is to

- ▶ reduce crashes
- ▶ serious injuries and
- ▶ fatalities

of pedestrians and bicyclists on Florida's roadways.

Florida Bicycle Association is working with Florida Department of Transportation as part of this coalition, with a specific goal to educate proper bicycling and bicycle laws on Florida's roadways.

Visit www.alerttodayflorida.com



FLORIDA STATUTES

FL Statute 316.003(1)

- ▶ A person in control of a vehicle on a street or highway is a driver.

FL Statute 316.003(2)

- ▶ A bicycle is defined as a vehicle for purposes of the Uniform Traffic Control Law.

FL Statute 316.2065(1)

- ▶ A cyclist has all the rights to the roadway applicable to any driver, except as to the special regulations for bicycles.



Photo courtesy of News-Press.com

STATE'S ROLE IN ACTIVE TRANSPORTATION

Complete Streets in demand

- ▶ 66% of Americans want more transportation options so they have the freedom to choose how to get where they need to go.
- ▶ 73% currently feel they have no choice but to drive as much as they do.
- ▶ 57% would like to spend less time in the car.

Future of Transportation National Survey (2010)

***Florida Department of Transportation adopted Complete Streets Policy on
September 17, 2014***



Smart Growth America
Making Neighborhoods Great Together

COMPLETE STREETS NEW PARADIGM: “PROACTIVE” DESIGN

- ▶ Changes behavior through design
- ▶ Guides users through physical and environmental cues
- ▶ Slows vehicle speeds
- ▶ Encourages walking, bicycling, transit use
- ▶ Context-sensitive
- ▶ Work with stakeholders to understand needs and goals
- ▶ Embrace unique characteristics of place



Smart Growth America
Making Neighborhoods Great Together

SPEED MAY BE THE MOST IMPORTANT FACTOR IN DESIGNING FOR WALKING AND BICYCLING

SPEED (MPH)	STOPPING DISTANCE (FT)*	CRASH RISK (%)†	FATALITY RISK (%)†
10–15	25	5	2
20–25	40	15	5
30–35	75	55	45
40+	118	90	85

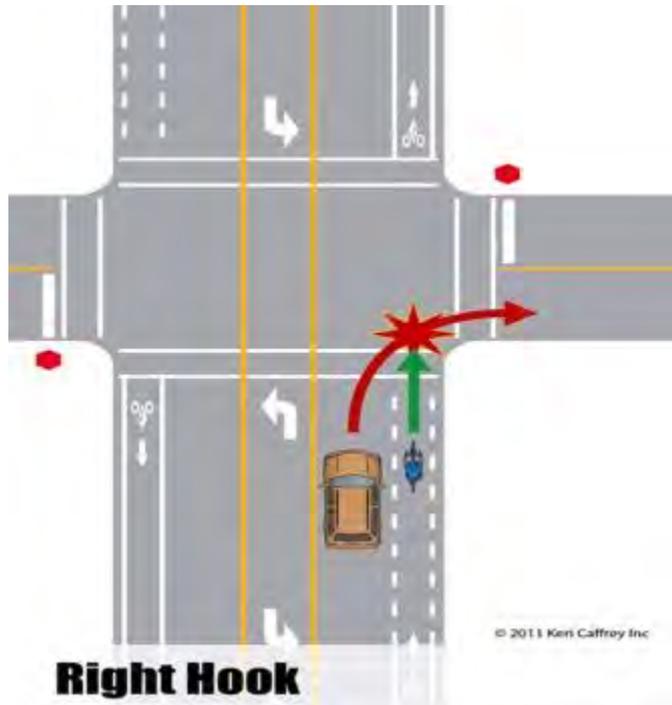
* Stopping Distance includes perception, reaction, and braking times.

† Source: Traditional Neighborhood Development: Street Design Guidelines (1999), ITE Transportation Planning Council Committee 5P-8.



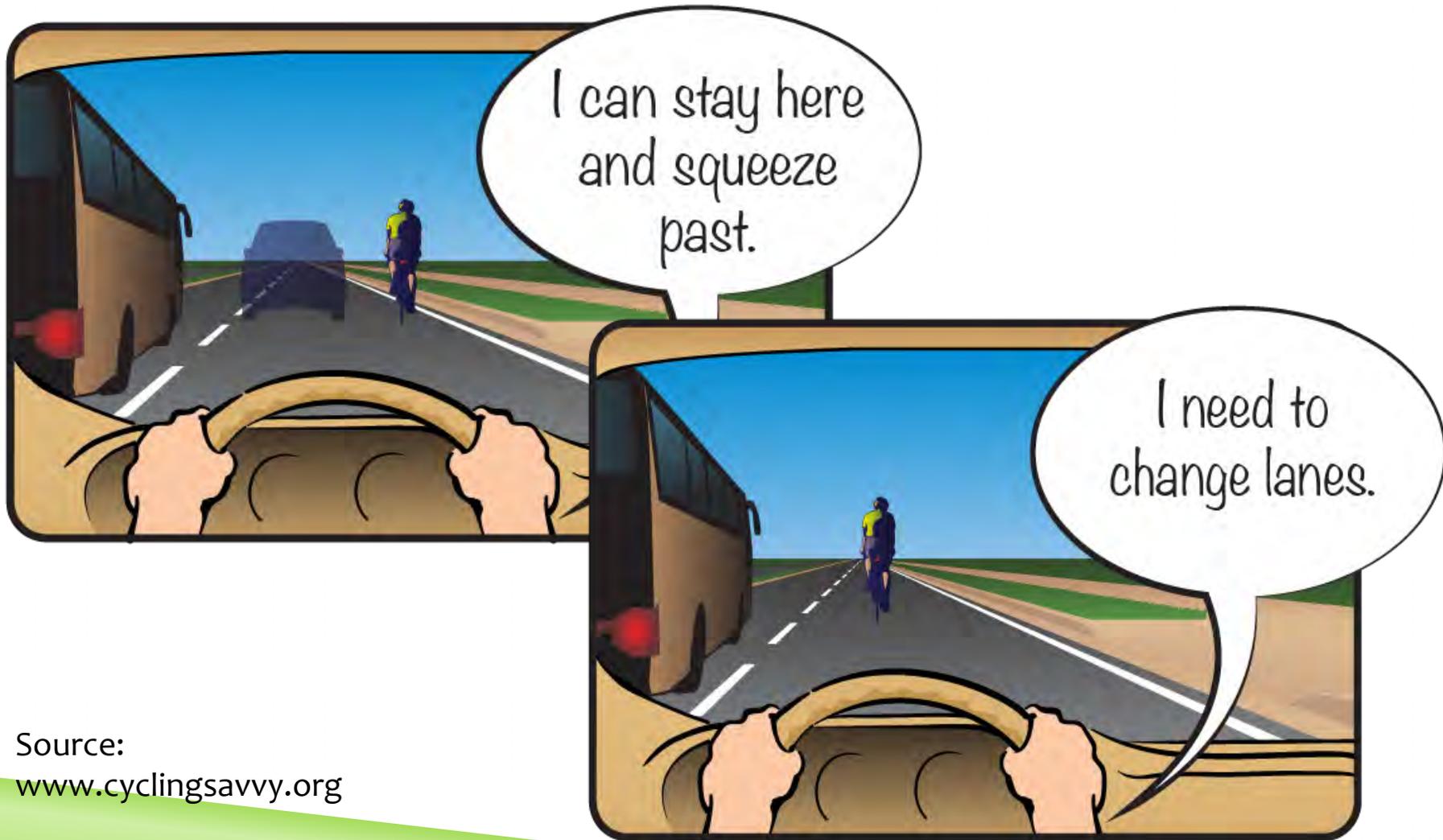
Smart Growth America
Making Neighborhoods Great Together

CONFLICT AVOIDANCE TO CONSIDER



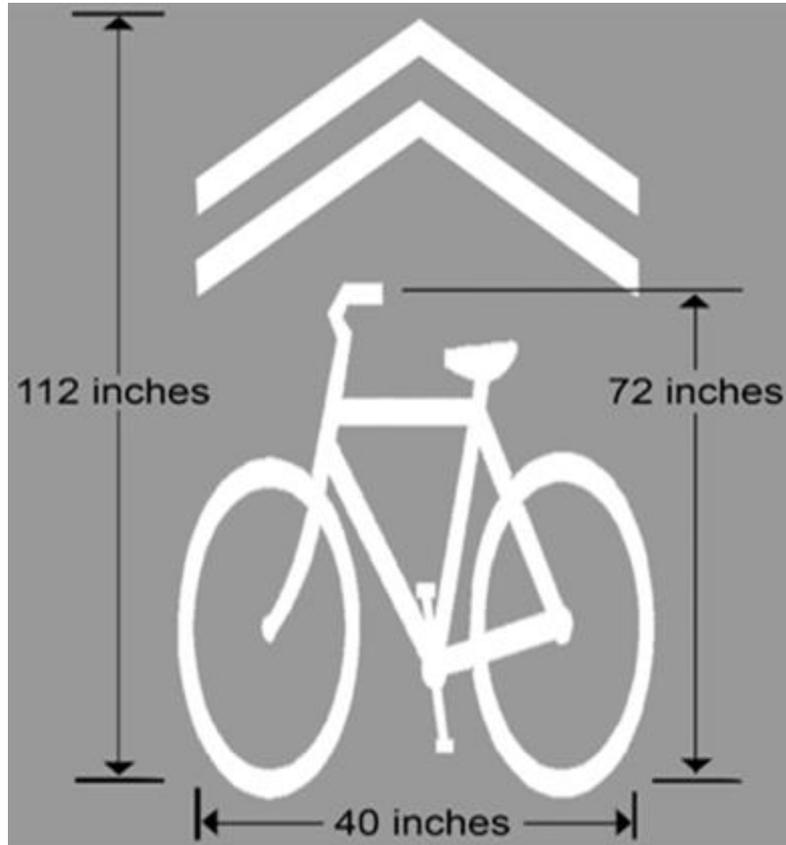
Source: www.cyclingsavvy.org

BICYCLIST LANE POSITIONING



Source:
www.cyclingsavvy.org

SHARROWS



Sharrow is short-form for "shared lane bicycle marking".

This pavement marking includes a bicycle symbol and two white chevrons and is used to remind motorists that bicyclists are permitted to use the full lane.

Source: <http://mutcd.fhwa.dot.gov/htm/2009/part9/part9c.htm>

SHARROWS ARE GOOD FOR BOTH DRIVERS AND CYCLISTS

- ▶ Assist bicyclists with lateral positioning in a shared lane with on-street parallel parking in order to reduce the chance of a bicyclist's impacting the open door of a parked vehicle,
- ▶ Assist bicyclists with lateral positioning in lanes that are too narrow for a motor vehicle and a bicycle to travel side by side within the same traffic lane,
- ▶ Alert road users of the lateral location bicyclists are likely to occupy within the traveled way,
- ▶ Encourage safe passing of bicyclists by motorists, and
- ▶ Reduce the incidence of wrong-way bicycling.

<http://mutcd.fhwa.dot.gov/htm/2009/part9/part9c.htm>

SHARROWS ARE GOOD FOR BOTH DRIVERS AND CYCLISTS



Source: www.cyclingsavvy.org

ACCESS TO OPPORTUNITY



It breaks my heart when our transportation systems fails anyone in America because I know how much people depend on it... Part of how we measure a good, safe, decent place to live has to do with access to transportation.”

**— Anthony Foxx, U.S.
Secretary of Transportation**





Share the Road license plate proceeds benefit Bike Florida and Florida Bicycle Association to further bicycle educational efforts.

WORKING TOGETHER TO BUILD A BICYCLE-FRIENDLY FLORIDA



Questions?

Florida Bicycle Association

Becky Afonso, Executive Director

813-748-1513

becky@floridabicycle.org

www.floridabicycle.org

In partnership with Bike Florida, CyclingSavvy and the Florida Department of Transportation

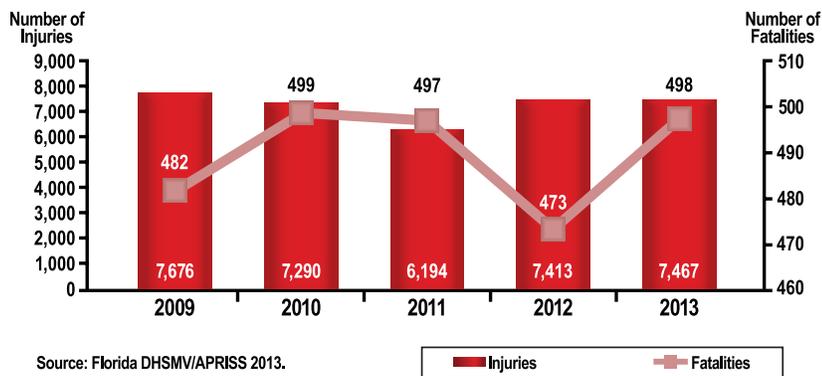




Florida's Pedestrian and Bicycle Focused Initiative

Pedestrians

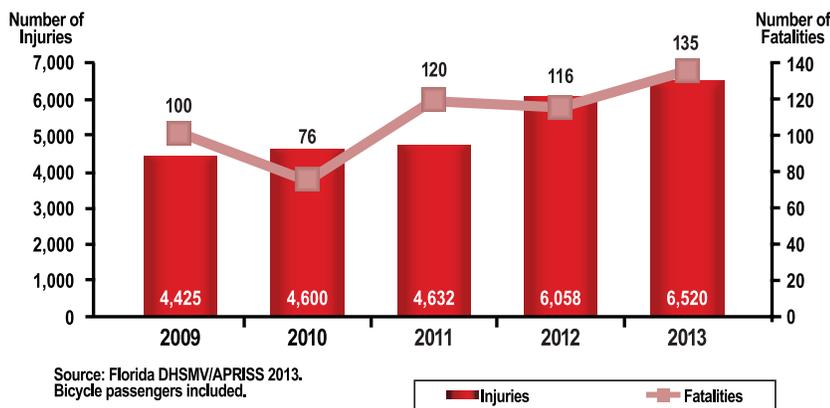
Between 2009 and 2013, 2,449 pedestrians died in traffic crashes on Florida roads and highways, and on average 7,208 were injured annually. Pedestrian fatalities increased from 473 in 2012 to 498 in 2013.



Source: Florida DHSMV/APRIS 2013.

Bicyclists

Between 2009 and 2013, 547 bicyclists died in traffic crashes on Florida roads and highways, and on average 5,247 were injured annually. Bicyclist fatalities increased from 116 in 2012 to 135 in 2013.



Source: Florida DHSMV/APRIS 2013. Bicycle passengers included.

Pedestrian Quick Facts

Florida has the fifth highest pedestrian fatality rate in the U.S.

Pedestrian crashes account for 3% of all traffic crashes but result in 21% of traffic fatalities

1 in 5 traffic fatalities is a pedestrian

6% of pedestrian crashes result in fatalities, whereas less than 1% of all traffic crashes result in fatalities

1.3 pedestrians are killed every day, almost 10 pedestrians are killed every week

20.5 pedestrians are injured every day, almost 144 pedestrians are injured every week

Bicyclist Quick Facts

1 in 20 traffic fatalities is a bicyclist

94% of bicycle crashes result in injuries, whereas 44% of all traffic crashes result in injuries

Bicycle crashes account for 2% of all traffic crashes and result in 3% of all injuries

More than 11 bicyclists are killed every month

More than 543 bicyclists are injured every month





Florida

RANKING # 24

REGIONAL RANKING » SOUTH #4

GOVERNOR: Rick Scott

DOT COMMISSIONER: Jim Boxold

BICYCLE/PEDESTRIAN COORDINATOR: DeWayne Carver

STATE ADVOCACY GROUP: Florida Bicycle Association

CATEGORY SCORES

SCORING: 5 = HIGH 1 = LOW

2 LEGISLATION AND ENFORCEMENT

3 POLICIES AND PROGRAMS

2 INFRASTRUCTURE AND FUNDING

3 EDUCATION AND ENCOURAGEMENT

1 EVALUATION AND PLANNING

TOP 10 SIGNS OF SUCCESS

= NEW IN 2015

1% OR MORE OF PEOPLE COMMUTING BY BIKE



SAFE PASSING LAW (3 FEET OR GREATER)



COMPLETE STREETS POLICY

DEDICATED STATE FUNDING



ACTIVE STATE ADVOCACY GROUP

STATE BICYCLE PLAN (ADOPTED 2005 OR LATER)



SHARE THE ROAD CAMPAIGN

VULNERABLE ROAD USER LAW



BICYCLE SAFETY EMPHASIS IN STRATEGIC HIGHWAY SAFETY PLAN



2% OR MORE FEDERAL FUNDS SPENT ON BIKE/PED

OVERALL POINTS

39 of 100

2014: 35 of 100

FEEDBACK

- Repeal the state's mandatory bike lane law. These types of laws ignore the quality and safety of available bike lanes.
- Adopt specific and data-driven performance measures to decrease bicycle fatalities.
- Adopt a statewide, all-ages cell phone ban to combat distracted driving and increase safety for everyone.
- Modify state roadway design standards and criteria, including revisions to the Florida DOT Complete Streets Policy, to better control vehicle speeds in urban areas.
- Adopt a statewide bicycle plan that addresses each of the five "Es", has clear implementation actions, and performance measures to gauge success.
- Adopt performance measures, such as mode shift or a low percentage of exempted projects, to better track and support Complete Streets Policy compliance. This can include measuring the performance of Complete Streets according to a variety of factors, such as economic performance, speed reduction, or safety metrics.
- Dedicate state funding for bicycle projects and programs focused on communities that do not have a local funding base for matching federal funds or are otherwise transportation disadvantaged.
- Adopt a mode share goal for biking to encourage the integration of bicycle transportation needs into all transportation and land use policy and project decisions. A mode share goal should explicitly state how many more people or percentage of people you hope to enable to choose bicycling as a form of transportation in the coming years.

The Bicycle Friendly States ranking is based on a comprehensive survey completed by state departments of transportation and state bicycling advocates. It asks comprehensive questions across 5 categories: Legislation and Enforcement, Policies and Programs, Infrastructure and Funding, Education and Encouragement, Evaluation and Planning. The results listed above provide only a snap shot of the full application. They are intended to offer some ideas for further growth in bicycle friendliness. [For more information,](#)



Florida Bicycle Association

Our Mission for Florida bicycling is to network and share best practices, to educate and advocate and to build awareness as a unified voice.

Our Vision for Florida is to be a state where bicycling is safe, respected and encouraged as a means of transportation and recreation.

A Positive Spin for Florida

Many agencies, organizations, and groups have responsibilities and interests in pedestrian and bicycle safety issues. No one wants to be number one in traffic fatalities and the time has come to work together for change.

In November 2011, the Secretary of the Florida Department of Transportation (FDOT) charged District One Secretary Billy Hattaway with the task of championing Florida's Pedestrian and Bicycle Focused Initiative. The Florida Bicycle Association is a member of this initiative.

The Florida Bicycle Association is also a member of the League of American Bicyclists. The League's Bicycle Friendly America program is a tool for states, communities, business and universities to make bicycling a real transportation and recreation option for all people. The BFASM program is recognized across the nation and attracts tourism dollars when vacationing cyclists are looking for places to visit.

FBA recognizes the importance of bicycle safety education and how it relates to bicycle friendly communities, businesses, universities and ultimately, the state of Florida. We are a resource for communities, organizations and citizens throughout the state. We host a separate website solely to address Florida bicycle laws. We support the efforts of FDOT to adapt Complete Streets policy and the Alert Today Alive Tomorrow campaign for bike/ped safety.



EVERY LIFE COUNTS

Florida Bicycle Association, Inc. was incorporated in 1997 for educational and charitable purposes and is a not-for-profit, tax-exempt corporation under Section 501(c)(3) of the Internal Revenue Code.

www.floridabicycle.org
becky@floridabicycle.org



Purpose: Complete Streets Implementation

Project Mission: Determine what modifications to FDOT policies, guidance, manuals, procedures and general practices are needed to put the FDOT Complete Streets Policy into action, and develop a Work Plan to accomplish identified document modifications.

Workshops To-Date



Feb. 16

Complete Streets kick-off meeting

March 10

Workshop #1: Land Use and transportation

April 7-8

Workshop #2: Active Transportation: Walking, Biking, and Transit

May 13-14

Workshop #3:
Intelligent Transportation Systems (ITS)
Transportation Demand Management (TDM)
Freight Logistics

June 1-2

Workshop #4: Multimodal Integration and Tradeoffs

Tech Memo: Overview

1. Executive summary (p2)
2. Project purpose (p4)
3. Background (p4)
4. M2D2 workshop series overview (p6)
5. Findings from the M2D2 workshop series (p7)
- 6. Implementing the Complete Streets Policy: preliminary recommendations (p12)**
7. Next steps (p23)

Findings from the M2D2 workshops (p7)

Categories of findings:

- I. FDOT organizational structure
- II. Planning, programming, and project scoping
- III. Design practices
- IV. Management and operations
- V. Funding
- VI. Performance measurement
- VII. Defining FDOT's role in implementing Complete Streets and working with partners
- VIII. Changing the culture, communicating about Complete Streets, and building leadership

Implementing the Complete Streets Policy: preliminary recommendations (p12)

Five-part implementation framework:

- I. Revising guidance, standards, manuals, policies, and other documents
- II. Updating decision-making processes
- III. Modify approaches for measuring performance
- IV. Managing internal and external communication and collaboration during implementation
- V. Providing ongoing education and training

I. Revising guidance, standards, manuals, policies, and other documents



Proposed list of priority documents to revise

Table I (p 13)

Document	Responsible lead office	Primary suggested revisions
1. Plans Preparation Manual (PPM)	Office of Roadway Design	<ul style="list-style-type: none">• Incorporate Complete Streets framework throughout• Incorporate context-sensitive design criteria throughout• Update existing design criteria for specific modes as necessary to align with national CS best practices• Provide guidance on designing Complete Streets within the scope of 3R projects

Table I (CONT)

Document	Responsible lead office	Primary suggested revisions
<p>2. Florida Greenbook</p> <p>Note: Further discussion needed</p>	<p>Office of Roadway Design</p>	<ul style="list-style-type: none"> • Incorporate Complete Streets framework throughout • Incorporate context-sensitive design criteria throughout • Update existing design criteria for specific modes to align with national CS best practices • Expand discussion of achieving broad coordination across partners during project planning • Expand discussion of the relationship between land use and transportation • Provide guidance on and encourage the use of ITS, TDM, and other system management strategies

Table I (CONT)

Document	Responsible lead office	Primary suggested revisions
<p>3. Efficient Transportation Decision Making Manual</p>	<p>Environmental Management Office</p>	<ul style="list-style-type: none"> • Update discussion of Alternative Corridor Evaluation, Planning Screen, and Programming Screen processes to integrate Complete Streets • Include descriptions and consideration of contexts as described in the PPM • Expand discussion of working with local/regional partners during planning & programming screens

Table I (CONT)

Document	Responsible lead office	Primary suggested revisions
<p>4. Project Development and Environment (PD&E) Manual</p>	<p>Environmental Management Office</p>	<ul style="list-style-type: none"> • Expand discussion of working with local and regional partners during PD&E • Outline a framework for identifying project context • Update discussion of Project Description, Purpose and Need, and Alternatives to encourage innovative alternatives development • Add discussion of engineering decisions that should be considered during PD&E • Describe transition process from PD&E into design

Table I (CONT)

Document	Responsible lead office	Primary suggested revisions
<p>5. Traffic Engineering Manual (TEM)</p>	<p>Traffic Engineering and Operations Office</p>	<ul style="list-style-type: none"> • Update guidance on signalization, signage, and pavement markings to incorporate current national CS best practices • Update criteria for installation of pedestrian crossings and signalization • Consider adding guidance on and criteria for installing transit and bicycle signals
<p>6. LOS Standards for the State Highway System</p> <p>Note: Further discussion needed</p>	<p>Systems Planning Office</p>	<ul style="list-style-type: none"> • Clarify that LOS should be one consideration of many during design decisions • Incorporate more flexibility and/or provide a framework for applying different LOS standards based on contexts

Table I (CONT)

Document	Responsible lead office	Primary suggested revisions
<p>7. Quality/Level of Service Handbook</p>	<p>Systems Planning Office</p>	<ul style="list-style-type: none"> • Evaluate existing Q/LOS measures for each travel mode and update/expand to align with Complete Streets objectives and national best practices as appropriate • Consider expanding into a broader Complete Streets Performance Measurement Handbook
<p>8. Intersection Design Guide</p>	<p>Office of Roadway Design</p>	<ul style="list-style-type: none"> • Incorporate national best practices and guidance in designing intersections for all transportation system users • Incorporate context-based design criteria

Table I (CONT)

Document	Responsible lead office	Primary suggested revisions
<p>9. SIS Highway Component Standards and Criteria</p>	<p>Systems Planning Office</p>	<ul style="list-style-type: none"> • Update discussion of developing SIS Corridor Plans to incorporate consideration of Complete Streets upfront • Incorporate context-sensitive design standards and criteria • Reduce minimum design speeds for urban areas and/or recommend/require lower design speed based on context

Table I (CONT)

Document	Responsible lead office	Primary suggested revisions
<p>10. Practical Design Handbook</p>	<p>Office of Design</p>	<ul style="list-style-type: none"> • Update practical design framing to articulate how Complete Streets objectives fit within the approach • Revise Practical Design checklist to remove prescriptive language
<p>11. Freight Roadway Design Considerations (NEW document and/or document section)</p>	<p>Office of Freight Logistics and Passenger Operations</p>	<ul style="list-style-type: none"> • Update and expand District 7 draft Freight Roadway Design Considerations for statewide use, OR • Integrate content directly into the PPM, PD&E manual, and other documents where appropriate

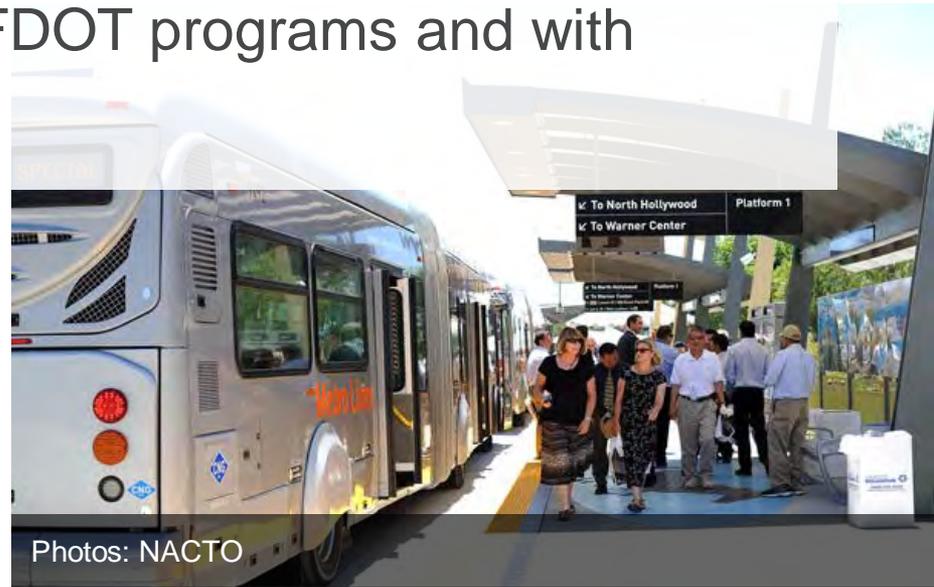
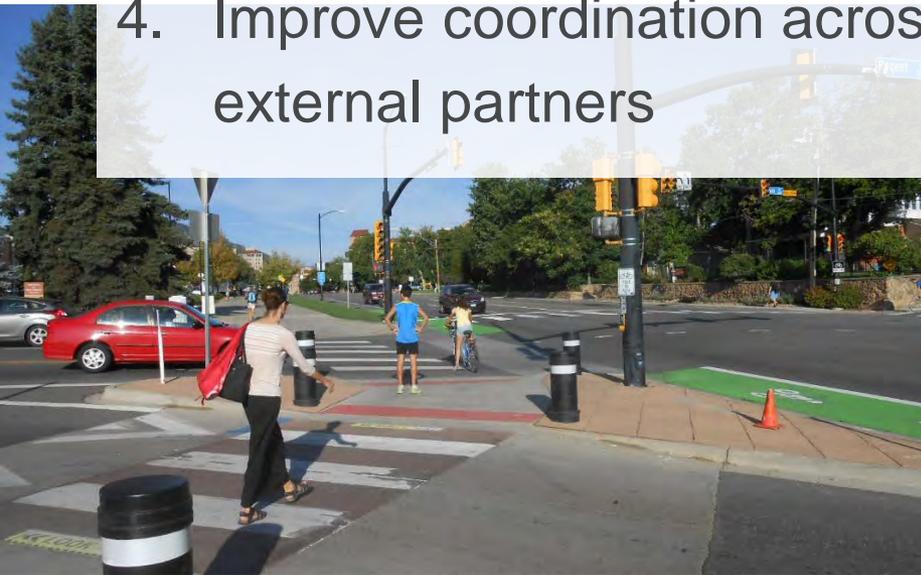


II. Updating decision-making processes



Four strategies:

1. Align decision-making criteria with a Complete Streets approach
2. Change decision-making culture
3. Expand FDOT's role as a transportation provider and leader
4. Improve coordination across FDOT programs and with external partners



Photos: NACTO

1. Align decision-making criteria with a Complete Streets approach

Evaluate whether the **criteria and measures** currently being **used to inform decision-making at all levels** are supporting or hindering the objectives of the Complete Streets Policy.



The background image shows a vibrant street scene. In the foreground, several people are walking on a sidewalk. A woman in a white dress and another in a blue patterned shirt and jeans are prominent. In the background, there are storefronts with signs for 'SULTRE', 'BRIARPATCH restaurant & ice cream parlor', and a blue sign listing 'Facials', 'Massage', and 'Body Waxing'. There are trees, a street lamp, and a yellow umbrella on the right side. The overall atmosphere is bright and active.

2. Change decision-making culture

- **Engage a broad cross-section** of staff, consultants, and other partners during the implementation process
- Provide ongoing **education and training** to staff, consultants, and other external partners
- Create an **internal culture that rewards innovation**, and connect measures of staff and consultant job performance to Complete Streets outcomes
- **Build leadership within the Department** to carry the Complete Streets approach forward.

3. Expand FDOT's role as a transportation provider and leader

- Take **leadership role in promoting transit system development** as an approach for expanding capacity
- Reframe FDOT's core responsibilities to **include consideration of local travel** as well as statewide and regional trips
- Take **proactive role in initiating road diets** and other Complete Streets **pilot projects** with willing communities

4. Improve coordination across FDOT programs and with external partners

- Engage a broad cross-section of staff early during project planning, and communicate with MPOs earlier so that they can coordinate their own investments
- Collaborate more proactively with local governments in land use decision-making
- Develop and maintain Complete Streets network plans





III. Modify approaches for measuring performance



Aligning performance measures and criteria with the Complete Streets Policy

Including measures used to evaluate:

- Proposed future investments
- The performance of individual projects
- The performance of the system as a whole
- The general effectiveness of FDOT's programs



Target Levels of Service by Pedestrian Facilities Plan Areas					
	Directness	Continuity	Street Crossings	Visual Interest and Amenity	Security
Pedestrian Districts	A	A	B	A	A
Activity Corridors and Centers	B	B	C	B	B
School Walking Areas	B	B	B	C	B
Transit Corridors	B	C	C	C	B
Other Areas within City	C	C	C	C	C

Incorporating Complete Streets performance measures that evaluate:

- Safety for all travelers
- Access to jobs, services, and other destinations
- State, regional, and local economic development
- Environmental sustainability
- Community livability and vitality
- Social equity
- Public health

Social	Economic	Environmental
<ul style="list-style-type: none">• Safety• Bicycle/Pedestrian Health Effects• Noise	<ul style="list-style-type: none">• Travel Time• Travel Time Reliability• Vehicle Operating Costs• Life Cycle Costs• Loss of Agricultural Land	<ul style="list-style-type: none">• Emission (CO₂ + Criteria Pollutants)• Wetland Effects• Runoff



IV. Managing internal and external communication and collaboration during implementation



Categories of partners to engage

- FDOT staff
- Federal agencies
- Other state agencies
- Visit Florida
- Cities and counties, incl. elected officials
- RPCs
- MPOs and TPOs
- Developers
- Transit agencies
- Bike share providers
- Freight handlers
- Other modal partners
- Law enforcement
- Emergency management
- Utilities
- Major employers
- CAP Managers
- Businesses
- AARP
- Other non-profits
- Transportation system users

Tiers of stakeholders involved in implementation

Table II (p 20)

Tier of involvement	Participants	Role
Tier 1: Conducting updates to FDOT documents		
Complete Streets Implementation Management Team	Core group of FDOT staff representing a cross-section of appropriate offices	<ul style="list-style-type: none"> • Oversee the process for revising the identified documents • Manage revision teams for each document and coordinate across teams
Document revision teams	Teams of FDOT staff within the appropriate office for each identified document	<ul style="list-style-type: none"> • Conduct the necessary updates to each document under leadership of the Management Team

Table II (CONT)

Tier of involvement	Participants	Role
Tier 2: Engaged		
Complete Streets Partner Steering Committee	Group of internal and external stakeholders representing relevant agencies and organizations – could evolve from the existing Complete Streets Implementation Team	<ul style="list-style-type: none"> • Meet periodically to provide feedback on overall direction • Provide diverse expertise and perspectives • Represent and communicate back to constituents
Internal review committees for each document	Broad representation of relevant staff from the District and Central Offices, possibly including consultants	<ul style="list-style-type: none"> • Provide direction and feedback at key points throughout the update processes for each document
External advisory committees for each document	Representatives from relevant agencies and organizations invited by FDOT to provide feedback – would choose level of participation based on interest and availability	<ul style="list-style-type: none"> • Provide direction and feedback at key points throughout the update processes for each document • Represent and communicate back to constituents about the update

Table II (CONT)

Tier of involvement	Participants	Role
Tier 3: Informed		
FDOT executive oversight	Appropriate representation from FDOT leadership	<ul style="list-style-type: none"> • Receive periodic updates on progress and make course-corrections as needed • Approve the revised documents
Broad stakeholder outreach	Comprehensive representation from the categories of internal and external stakeholders listed above, and others as appropriate	<ul style="list-style-type: none"> • Receive periodic updates on the initiative and/or individual document revisions and provide feedback as appropriate • Could be reached through a combination of presentations and webinars, targeted outreach, and updates during standing meetings



V. Providing ongoing education and training



Who should participate in training?

- Directors in the seven District Offices and the Turnpike Enterprise
- Project managers and administrators (staff and consultants)
- Planners and EMO staff
- Design engineers
- Traffic operations
- District bicycle + pedestrian coordinators
- District bicycle + pedestrian safety specialists
- District MPO and local government liaisons
- Consultants engaged regularly
- External partners
- Others?



How to provide training

Current approaches to build on:

- Incorporate into Central Office training plans as they are updated
- Build Complete Streets curriculum into regular Design Update Training and the Engineering Academy webinars
- Include basic education on the Complete Streets approach during regular check-ins with consultants
- Use the Mobility Review Guide training course to educate local governments about Complete Streets
- Others?



What topics to cover?

- Complete Streets 101
- Training on context-sensitive design
- Best practices in designing to meet the needs of specific modes
- Training in the use of specific documents that have been updated during the Implementation process

- Training on partnering with regional and local agencies to implement Complete Streets



Next steps



Timeline moving forward

- **By Friday, September 4:** send any comments on the draft tech memo
- **Early October:** Draft Complete Streets Implementation Plan ready for internal review
- **Early November:** Final Complete Streets Implementation Plan
- **Starting in late 2015: Implementation!**

Role of the BPPC

- **St. Pete “Case Study”**
- **How will your agency be involved?**
 - Health Impact Assessment/Healthy Communities?
 - Safe Routes to School?
 - School Siting?
 - Land Use Planning?
 - Transit Planning?
 - Greenways and Trails?
 - ???



Smart Growth America
Making Neighborhoods Great Together

Multimodal Development and Delivery (M2D2) is a partnership between the Florida Department of Transportation (FDOT) and Smart Growth America to identify modifications to FDOT policies, guidance, manuals, procedures and general practices needed to implement FDOT's Complete Streets policy in order to promote safety, quality of life, and economic development in Florida.

www.smartgrowthamerica.org



July 22, 2015

TO: Florida Department of Transportation Complete Streets Implementation Team

FROM: Roger Millar and Rayla Bellis, Smart Growth America

SUBJECT: Multimodal Development and Delivery (M2D2) – Technical Memorandum in Response to June 1-2, 2015 Workshop

The purpose of this technical memorandum is to:

- (1) Provide an initial framework for updating FDOT decision-making processes and documents to align them with the Complete Streets Policy. This framework will serve as the foundation for a more detailed Implementation Plan, to be developed in the fall of 2015;
- (2) Provide a brief overview of the FDOT Complete Streets Implementation effort and progress to-date; and
- (3) Summarize barriers to and opportunities for aligning FDOT’s policies, approaches and practices with the Department’s recently passed Complete Streets Policy, as identified by stakeholders during the M2D2 stakeholder workshop series in spring of 2015.

This memo contains the following sections:

Executive summary.....	2
Project purpose	4
Background.....	4
M2D2 workshop series overview.....	6
Findings from the M2D2 workshop series	7
Implementing the Complete Streets Policy: preliminary recommendations	12
Next steps	23

Executive summary

This Complete Streets technical memorandum lays the groundwork for FDOT's Complete Streets Implementation Plan by outlining a recommended **five-part framework for implementation** based on findings from a series of interactive workshops conducted for FDOT's Complete Streets Implementation Team. This memorandum will serve as a tool in collecting feedback from the Implementation Team and will be used to develop the detailed Implementation Plan in fall of 2015.

Detailed descriptions of the recommendations summarized below begin on **page 12** of this memorandum. For more information about the process used to develop these recommendations, please review pages 4-11.

I. Revising guidance, standards, manuals, policies, and other documents: Integrating a Complete Streets approach into the core documents used to guide daily decisions across programs will be a crucial step in successfully aligning FDOT's practices with the objectives of the Complete Streets Policy. The memorandum recommends a preliminary list of eleven documents that should be prioritized for revision to align with a Complete Streets approach and suggests general revisions for each document. Integrating a context-sensitive approach into planning, design, and operations is a common theme across these recommendations.

II. Updating decision-making processes: Implementing the Complete Streets Policy successfully will involve a shift in FDOT's core decision-making approaches. In addition to updating written guidance and procedures, this will mean changing how staff throughout the agency approach their jobs on a daily basis and shifting perceptions about the parameters of FDOT's role as a transportation provider. This memorandum recommends four strategies for modifying decision-making approaches: **1)** align decision-making criteria at all levels with a Complete Streets approach; **2)** change decision-making culture to support Complete Streets objectives; **3)** expand FDOT's role as a transportation provider and leader to meet the needs of a broader range of travelers; and **4)** improve communication across FDOT programs and with external partners.

III. Modifying approaches for measuring performance: This memorandum recommends aligning FDOT's performance measurement approaches at a variety of scales with the objectives of the Complete Streets Policy. This includes measures used to evaluate proposed future investments, the performance of individual transportation facilities, the performance of the full network, and the general effectiveness of FDOT's programs. The Complete Streets Implementation Plan will provide specific recommendations for incorporating measures that assess whether people and goods can reach destinations safely, comfortably, and conveniently while also reflecting the broader role of the transportation network in regional competitiveness, quality of life, and quality of place.

IV. Managing internal and external communication and collaboration during implementation: FDOT staff, consultants, and other partners will more readily embrace a Complete Streets approach and interpret it correctly if they are meaningfully engaged in the implementation process. This memorandum identifies types of stakeholders to engage in implementation and includes a broad framework for an engagement plan, grouping stakeholders into those that should be directly involved in updating documents, those that should be engaged in the process, and those that should be informed or updated periodically throughout the initiative.

V. Providing ongoing education and training: Once FDOT has updated documents and procedures to align with the Complete Streets Policy, the Department will need to provide ongoing education and training for staff and consultants working on FDOT projects. This will help create an internal culture in which considering and meeting the needs of all transportation system users is a core part of the Department’s mission, while also ensuring that the changes to specific documents are interpreted correctly and the documents are used effectively throughout the agency. This memorandum recommends an initial framework for a Complete Streets training plan.

DRAFT

Project purpose

This initiative facilitates implementation of the Florida Department of Transportation (FDOT)'s recently passed Complete Streets Policy to promote safety, quality of life, and economic development in Florida.

FDOT recognizes that to carry out its mission in the context of 21st Century economic and demographic reality, the Department's standards and approaches for planning, designing, constructing, reconstructing, and operating transportation facilities must address the needs and interactions of all users of the transportation network across many contexts. A *Complete Streets* approach with a focus on integrating people and place in the transportation decision-making process will help FDOT achieve these goals. To do so, FDOT will need to implement policies and professional practices to ensure streets are safe for people of all ages and abilities, balance the needs of different modes of travel, and support local land uses, economies, cultures, and natural environments.

To implement FDOT's Complete Streets Policy successfully, transportation and land use professionals within FDOT and other state, regional, and local agencies will need knowledge and tools to guide them in planning, designing, building, and operating safe, context-sensitive transportation facilities for all users. FDOT's practices and measures of effectiveness will need to be aligned with the intent of the Complete Streets Policy at a variety of scales and levels within the Department.

To address this compelling need, FDOT and Smart Growth America (SGA) have partnered to identify necessary updates to FDOT policies, standards, guidance, manuals, procedures and general practices to put the FDOT Complete Streets Policy into action and develop a Complete Streets Implementation Plan outlining a work program for making the necessary changes.

This technical memorandum lays the groundwork for FDOT's Complete Streets Implementation Plan and identifies initial recommendations based on the results of a series of interactive workshops conducted for a Complete Streets Implementation Team of FDOT staff and external partners. This memo will serve as a tool in collecting feedback on the recommended approach from members of the Implementation Team and will be used to develop the detailed Complete Streets Implementation Plan in the fall of 2015.

Background

FDOT Complete Streets Policy

For many years, state and national organizations used federal datasets to highlight the disproportionately high rates of pedestrian fatalities in Florida. A 2011 report issued by Transportation for America, a program of Smart Growth America, again found that Florida's streets were among the most dangerous in the nation for pedestrians.¹

¹ Transportation for America. (2011). *Dangerous by Design*. <http://www.smartgrowthamerica.org/dangerous-by-design-2011>.

In response, FDOT launched a broad effort to proactively address the safety needs of all users of the transportation system. Former Secretary Ananth Prasad created Florida's Bicycle/Pedestrian Focused Initiative and tasked District One Secretary Billy Hattaway with championing it. Current FDOT Secretary Jim Boxold has pledged to continue and expand these efforts. Under Hattaway's leadership, FDOT and a coalition of partners from around the state are using a multidisciplinary approach to improve walking and bicycling safety that includes changing how streets are designed and built in Florida, updating policy and process, providing public education and outreach, and partnering with law enforcement.

As a component of this broad effort, in September of 2014, the Department adopted a Complete Streets Policy to ensure that Florida's transportation network supports safe and convenient travel for all transportation system users. The policy states that:

"...the Department will routinely plan, design, construct, reconstruct and operate a context-sensitive system of 'Complete Streets.' While maintaining safety and mobility, Complete Streets shall serve the transportation needs of transportation system users of all ages and abilities, including but not limited to: cyclists, freight handlers, motorists, pedestrians, and transit riders."

The policy also states that FDOT will integrate a Complete Streets approach into the Department's internal manuals, guidelines and related documents governing the planning, design, construction, and operation of transportation facilities.²

Working with SGA on implementation

FDOT partnered with SGA in late 2014 to launch a process to help implement the new Complete Streets Policy by aligning FDOT's documents and practices with the policy's intent. SGA's program, the National Complete Streets Coalition, has led the nationwide Complete Streets movement since 2004 by developing and promoting policies, decision-making approaches, and design practices that ensure streets are safe, convenient, and comfortable for all users.

With the help of a newly engaged Complete Streets Implementation Team, SGA is assisting FDOT in identifying a comprehensive set of changes to the Department's processes, procedures, and documents that will help institutionalize a Complete Streets approach. The Complete Streets Implementation Team includes representation from a cross-section of divisions within FDOT's Central Office and the seven District Offices, as well as several external partners chosen for specific perspectives on relevant topics such as local and regional land use planning in Florida and national best practices in creating transportation systems for all types of travelers.

This initiative incorporates an approach and process SGA initially developed with the Michigan Department of Transportation. Known as Multimodal Development and Delivery (M2D2), this process helps transportation agencies build internal capacity regarding best practices in context-sensitive, multimodal transportation decision-making and identify ways to update their practices to meet and balance the needs of all modes of transportation. FDOT's Complete Streets Implementation effort includes the following major phases:

² Florida Department of Transportation. (2014, September 17). *Complete Streets Policy*. <http://www.dot.state.fl.us/rddesign/CSI/000-625-017-a.pdf>.

1. **M2D2 workshops (spring 2015):** A series of training workshops on meeting and balancing the needs of all modes of travel provided to the Complete Streets Implementation Team by SGA to facilitate discussions about how to modify current FDOT practices;
2. **Complete Streets Implementation Plan (summer/fall 2015):** Development of an implementation program for updating FDOT's documents and practices to align with the new Complete Streets Policy through broad stakeholder engagement; and
3. **Implementation (late 2015-ongoing):** Modifying the identified FDOT documents and procedures and providing ongoing training to FDOT staff and other partners.

M2D2 workshop series overview

In spring of 2015, SGA facilitated a series of four workshops led by national experts on multimodal development and delivery to the Complete Streets Implementation Team. The primary goals of these workshops were to educate project stakeholders on the national state of the practice in implementing a Complete Streets approach, provide a common vocabulary, and facilitate discussion about barriers, gaps, and opportunities in current FDOT practices and documents—as well as the practices of FDOT's external partners—to supporting and balancing the needs of all users of the state transportation network.

The workshops in this series addressed the following topics:

Workshop #1: Land Use and Transportation (March 10, 2015)

- Introduction to planning
- Zoning and subdivisions
- Land use planning in the Florida context
- Planning for economic and fiscal health
- Integrating land use and transportation

Workshop #2: Active Transportation: Walking, Bicycling, and Transit (April 7-8, 2015)

- Active transportation at FDOT
- The state role in active transportation
- Active transportation, land use, and successful transit-oriented development
- Transit fundamentals
- Designing for active transportation, and understanding and overcoming challenges
- Implementing a decision-making process to routinely create great environments for active transportation
- Performance measures for active transportation, and making the case for Complete Streets

Workshop #3: Intelligent Transportation Systems (ITS), Transportation Demand Management (TDM), and Freight Logistics (May 13-14, 2015)

ITS

- Overview of ITS
- State of the ITS practice in Florida
- ITS strategies and applications for all modes
- Establishing a multimodal ITS vision for FDOT

TDM

- Overview of TDM
- TDM in Florida
- Typical and atypical tools for TDM and implementation
- The state role in TDM
- Incorporating TDM into FDOT project development and design

Freight Logistics:

- Overview of freight at FDOT
- Overview of supply chain management
- Role of supply chain decisions in firm strategy
- How firms make supply chain decisions
- Integrating supply chain management considerations into FDOT planning and design practices

Workshop #4: Multimodal Integration and Tradeoffs (June 1-2, 2015)

- Summary of findings from past workshops
- Implementing design flexibility
- Discussion of FDOT internal and external decision-making practices that could be modified to support Complete Streets
- Discussion of FDOT policies and guidance to update
- Discussion of how to structure a process to update FDOT documents and practices

Findings from the M2D2 workshop series

During the M2D2 workshop series, the Complete Streets Implementation Team identified a variety of barriers and gaps within FDOT's and its partners' practices that hinder Complete Streets outcomes, as well as considerations for addressing those challenges. Stakeholders also identified other opportunities to better meet the needs of all users of the transportation network.

SGA presented a summary of the considerations identified by the group during the two-day Multimodal Integration and Tradeoffs workshop on June 1-2. Discussions during the June workshop led to the identification of several additional considerations and opportunities. A categorized version of this list is outlined below, grouped as follows:

- I. FDOT organizational structure
- II. Planning, programming, and project scoping
- III. Design practices
- IV. Management and operations
- V. Funding
- VI. Performance measurement
- VII. Defining FDOT's role in implementing Complete Streets and working with partners
- VIII. Changing the culture, communicating about Complete Streets, and building leadership

The comments provided below reflect the content of the discussions and indicate the range and depth of recommendations, and do not necessarily reflect current or future Department policies or positions. Some comments may not be within FDOT's ability or may be longer-term issues, but they are provided here as a record of the discussions and their outcomes.

I. FDOT organizational structure

Considerations and opportunities

- Reduce silos across FDOT programs to improve communication and enable working toward a common Complete Streets vision
- Find the right balance between a centralized and decentralized approach to implementation across the seven districts – encourage sensitivity to context, but reduce variation in interpretation of policies
- Build on existing FDOT stakeholder engagement processes used during regular document updates to ensure broad buy-in during the implementation effort
- Build on existing training processes to educate internal staff and external partners about a Complete Streets approach

II. Planning, programming, and project scoping

Considerations and opportunities

- Revisit measures of effectiveness and goals used to prioritize projects in the Long Range Transportation Plan (ex. economic development needs rather than capacity needs)
- Engage in integrated corridor planning in partnership with local and regional governments
- Get broad stakeholder buy-in during planning to help sustain corridor visions through changes in political leadership
- Take a network approach to Complete Streets – design individual projects to fit the context, but make the network work for all users
- Consider solutions outside the project corridor to meet identified needs that cannot be addressed on the facility in question
- Educate FDOT staff about the programming process for greater transparency
- Identify stakeholder needs/concerns earlier in and throughout the project development process
- Engage design engineers during initial project development
- Identify ways to address the needs of all users within 3R project scopes
- Incorporate consideration of ITS and TDM strategies into project development and related documents
- Look beyond peak period travel conditions to make project decisions
- Investigate whether forecasting models used in decision-making are overestimating demand

III. Design practices

Considerations and opportunities

- Incorporate a more context-sensitive approach into design practices, and provide guidance on considering context (ex. transects for land use, freight activity, etc.)
- Build more flexibility into FDOT design standards
- Improve staff awareness of the flexibility already available in FDOT and national standards
- Create design standards that respond to context, such that narrower lane widths (11' and 10') meet the standards in the appropriate contexts
- Create a culture that encourages the use of design variations to meet context-appropriate design goals, and incorporate commonly-processed design variations into the standards themselves
- Discourage use of FDOT standards in inappropriate contexts (ex. for local roads)
- Modify standards for SIS facilities to allow more design flexibility when facilities are located in urban areas.
- Choose design and control vehicles to fit individual project contexts
- Implement the concept of target speed, where the design speed is selected to match the desired travel speed for the corridor
- Develop guidance on accommodating the last mile of freight deliveries in urban/main street contexts while preserving walkability and quality of the built environment.
- Design from the outside in to make the best use of limited right-of-way
- Develop more guidance for choosing the right bicycle facility for the context
- Look at low-cost, temporary improvements like re-striping
- Change "lane elimination" terminology to reduce negative connotations
- Clarify how Complete Streets objectives fit within the "practical design" approach for 3R projects to discourage misinterpretations of the concept
- Consider modifying bus stop placement guidance to prevent or discourage transit riders from crossing the street mid-block

IV. Management and operations

Considerations and opportunities

- Build on current approaches and identify new strategies for using ITS applications on FDOT's arterial network to improve safety for all users
- Update FDOT policies on the use of multimodal ITS
- Proactively provide FDOT data to third party mobile phone application developers
- Establish partnerships to implement multimodal ITS (ex. with transit agencies, bike share, etc.)
- Collect better real-time and historic data to inform multimodal system management
- Promote TDM more actively as an option during project planning and construction

V. Funding

Considerations and opportunities

- Evaluate FDOT's work program for opportunities to better support all users
- Align criteria used to allocate funding with the Complete Streets Policy
- Look at the return on investment of Complete Streets projects to help make the case
- Explore public/private partnerships and joint funding

VI. Performance measurement

Considerations and opportunities

- Evaluate the role of current measures of performance (ex. LOS) that encourage prioritization of vehicle capacity and speed
- Give performance measures for other travel modes an explicit role in decision-making
- Consider incorporating measures of person throughput and/or access to destinations
- Make the case for Complete Streets in terms that FDOT management, staff, and other partners statewide care about; tie the goals of Complete Streets to FDOT's Mission and Vision, and develop performance measures for assessing impacts on economic development, public health, livability, etc.

VII. Defining FDOT's role and working with partners

Considerations and opportunities

- Incorporate a Complete Streets approach throughout the Florida Green Book – the Traditional Neighborhood Development chapter currently feels like the exception
- Work with local governments, MPOs, transit agencies, etc. to ensure that their decisions do not work at odds with Complete Streets objectives
- Take a leadership role in promoting transit network development as a tool for building capacity, and consider becoming a long-term operator of transit
- Find local governments willing to partner on Complete Streets pilot projects and use those partnerships to demonstrate success
- Provide education to local and regional decision-makers as plans get developed
- Participate collaboratively in local land use planning, zoning, and development processes
- Communicate with MPOs earlier as they develop priorities, and partner to deliver projects
- Engage stakeholders earlier in 3R projects so they have time to coordinate their own related improvements. Consider extending the 3R project development timeline
- Use FDOT policies and investments to incentivize local development decisions that support Complete Streets
- Address pressures to quickly approve new development at the local level, which can pose barriers to consideration of long-term regional implications
- Proactively communicate with a variety of local partners during project development – local agencies often contain silos, and representatives working with FDOT don't always speak effectively for all stakeholders
- Host "Planning Listening Sessions" to bring planning agencies together to discuss their wish lists and generate a project list everyone can work from (D6 model)
- Build comprehensive GIS layer(s) of corridor plans, town plans, redevelopment plans, etc. to inform planning and project decisions (D4 model)

VIII. Changing the culture, communicating about Complete Streets, and building leadership

Considerations and opportunities

- Cultivate Complete Streets champions among FDOT leadership and project managers, and promote Complete Streets in working with other partners throughout the state.
- Emphasize that Complete Streets is an approach for meeting the needs of all users, including bicycles and pedestrians, but also freight, transit, motorists, etc.
- Be a convener and facilitator in bringing in all stakeholders during decision-making
- Address the perception that FDOT's primary role is to provide for statewide travel only, and that Complete Streets is a "local issue"
- Provide Complete Streets workshops and training for the FDOT districts
- Make sure FDOT's Complete Streets goals are conveyed to consultants
- Discourage interpretation of Complete Streets as a one-size-fits-all approach among staff and consultants – encourage context-sensitivity
- Share the economic benefits of Complete Streets and success stories from other places
- Publicize FDOT's work on Complete Streets; tell the story
- Help FDOT staff experience biking and walking firsthand to build awareness
- Work with engineering schools to modify curriculum to include Complete Streets and context-sensitive design
- Address the perception among some partners in local and regional agencies that FDOT is the "Department of No"

DRAFT

Implementing the Complete Streets Policy: preliminary recommendations

This technical memorandum is an interim deliverable in the development of FDOT's Complete Streets Implementation Plan, which will provide a detailed framework for integrating a Complete Streets approach into the Department's practices at all levels through a comprehensive stakeholder engagement process. This memorandum provides a foundation for the Implementation Plan by outlining initial recommendations in the following pages based on findings from the M2D2 workshop series, and will serve as a tool in collecting feedback from members of the Implementation Team. Recommendations in this memorandum fall within the following categories:

- I. Revising guidance, standards, manuals, policies, and other documents
- II. Updating decision-making processes
- III. Modifying approaches for measuring performance
- IV. Managing internal and external communication and collaboration
- V. Providing ongoing education and training

These preliminary recommendations will be discussed with the Complete Streets Implementation Team and revised and expanded for inclusion in the Implementation Plan. The plan will also recommend an implementation timeline and assign more specific leadership responsibilities.

I. Revising guidance, standards, manuals, policies, and other documents

One of the primary purposes of the forthcoming Complete Streets Implementation Plan will be to identify and prioritize a set of documents for revision to align with the Complete Streets Policy and outline specific recommended updates for each document. FDOT has a wealth of guidance and research in place already that can support the Complete Streets Implementation effort, but much of it is not integrated directly into decision-making on a large scale because the core documents that influence planning, project development, design, and operations on a daily basis do not reflect the findings. In many cases staff and consultants are unaware of the existence of resources relevant to Complete Streets Implementation or do not know how to use them effectively.

Integrating a Complete Streets approach into the core documents used to guide daily decisions across programs is a primary objective of the Complete Streets Implementation effort. The implementation process should include a review of FDOT's existing resources to identify guidance that can be integrated directly in to the Department's core documents. The implementation process will also provide an opportunity to review the latest national guidance on Complete Streets planning and design to incorporate best practices in to FDOT's standards and guidance as appropriate.

This memorandum recommends a preliminary list of core FDOT documents that should be prioritized for revision below and suggests general revisions for each document. This list of documents will be discussed with the Implementation Team and revised as necessary. The Complete Streets Implementation Plan will include more detailed recommended revisions for each document.

Prioritizing documents for revision

SGA surveyed FDOT’s website following the launch of the Complete Streets Implementation initiative and compiled a list of more than 130 standards, manuals, procedures, policies, guidance, reports and other documents available online. This list (available as an attachment) served as a starting point for identifying the most important FDOT documents to revise to implement the Complete Streets Policy. During the M2D2 workshop series, participants discussed a variety of barriers and gaps posed by existing documents and opportunities to modify those documents to enable Complete Streets outcomes. At the final Multimodal Integration and Tradeoffs workshop on June 1-2, Implementation Team members began to identify a smaller subset of documents that should be prioritized for revision.

Following the workshops, the SGA project team conducted an evaluation of the documents and identified a short list of recommended standards, guidance, policies and procedures to prioritize for revision based on the workshop discussions, as well as the following considerations:

- The overall significance of the document in FDOT’s planning and project development decision-making;
- The anticipated impact updating the document would have in enabling, or removing barriers to, Department-wide adoption of a Complete Streets approach; and
- The anticipated impact updating the document would have in addressing specific issues raised by the Implementation Team during the workshop series, as listed above within the “Findings from the M2D2 workshop series” section of this memorandum.

Table I lists the recommended documents and suggested revisions for each. These documents have been identified as a high priority, but a number of additional documents may need to be updated for consistency with these priority documents.

Table I: Proposed list of priority documents to revise

Document	Responsible lead office	Primary suggested revision(s)
1. Plans Preparation Manual (PPM)	Office of Roadway Design	<p><u>Revisions:</u></p> <ul style="list-style-type: none"> • Incorporate a Complete Streets framework throughout and clarify that it should be the standard approach, not the exception • Incorporate context-sensitive design criteria throughout: <ul style="list-style-type: none"> ○ Identify and provide guidance on selecting appropriate context descriptions (e.g. transects or context zones – consider modeling after D7 Freight Roadway Design Considerations process.) ○ Provide guidance on choosing a design and control vehicle to fit the context ○ Modify overall approach for selecting design speed; Use a target speed ○ Add guidance on balancing and prioritizing the needs of different system users based on context • Add language encouraging flexibility, and incorporate commonly processed design variations directly into the standards; reduce or remove the need for design variations by

		<p>modifying criteria to respond to context</p> <ul style="list-style-type: none"> Update existing design standards and criteria for specific modes of travel as necessary to align with national Complete Streets best practices Provide guidance on designing Complete Streets within the scope of 3R projects (Chapter 25)
<p>2. Uniform Standards for Design, Construction and Maintenance for Streets and Highways (Florida Greenbook)</p>	<p>Office of Roadway Design</p>	<p><u>Revisions:</u> Note: The Florida Greenbook is statutorily established, so the proposed revisions below will need to be considered and discussed within that context. FDOT also does not have direct authority over the Greenbook and would need to share any revisions with the Greenbook Committee for review and approval.</p> <ul style="list-style-type: none"> Incorporate a Complete Streets framework throughout and clarify that it should be the standard approach, not the exception Expand discussion of achieving broad coordination and collaboration across partners during transportation project planning Expand discussion of the relationship between land use and transportation, including the role land development decisions play in supporting or hindering Complete Streets Address the importance of network connectivity Incorporate context-sensitive design criteria throughout: <ul style="list-style-type: none"> Provide guidance on choosing a design and control vehicle to fit the context Update Project Development Chapter to discuss the PD&E process and the points at which the local governments and public are involved in determining the multimodal improvements which meet the needs of their community and address the specific travel characteristics of the area Modify overall approach for selecting design speed; consider using target speed Add guidance on balancing and prioritizing the needs of different system users based on context Update existing design standards and criteria for specific modes of travel as necessary to align with national Complete Streets best practices Provide guidance on and encourage the use of ITS, TDM, and other system management strategies
<p>3. Efficient Transportation Decision Making Manual</p>	<p>Environmental Management Office</p>	<p><u>Revisions</u></p> <ul style="list-style-type: none"> Update discussion of the Alternative Corridor Evaluation, Planning Screen, and Programming Screen processes to include consideration of Complete Streets objectives Include descriptions and consideration of contexts as described in the PPM. Expand discussion of working with local and regional agencies and other partners during planning and programming screenings

4. Project Development and Environment (PD&E) Manual	Environmental Management Office	<u>Revisions</u> <ul style="list-style-type: none"> Expand discussion of working with local and regional agencies and other partners during PD&E Update discussion of Project Description, Purpose and Need, and Alternatives to discourage overly prescriptive definitions of project need and encourage innovative alternatives development Outline a framework for identifying project context (potentially modeled after District 7 draft Freight Roadway Design Considerations document) Add discussion of engineering decisions that should be considered during PD&E, such as identification of an initial target speed based on context Describe the transition process from PD&E into design
5. Traffic Engineering Manual (TEM)	Traffic Engineering and Operations Office	<u>Revisions</u> <ul style="list-style-type: none"> Update guidance on signalization, signage, and pavement markings as appropriate to incorporate current national Complete Streets best practices Update criteria for installation of pedestrian crossings and signalization as necessary to support Complete Streets objectives, including context-based guidance. Consider adding guidance on and criteria for installing transit and bicycle signals
6. LOS Standards for the State Highway System	Systems Planning Office	<u>Revisions</u> <ul style="list-style-type: none"> Clarify that LOS should be one consideration of many during design decisions Incorporate more flexibility and/or provide a framework for applying different LOS standards based on a broader variety of contexts
7. Quality/Level of Service Handbook	Systems Planning Office	<u>Revisions</u> <ul style="list-style-type: none"> Clarify that LOS should be one consideration of many during design decisions Evaluate existing Q/LOS measures recommended for each travel mode and update/expand to align with Complete Streets objectives and national best practices as appropriate Consider expanding into a broader Complete Streets Performance Measurement Handbook
8. Intersection Design Guide	Office of Roadway Design	<u>Revisions</u> <ul style="list-style-type: none"> Incorporate national best practices and guidance in designing intersections for all transportation system users Incorporate consideration of context into design criteria
9. SIS Highway Component Standards and Criteria	Systems Planning Office	<u>Revisions</u> <ul style="list-style-type: none"> Update discussion of developing SIS Corridor Plans to incorporate consideration of Complete Streets objectives upfront Update design standards to include sensitivity to context Reduce minimum design speeds for urban areas and/or recommend (or require) lower design speeds for certain land use contexts

10. Practical Design Handbook	Office of Design	<u>Revisions</u> <ul style="list-style-type: none"> Update practical design framing to articulate how Complete Streets objectives fit within the approach Revise Practical Design checklist to remove prescriptive language. Consider removing checklist altogether
11. Freight Roadway Design Considerations (NEW document and/or document section)	Office of Freight Logistics and Passenger Operations	<u>Recommended new guidance</u> <ul style="list-style-type: none"> Update and expand District 7 draft Freight Roadway Design Considerations for statewide use, OR <ul style="list-style-type: none"> Integrate content (inc. the approach for identifying project context as well as specific freight design considerations) directly into the PPM, PD&E manual, and other documents where appropriate

II. Updating decision-making processes

Implementing the Complete Streets Policy successfully through the revisions outlined in Task I will involve a shift in FDOT’s core decision-making processes and approaches. In addition to updating written guidance and procedures to align with the intent of the policy, this will mean changing how staff throughout the agency approach their jobs on a daily basis and shifting common perceptions about the parameters of FDOT’s role as a transportation provider. While this type of Department-wide shift is challenging to achieve, it will be essential to ensuring that the updates made to FDOT’s standards and manuals lead to meaningful changes in how the transportation system is planned, designed, built and operated.

Based on discussions during the M2D2 workshop series, this memorandum outlines four recommended strategies below for evaluating and modifying FDOT’s current processes and decision-making approaches at a broad level to implement the Complete Streets Policy. These recommendations will be developed further based on feedback from the Complete Streets Implementation Team and incorporated into the process for revision of FDOT guidance, standards, manuals, policies, and other documents.

Align decision-making criteria with a Complete Streets approach

In order to internalize a Complete Streets approach within FDOT’s practices, the Department will need to evaluate whether the criteria and measures currently being used to inform decision-making at all levels – from strategic planning and visioning, to programming and project selection, to traffic engineering decisions and evaluation – are supporting or hindering the objectives of the Complete Streets Policy. To do this, FDOT will need to:

- Articulate goals and objectives for the transportation system within the context of the Complete Streets Policy and other priorities;
- Identify the criteria and measures used to make decisions across the Department at all levels; and
- Examine whether the existing criteria and measures align with desired Complete Streets goals and modifying those criteria and measures as necessary.

Change decision-making culture

In addition to examining formal decision-making criteria, the Department will also need to achieve a fundamental shift in decision-making culture across programs to successfully implement the Complete Streets Policy. This will require:

- Engaging a broad cross-section of staff, consultants, and appropriate external partners during the implementation process to ensure that they buy in to the approach and contribute their own expertise and perspectives to the process (as described in greater detail in section IV below);
- Providing ongoing education and training to staff, consultants, and other external partners, (as described in greater detail in section V below);
- Creating an internal culture that rewards innovation, and potentially connecting measures of staff and consultant job performance to Complete Streets outcomes; and
- Building leadership within the Department to carry the Complete Streets approach forward.

Expand FDOT's role as a transportation provider and leader

Implementing a Complete Streets approach on a statewide level will require coordination and sustained leadership, and M2D2 workshop participants discussed the need to evaluate and potentially expand FDOT's core role as a transportation provider to meet the needs of a broader range of travelers. One major theme that emerged from these discussions was the question of whether FDOT should take on a more proactive rather than reactionary role in working with other agencies and organizations at the state, regional, and local levels to implement Complete Streets. The following specific strategies raised by workshop participants should be considered during implementation:

- Take a leadership role in promoting transit system development as an approach for expanding capacity, and consider becoming a long-term operator of transit;
- Reframe FDOT's core responsibilities to include consideration of local travel as well as statewide and regional trips, recognizing that many automobile trips currently taken on state facilities are three miles or fewer; and
- Take a proactive role in initiating road diets and other Complete Streets pilot projects in partnership with willing communities across the state.

Improving communication across FDOT programs and with external partners

During the M2D2 workshop series, participants pointed to decision-making 'silos' across FDOT programs and between FDOT and other agencies as a significant barrier to Complete Streets Implementation. Many partners play a role in implementing Complete Streets, and without good communication these players will end up working independently and even at odds with one another, rather than toward a common vision. Workshop participants discussed a number of strategies for improving coordination across relevant stakeholders, including:

- Engaging a broader cross-section of staff early during project planning, and communicating with MPOs and other local and regional agencies earlier so that they can coordinate their own related investments;
- Collaborating more proactively with local governments in land use decision-making; and

- Developing and maintaining Complete Streets network plans and GIS layers that compile information from existing land use and transportation plans to identify gaps in network connectivity and aid coordination across programs and with other agencies.

III. Modifying approaches for measuring performance

During the M2D2 workshop series, members of the Complete Streets Implementation Team discussed the importance of aligning FDOT's approaches for measuring performance at a variety of scales with the objectives of the Complete Streets Policy. This includes measures and criteria used to evaluate proposed future investments, the performance of individual transportation facilities, the performance of the network as a whole, and the general effectiveness of FDOT's programs.

Implementing FDOT's Complete Streets Policy successfully will require incorporating criteria into decision-making that assess whether people and goods can reach destinations safely, comfortably, and conveniently while also reflecting the broader role of the transportation network in contributing to regional competitiveness, quality of life, and quality of place. These types of measures can also help make the case for transportation investments in terms that decision-makers and the public care about, including:

- Safety for all travelers
- Access to jobs, services, and other destinations
- State, regional, and local economic development
- Environmental sustainability
- Community livability and vitality
- Social equity
- Public health

Participants in the M2D2 workshop series pointed to several barriers to Complete Streets Implementation posed by FDOT's current performance measurement approaches and criteria:

- FDOT's LOS standards and other performance measures place an implicit priority on vehicle capacity and speed during planning, project prioritization, design, and operations, impacting decisions made at the network, corridor, intersection, and project scales;
- While the Department does recommend and provide guidance on quality and level of service measures for other modes of transportation, these measures are advisory and do not play an explicit role in decision-making;
- Performance requirements for routine maintenance, highway pavement, and bridge conditions guide a large portion of the Department's budget, but do not fully account for the needs of all modes of travel; and
- Programs within FDOT are generally evaluated based on the efficiency of project delivery, which creates pressures to move projects forward quickly and on budget. This can perpetuate a one-size-fits-all approach to decision-making rather than rewarding innovation, creative problem solving, and context-sensitivity.

The forthcoming Complete Streets Implementation Plan will include recommendations for incorporating Complete Streets performance measures into the Department's decision-making at a

variety of levels, as well as using those measures to help make a case for and build support for Complete Streets investments.

IV. Managing internal and external communication and collaboration during implementation

FDOT staff, consultants, and other partners will more readily embrace a Complete Streets approach and interpret it correctly if they are meaningfully engaged in the implementation process. Inviting a variety of internal and external stakeholders to participate will also help ensure that the updated documents address the diverse needs of these partners, while breaking down barriers in communication across FDOT programs and between FDOT and other stakeholders who may currently be interpreting the Complete Streets Policy differently or failing to consider it altogether.

During the M2D2 workshop series, participants identified a variety of categories of partners and stakeholders to engage during the Complete Streets Implementation process. These stakeholders included:

- FDOT staff
- Federal agencies
- Other state agencies
- Visit Florida
- Cities and counties, including elected officials
- Regional Planning Councils (RPCs)
- Metropolitan Planning Organizations (MPOs) and Transportation Planning Organizations (TPOs)
- Developers
- Transit agencies
- Bike share providers
- Freight handlers
- Other modal partners
- Law enforcement
- Emergency management
- Utilities
- Major employers
- Commuter Assistance Program Managers
- Businesses
- AARP
- Other non-profits
- Transportation system users

It will be important for FDOT to develop a comprehensive outreach and communication plan for engaging these stakeholders during the document update process. In addition to outreach about the Complete Streets Implementation process as a whole, each document identified as a priority for revision will likely require its own outreach approach based on existing processes for making updates. Likewise, different types of stakeholders will need to be engaged at different levels and different points throughout the process, and in some cases the right stakeholders to engage will vary from district to district.

Table II below outlines a broad potential framework for a Complete Streets engagement plan, grouping stakeholders into those directly involved in the document updates, those that should be engaged, and those that should be informed. This framework will be revised and developed further in the Complete Streets Implementation Plan based on feedback from the Complete Streets Implementation Team. It could also be expanded to include sub-plans for each document or specific plans developed by each district.

Given the scale of this effort, participants in the M2D2 workshop series discussed building on FDOT’s existing outreach structures and processes for getting buy-in during document updates to ensure that the engagement process is comprehensive and efficient. This could include:

- Continuing to engage the existing Complete Streets Implementation Team in providing feedback and direction throughout the update process;
- Using and expanding the existing outreach approaches for documents that are already updated regularly, such as the Plans Preparation Manual and Florida Greenbook;
- Using the broad stakeholder engagement approach applied during the Florida Transportation Plan visioning process as a model;
- Using existing committees and coalitions focused on issues related to Complete Streets to collect feedback from key stakeholders and disseminate updates about the process to broader groups of constituents;
- Using quarterly cross-district functional team meetings and other standing meetings as venues for providing updates on the process and soliciting feedback; and
- Enlisting the help of RPCs, MPOs, or the League of Cities to provide updates to and collect feedback from cities and counties.

Table II. Tiers for stakeholder involvement during Complete Streets Implementation

Tier of involvement	Participants	Role
Tier 1: Conducting updates to FDOT documents		
Complete Streets Implementation Management Team	Core group of FDOT staff representing a cross-section of appropriate offices	<ul style="list-style-type: none"> • Oversee the process for revising the identified documents • Manage revision teams for each document and coordinate across teams
Document revision teams	Teams of FDOT staff within the appropriate office for each identified document	<ul style="list-style-type: none"> • Conduct the necessary updates to each document under leadership of the Management Team
Tier 2: Engaged		
Complete Streets Partner Steering Committee	Group of internal and external stakeholders representing relevant agencies and organizations – could evolve from the existing Complete Streets Implementation Team, potentially including broader external representation	<ul style="list-style-type: none"> • Meet periodically throughout the Complete Streets Implementation process to discuss progress and provide feedback on the overall direction of the initiative • Provide diverse expertise and perspectives • Represent and communicate back to constituents about the initiative
Internal review committees for each document	Broad representation of relevant staff from the District and Central Offices, possibly including consultants	<ul style="list-style-type: none"> • Provide direction and feedback at key points throughout the update processes for each document

External advisory committees for each document	Representatives from relevant agencies and organizations invited by FDOT to provide feedback – would choose whether or not to participate (or at what level to participate) based on interest and time commitment involved	<ul style="list-style-type: none"> • Provide direction and feedback at key points throughout the update processes for each document • Represent and communicate back to constituents about the update
Tier 3: Informed		
FDOT executive oversight	Appropriate representation from FDOT leadership	<ul style="list-style-type: none"> • Receive periodic updates on progress and make course-corrections as needed • Approve the revised documents
Broad stakeholder outreach	Comprehensive representation from the categories of internal and external stakeholders listed above, and others as appropriate	<ul style="list-style-type: none"> • Receive periodic updates on the initiative and/or individual document revisions and provide feedback as appropriate • Could be reached through a combination of presentations and webinars, targeted outreach, and updates during standing meetings

V. Providing ongoing education and training

Incorporating a Complete Streets approach into FDOT’s practices will require a broad culture change within the Department. Once FDOT has updated the identified documents and procedures, the Department will need to provide ongoing education and training for staff, as well as consultants working on FDOT projects. This will help create an internal culture in which considering and meeting the needs of all transportation system users is a core part of the Department’s mission, while also ensuring that the changes to specific documents are interpreted correctly and the documents are used effectively throughout the agency. Regular training will also help prevent a “one-size-fits-all” interpretation of the Complete Streets approach in which project designers rely on a standard set of design features for each mode of travel from project to project regardless of differences in context.

This technical memo outlines initial considerations for training below based on discussions during the M2D2 workshop series. The Complete Streets Implementation Plan will include an expanded framework for providing training to FDOT’s staff, consultants and other partners based on feedback from the Complete Streets Implementation Team.

Who should participate in training?

Implementing the Complete Streets Policy will require a change in the decision-making culture at a variety of scales and levels within the Department, so the Complete Streets training program should be designed to have a broad reach within the seven District Offices, the Turnpike Enterprise, and the Central Office.

While the appropriate people to include in training will likely vary from program to program and district to district, it may be useful to provide tailored training to specific tiers and groupings, such as:

- Directors in the seven District Offices and the Turnpike Enterprise
- Project managers and administrators (staff and consultants)
- Planners and EMO staff
- Design engineers
- Traffic operations
- District bicycle and pedestrian coordinators
- District bicycle and pedestrian safety specialists
- District MPO and local government liaisons
- Other consultants engaged regularly

In addition, FDOT can also provide training and education to other stakeholders who partner with the Department in planning and designing transportation projects, rely on FDOT standards and manuals in their own practices, or make local and regional land use decisions. These stakeholders might include MPOs, TPOs, and city and county governments, among others.

How to provide training

FDOT can deliver training on Complete Streets in a combination of formats, including in-person workshops, webinars, and on-demand training modules available online. During the Multimodal Integration and Tradeoffs workshop held on June 1-2, 2015, participants discussed developing a tiered approach to training, relying primarily on FDOT's existing training processes and other existing structures to educate staff and consultants. This could include:

- Incorporating new Complete Streets training sessions for the FDOT districts into Central Office training plans as they are updated;
- Building Complete Streets-related curriculum into the Office of Roadway Design's regular Design Update Training, and the Engineering Academy webinar series;
- Including basic education on the Complete Streets approach during existing processes for checking in with consultants, such as the quarterly consultant management meetings; and
- Using the existing Mobility Review Guide training course to educate local governments about Complete Streets.

What topics to cover

In order to successfully integrate a Complete Streets approach into FDOT's decision-making, it may be appropriate for FDOT to develop a set of Complete Streets training courses covering a variety of related topics. These courses could be conducted as a series, or individually as needed. Topics for new Complete Streets-related training could include:

- A Complete Streets 101 course to introduce the concept and summarize how the approach fits within all levels of decision-making;
- A training course on using a context-sensitive approach and exercising flexibility in design;
- Training courses on best practices in designing to meet the needs of specific modes and types of transportation system users, potentially modeled on the M2D2 curriculum;
- Training in the use of specific manuals, guidelines, standards and procedures that have been updated during the Complete Streets Implementation process; and
- Training on partnering with regional and local agencies to implement Complete Streets, potentially also open to external stakeholders.

Next steps

This technical memorandum will be discussed in August of 2015 with the Complete Streets Implementation Team. Based on the outcomes of those discussions, the SGA project team will work with FDOT staff to develop a more detailed Complete Streets Implementation Plan to guide updating the identified FDOT processes and documents through a broad stakeholder engagement process and conducting ongoing education and training. This plan will outline a more detailed set of recommended actions, process, timelines and responsibilities.

An initial draft of the Complete Streets Implementation Plan will be shared with the Implementation Team for review in early fall 2015 and revised based on feedback received.



Florida Transportation Plan and Strategic Intermodal System Policy Plan Updates

FTP and SIS

Anticipated Contents

FTP Vision Element (Aug 2015)

Trends, uncertainties, themes that will shape future of transportation in Florida (50 years)

FTP Policy Element (Dec 2015)

Goals and objectives to guide FDOT and partners toward the vision (25 years)

SIS Policy Plan (Jan 2016)

Objectives and strategies for SIS

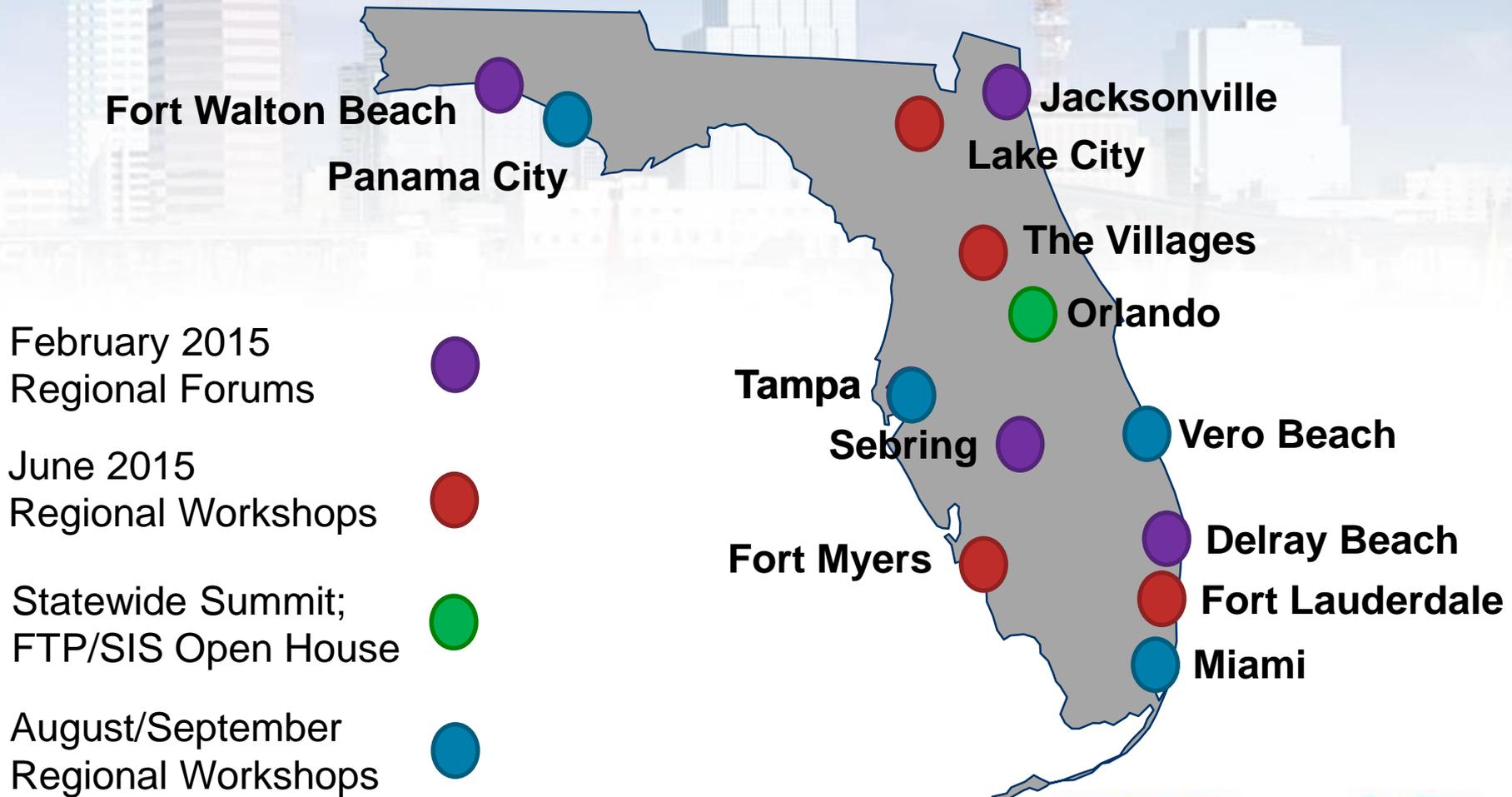
FTP Implementation Element (2016)

Emphasis areas with key actions (5-25 years)

SIS Implementation Guidance (2016)

Designation criteria, needs and prioritization policies, planning and coordination processes

Statewide and Regional Workshop Locations



Draft FTP Goals

Over the next 50 years, we want...

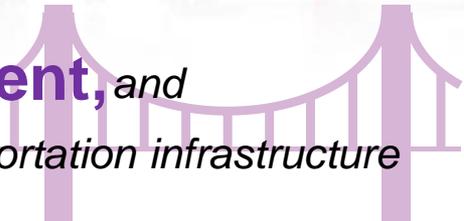
Safety and
Security for residents,
visitors, businesses



Transportation solutions that support Florida's global
Economic Competitiveness



Agile, Resilient, and
Quality transportation infrastructure



Transportation solutions that support
Quality Places
to live, learn, work, and play



Efficient and Reliable Mobility
for people and freight



Transportation solutions that enhance
Florida's **Environment** and
Conserve Energy



More Transportation Choices
for people and freight



Online Resources: www.floridatransportationplan.com



- HOME
- SUMMIT
- REGIONAL FORUMS
- ALTERNATIVE FUTURES
- STEERING COMMITTEE
- ADVISORY GROUPS
- FTP
- SIS POLICY PLAN
- RESOURCES
- COMMENTS

Review Our Previous Plans

Florida Transportation Plan

SIS Strategic Plan



About Us

The Florida Department of Transportation (FDOT) is updating the Florida Transportation Plan (FTP) and the Strategic Intermodal System (SIS) Policy Plan. The FTP defines Florida's future transportation vision and identifies goals, objectives, and strategies to accomplish that vision. The FTP is the statewide long-range transportation plan for all of Florida. The SIS Policy Plan identifies policies for planning and implementing Florida's Strategic Intermodal System, the statewide high-priority network of transportation facilities critical to Florida's economic competitiveness.

A Look at Today: Florida's Transportation System





2015/2016 Meeting Schedule

MEETING 1 – March 10, 2015

MEETING 2 – September 23, 2015

MEETING 3 – December 9, 2015

MEETING 4 – March 2016



Meeting Evaluation Form

Tallahassee, Florida

September 23, 2015

☺				☹
<u>Agree</u>				<u>Disagree</u>
<i>CIRCLE ONE</i>				
5	4	3	2	1

WERE THE MEETING OBJECTIVES MET?

• To review the BPPC procedures, guidelines, website, and update to the Charge	5	4	3	2	1
• To review and discuss the updated BPPC Work Plan for 2015/2016	5	4	3	2	1
• To receive updates from agencies and other partners	5	4	3	2	1
• To receive an update on post legislative activities	5	4	3	2	1
• To receive an update on the TRANSPLEX Conference	5	4	3	2	1
• To receive a presentation on "Complete Streets Savvy"	5	4	3	2	1
• To receive an update on the Complete Streets Implementation Team	5	4	3	2	1
• To receive a presentation on the FTP Visioning Report and initial draft goals and objectives recommendations	5	4	3	2	1
• To review 2015/2016 meeting calendar	5	4	3	2	1

MEETING ORGANIZATION

• Background and agenda packet were helpful	5	4	3	2	1
• Presentations were effective and informative	5	4	3	2	1
• Plenary discussion format was effective	5	4	3	2	1
• Facilitator guided participant efforts effectively	5	4	3	2	1
• Participation was balanced	5	4	3	2	1

What Did You Like Best About the Meeting?

What Could Be Improved?

Other Comments (use the back if necessary)