

## 6. PROJECT IMPLEMENTATION

### 6.1 INTRODUCTION

This chapter presents a short discussion of the recommended implementation strategy for developing, design, permitting and constructing the Capital Improvements Program (CI) of the TISP. Included in this chapter is a synopsis of potential funding sources for the recommended projects and a strategy for pursuing and obtaining this funding over time.

### 6.2 FUNDING OPPORTUNITIES

Funding for the capital improvements program identified in Chapter 5 will likely come from a combination of federal and state grants and loans, and from city and private sources. The various grant sources are complicated by the array of federal programs earmarked for special transportation purposes, and the process and further delineation of program purposes by the state agencies responsible for transportation funding. The complexity of funding is not likely to be reduced over time and the array of programs is likely to change as priorities for transportation purposes change. The projects in the TISP will need to compete with other projects at a state and regional level to establish priorities and secure these resources.

#### 6.2.1 Funding Eligibility

Each funding source has a set of eligibility criteria that must be met for a project to qualify for funding. These criteria range from congestion to safety, connectivity, and economic benefit. The characteristics of each project determine the specific funding for which it is eligible. Many projects qualify for funding from multiple sources.

#### 6.2.2 Timing of Funding

Project-specific timelines for obtaining funding and the start of project construction cannot be accurately projected. The availability of funds and complex multi-source funding of the various projects are primary factors in determining whether and when projects will be funded. For example, projects eligible for funding from multiple sources will go through a separate funding process for each.

Projects themselves may also dictate the timing of funding. A single project may be divided into phases that may or may not be funded simultaneously. Multiple projects on a capital improvements list can also be interdependent—i.e., completion of one project may be necessary before construction of another can begin. In addition, the hierarchy of need on a prioritized list may change several times before a project is finally funded.

#### 6.2.3 Potential Funding Sources

Table 6-1 presents a summary of the various funding programs for which the Woodland TISP projects could be eligible, discusses criteria used by these funding programs to identify priorities and award grants, and pairs the Woodland TISP projects with a variety of potential revenue sources. A more in-depth discussion of funding sources and opportunities is presented in the *Implementation Strategy Technical Memorandum* included in Appendix F.

Most of the recommended improvements meet eligibility criteria for multiple funding sources. Funding sources, the type of projects funded, and the eligible recommended projects are discussed below. Funding sources that do not qualify for these projects are not included in this discussion.

**Table 6-1 Summary of Funding Sources for Woodland TISP Projects**

<b>Funding Source (Administrator)</b>	<b>Funding Type</b>	<b>Program Description</b>	<b>Transportation Elements Funded</b>	<b>Eligible TISP/CIP Projects</b>	<b>Eligible Project Elements</b>
<b>State</b> (including Federal funds distributed by WSDOT)					
WSDOT	State-appropriated \$	State Transportation Funds	<ul style="list-style-type: none"> <li>▪ All project elements</li> </ul>	All projects	Design, Right-of-way, construction
State Public Works Board	Loan	Trust Fund Pre-Construction Loan (low interest loan)	Pre-construction activities, e.g. <ul style="list-style-type: none"> <li>▪ Final engineering</li> <li>▪ Land acquisition</li> <li>▪ Financing</li> </ul>	All projects	Design, Right-of-way
State Public Works Board	Loan	Trust Fund Construction Loan (revolving low-interest loan)	Construction of critical facilities, e.g. <ul style="list-style-type: none"> <li>▪ Road repair</li> <li>▪ Replacement</li> <li>▪ Improvement</li> </ul>	All projects	Design, Right-of-way
WSDOT	Grant	Freight Mobility Strategic Investment Board (FMSIB)	<ul style="list-style-type: none"> <li>▪ Mitigation of impacts from increased rail traffic on communities</li> </ul>	Scott Crossing, Segment 1	Design, Right-of-way, construction for rail Xings
WSDOT	Grant	STP Hazard Elimination Safety	<ul style="list-style-type: none"> <li>▪ Safety for motor vehicles, pedestrians and bicyclists</li> </ul>	I-5/SR 503, Scott Crossing, SR 503 (Goerig –Evergreen)	Design, Right-of-way, construction
WSDOT	Grant	STP Railway / Highway Crossings	<ul style="list-style-type: none"> <li>▪ Mitigation of impacts from increased rail traffic on communities including new or improved RR Xings</li> </ul>	Scott Crossing, Segment 1	Design, Right-of-way, construction
WSDOT	Grant	Local Government Traffic Engineering Services	<ul style="list-style-type: none"> <li>▪ Mobility</li> <li>▪ Intersection</li> </ul>	Dike/Schurman, I-5/SR 503, Scott/Old Pacific. SR 503 (Goerig –Evergreen)	Design
Transportation Improvement Board	Grant	Urban Arterial Program (UAP)	<ul style="list-style-type: none"> <li>▪ Safety and Mobility (development and improvement of arterials)</li> </ul>	Dike/Schurman, I-5/SR 503, Scott Crossing (segments 1 & 2)	Design, Right-of-way, construction
Transportation Improvement Board	Grant	Urban Corridor Program (UCP)	<ul style="list-style-type: none"> <li>▪ Safety, Mobility, Congestion from growth / development, Multi-modal, Multi-jurisdictional (large projects that add capacity or support economic developmt)</li> </ul>	Dike/Schurman, I-5/SR 503, Scott Crossing (segments 1 & 2)	Design, Right-of-way, construction
Transportation Improvement Board	Grant	Urban Sidewalk Program (USP)	<ul style="list-style-type: none"> <li>▪ Pedestrian mobility, safety, and connectivity</li> </ul>	I-5/SR 503, Scott/Old Pacific, SR 503 (Goerig – Evergreen)	Design, Right-of-way, construction

**Table 6-1. Summary of Funding Sources for Woodland TISP Projects Cont.**

Funding Source (Administrator)	Funding Type	Program Description	Transportation Elements Funded	Eligible TISP/CIP Projects	Eligible Project Elements
<b>State</b> (including Federal funds distributed by WSDOT)					
State CTED	Grant	Community Development Block Grant (CDBG) – General Purpose	<ul style="list-style-type: none"> <li>▪ Streets / sidewalks</li> <li>▪ Economic development</li> <li>▪ Primary benefit low- to moderate-income communities</li> </ul>	Dike/Schurman, I-5/SR 503, Scott Crossing (segments 1 & 2), SR 503 (Goerig – Evergreen)	Design, Right-of-way, construction
<b>Regional Funding</b>					
Community Economic Revitalization Board (CERB)	Taxing authority (requires Transportation Benefit District)	Local Infrastructure Finance Tool (LIFT)	<ul style="list-style-type: none"> <li>▪ Mobility and safety</li> </ul>	All projects that are funded by GO bonds	Pays GO bond debt
<b>Local Funding</b>					
Land Owner	Transportation Impact Fees (TIFs), requires city approval	Fees based on trips generated by new/modified land development	<ul style="list-style-type: none"> <li>▪ Mobility</li> <li>▪ Congestion from growth / development</li> </ul>	All projects that add capacity to the arterial street system	Design, Right-of-way, construction
Land Owner	Latecomer Agreements	Money paid by land developer to build improvement(s) are partially refunded as targeted other developments are also approved	<ul style="list-style-type: none"> <li>▪ Typically related to development created mobility and/or safety impacts</li> <li>▪ Typically used only where original development creates a significant impact warranting a large improvement</li> </ul>	All projects adding capacity and/or enhancing safety	Design, Right-of-way, construction
Land Owner	Local Improvement Districts (LIDs)	Property tax paid by a select group of land owners benefiting from a specific improvement	<ul style="list-style-type: none"> <li>▪ Typically localized benefits</li> <li>▪ Money used to pay off bond obtained to build improvements</li> </ul>	All projects or project elements as agreed to by land owners in LID	Pays GO bond debt
<b>Other Funding</b>					
Railroad	Financial contribution	Minimum 5% contribution to costs for design and construction of grade-separation	<ul style="list-style-type: none"> <li>▪ Safety enhancement for existing at-grade crossing</li> </ul>	Scott Avenue Crossing Segment 1	Design, construction

## 6.3 IMPLEMENTATION STRATEGY

The implementation strategy for the Woodland TISP focuses on the pursuit of funding for the recommended projects and lays out a program for implementation of individual projects from engineering concepts through construction. Included in the discussion is:

- A timeline for implementing projects based on the phasing of recommendations presented in Chapter 5
- An Action Plan that outlines recommended actions for the first three years after Plan adoption. This Action Plan is a three-year renewable or rolling short-term strategy that can be regularly monitored for progress and updated as tasks are completed.
- A discussion of actions necessary to establish a Transportation Benefit District (TBD) to include projects in the study area.
- Highlights of an on-going public involvement strategy to provide public input on the Action Plan and on-going project development activities, and to maintain public support for and interest in the recommendations of the TISP.
- Contingency plan for circumstances where projects are not funded as anticipated.

### 6.3.1 Overview of Project Timeline

Key activities that must occur to develop any transportation infrastructure project are dependent on the availability of funding and typically include:

- Secure funding and conduct refinement planning and preliminary engineering to address in far greater detail issues that could not be address or resolved at the level of detail for a strategic plan such as the TISP.
- Conduct final engineering to prepare construction bid documents based on the “Basis of Design” established during preliminary engineering.
- Conduct permitting and environmental scoping activities that would also be based on detailed, project-specific requirements as determined through the refinement planning and preliminary engineering process. Examples might include identification of specific locations and conditions of hazardous materials sites that must be addressed or avoided during construction, or permitting and mitigation for potential wetlands impacts should it not be possible to avoid these.
- Secure funding for right-of-way acquisition (where necessary) and construction.
- Undertake bidding and construction activities including engineering oversight and management to ensure successful project delivery.

The general order and priority of project implementation is identified and discussed in Chapter 5 under the Capital Improvements Program which includes Short-term, Mid-term, and Long-term projects. The priority list of projects is intended to give structure, focus and direction to the discussion of a project implementation strategy. It should be noted, however, that should funding become available for projects out of sequence with the list, nothing in the Woodland TISP should preclude such implementation.

### 6.3.2 Action Plan

Table 6-2 highlights recommended actions to be accomplished during the first three years after adoption of the *Transportation Infrastructure Strategic Plan* (TISP), including

suggestions for actions to be taken in outlying years beyond this period. The information in this table is useful in moving the recommendations of the TISP forward to ensure timely implementation.

**Table 6-2. Three-Year Action Plan, Major Activities to Be Accomplished**

Timeline by Year	Major Activities
<b>Year 1</b>	<ol style="list-style-type: none"> <li>1. Assign responsibilities:                             <ul style="list-style-type: none"> <li>• Identify project champions, assign responsibilities for delivery of projects</li> <li>• Identify project advocates, assign responsibilities for pursuing funding</li> <li>• Assign responsibilities for monitoring projects, updating estimates and timelines</li> </ul> </li> <li>2. Get recommendations of TISP on the RTPO's list of regionally-approved transportation projects</li> <li>3. Establish Transportation Benefit District (TBD)</li> <li>4. Develop approach to seeking state and federal legislative assistance to secure funding (see Table 6-3 for specific activities and a suggested timeline):                             <ul style="list-style-type: none"> <li>• Develop timeline and designate target state legislators</li> <li>• Develop timelines and designate target federal legislators</li> </ul> </li> <li>5. Initiate outreach with state and federal legislators and staff</li> </ol>
<b>Year 2</b>	<ol style="list-style-type: none"> <li>1. Continue meetings with state and federal legislators who represent the district.</li> <li>2. Continue outreach activities</li> </ol>
<b>Year 3</b>	<ol style="list-style-type: none"> <li>1. Continue meetings with state and federal legislators who represent the district.</li> <li>2. Continue outreach activities</li> <li>3. Reassess the short-term goals of the TISP's Capital Improvements Program and make any adjustments necessary to the timelines, cost estimates, etc.</li> </ol>
<b>Outlying Years</b>	<ol style="list-style-type: none"> <li>1. Continue three-year cycle presented above with annual updates based on progress towards securing funding and implementing the project recommendations.</li> </ol>

Note: See *Woodland Transportation Infrastructure Strategic Plan, Implementation Strategy Technical Memorandum*, dated August 2008 for further details on actions to be taken during each year after Plan adoption (included in Appendix F to the Final Project Report).

## 6.4 POSSIBLE TDB FORMATION

The Washington State Legislature has granted municipalities the ability to form Transportation Benefit Districts (TBD) for the purpose of acquiring, constructing, improving, providing, and funding transportation improvements within the TBD. The formation of a TBD is meant to be a tool for local jurisdictions to use to fund local transportation improvements, as TBDs are independent taxing districts with a specific focus on addressing transportation system needs.

Necessary steps in the formation of a TBD include the following:

- Step 1. Determine Eligibility
- Step 2. Establishment of a TBD
- Step 3. Establishment of Interlocal Agreements (ILA)

- Step 4. Public Notice and Voter Approval
- Step. 5 Operation of the TBD

Details of TBD formation may be found at <http://www.awcnet.org/tbd> or in the *Implementation Strategy Technical Memorandum* included in Appendix F.

## 6.5 ON-GOING PUBLIC INFORMATION AND INVOLVEMENT

To support implementation of the recommendations in the Woodland TISP and/or to meet the requirements associated with Transportation Benefit District formation, an on-going public involvement and information effort must be maintained. Key elements of this effort should include:

- Understanding the need for on-going public information, input and education about priority projects and funding needs. This is particularly important to secure local, state and federal funding.
- Building broad support through coalitions at the local, regional, state, and federal levels. This effort should include designation of project champions and development of information flyer(s) to provide necessary understanding about priority projects.
- Highlights of a recommended on-going public information and involvement approach including a timeline of activities to correspond with the legislative appropriations requests.

Each of these key elements for an on-going public involvement effort are discussed in detail in the *Implementation Strategy Technical Memorandum* in Appendix F.

## 6.6 CONTINGENCY PLANS IF PROJECTS NOT FUNDED WHEN ANTICIPATED

Jurisdictions, project champions, and the TBD governing body should endeavor to maintain communication with legislative staff to predict if political factors will impede timely resolution of the appropriations process. They should also endeavor to maintain communications with the relevant agencies such as WSDOT, FHWA, etc. to try to predict funding fluctuations and should continue to evaluate changes in traditional funding sources (i.e. gas tax) to identify new sources of funding should the traditional sources no longer be viable. This factor may be significant as technological advances shift automobile and transit vehicles from gas to other forms of energy.

Communication with WSDOT, FHWA, and other agency staff can help determine if funds must be utilized within a specified timeframe or can be “on hold” until the match requirements are met.

Should funding expire before the match can be obtained, the project champions, jurisdictions, and TBD governing body should meet to reassess the status of current projects, update plans and materials for the next appropriations cycle. Champions and jurisdictions can step up appropriations tracking and communication efforts by checking in with legislative staff every two weeks.

The *Implementation Strategy Technical Memorandum* also outlines a series of steps and a timeline for activities to be undertaken to reassess funding successes and update the list of top priority projects for which funding is to be pursued.