Kentuckiana
Regional Planning &
Development Agency

PROJECT MANAGEMENT GUIDEBOOK

Metropolitan Planning Organization (MPO)
Dedicated Funding Programs

ADOPTED
MAY 23, 2024

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INTRODUCTION

Background

The Project Management Guidebook (PMG) is intended to provide guidance for programming and managing KIPDA's MPO-dedicated funding sources. This document outlines KIDPA's Call for Projects process, provides policies for MPO-dedicated projects with cost overruns and/or schedule changes, and includes procedures for tracking and reporting on MPO-dedicated projects. Brief summaries of previous PMG updates are described in the paragraphs below.

In August 2016, KIPDA's Transportation Policy Committee (TPC) approved a Project Management Process (now titled Project Management Guidebook) for the Surface Transportation Block Grant (STBG-MPO) Program to clarify requirements and procedures and to increase transparency and accountability. It was a new process for planning, programming and prioritizing STBG-MPO funds for which the TPC has sole authority to award.

In February 2020, a Transportation Technical Coordinating Committee (TTCC) working group was formed to examine the Project Management Guidebook (PMG) rules and procedures in order to identify improvements that would further the original goals while reducing the administrative burden faced by project sponsors. Updates included moving the project application process to an online format and restructuring rules regarding project phase shifts and cost increases. This guidance will be used to develop recommendations to TPC but shall not limit TPC's ability to make decisions in the best interest of the Metropolitan Planning Organization (MPO).

In August 2022, the TPC approved the new Complete Streets Policy (CSP). The CSP requires that all projects receiving KIPDA MPO-dedicated funds adhere to this policy in order to be eligible. The PMG has been updated to incorporate the new requirement. More information about the CSP can be found in the Call for Projects chapter of this document.

The need for a PMG update will be evaluated at least every three years.

Goals

The goals of the PMG are as follows:

- Support the goals of the *Connecting Kentuckiana 2050 Metropolitan Transportation Plan* (MTP)
- Support the performance targets as defined by the *KIPDA Performance Management Plan*
- Ensure that projects advance in a timely and efficient manner so the community may benefit
- Establish a process that provides clear and understandable rules for project sponsors to follow
- Reduce the administrative burden to ensure it is not an impediment to project delivery

What's changed?

A summary of changes for this iteration of the PMG (approved by the TTCC and TPC in April 2024) are outlined here:

- Clarifications have been added to the 2+1 phase shift policy. These updates provide a better understanding of when and why a project phase's shift tally increases. See these policy changes here.
- A more specific timeline has been created to manage how far in advance project sponsors can request cost increases from the STBG Cost Increase Reserve. Project sponsors may not submit a cost increase request from the STBG Cost Increase Reserve for a project phase programmed in the upcoming fiscal year until the August Call for Cost Increase Requests. Project sponsors shall not request a cost increase from the STBG Cost Increase Reserve for a project phase programmed beyond the upcoming fiscal year. See this policy change here.
- Existing STBG-MPO, TA-MPO, and CRP-MPO projects are all now eligible to request cost increases from the STBG-MPO Cost Increase Reserve as long as certain criteria are met. See this policy change here.
- A "Plan B" list of small projects will be created and maintained for Indiana projects to help facilitate quick MPO-dedicated funding re-allocation when there is an existing MPO-dedicated project phase that cannot meet its end of the fiscal year obligation deadline. See this new policy here.
- An appendix has been added to the end of this document with links, charts, and other resources related to project development that may be helpful for projects sponsors. See this new appendix here.

PROGRAMS

KIPDA manages annual sub-allocations for six federal funding programs in Indiana and three in Kentucky. These are known as the MPO-dedicated funding programs. The table below indicates which programs KIPDA receives an annual sub-allocation of funding for.

PROGRAM	INDIANA	KENTUCKY
Carbon Reduction Program (CRP-MPO)	Y	Y
Congestion Mitigation and Air Quality (CMAQ-MPO)	Y	N
Highway Safety Improvement Program (HSIP-MPO)	Y	N
Promoting Resilient Operations for Transformative, Efficient, and Cost-Saving Transportation (PROTECT)	Y	N
Surface Transportation Block Grant (STBG-MPO)	Y	Y
Transportation Alternatives (TA-MPO)	Y	Y

The purpose of each of these federal funding programs is outlined here:

Carbon Reduction Program (CRP-MPO): This new funding program is designed to reduce transportation emissions through the development of State carbon reduction strategies and by funding projects designed to reduce transportation emissions.

Congestion Mitigation and Air Quality (CMAQ-MPO): This is a funding source focused on reducing vehicle emissions in designated areas of the United States. Federal funding is available to government agencies for projects that will contribute greatly to air quality improvements and decreases in traffic congestion without adding vehicle capacity on roadways. Federal CMAQ funds must be spent in non-attainment or maintenance areas as determined by the Environmental Protection Agency (EPA).

Highway Safety Improvement Program (HSIP-MPO): This is a federal-aid program with the purpose to achieve a significant reduction in traffic fatalities and serious injuries on all public roads, including non-state-owned roads and roads on tribal land. The HSIP requires a data-driven, strategic approach to improving highway safety on all public roads with a focus on performance.

Promoting Resilient Operations for Transformative, Effective, and Cost-Saving Transportation (PROTECT): This program is designed to help make surface transportation more resilient to natural hazards, including climate change, sea level rise, flooding, extreme weather events, and other natural disasters through support of planning activities, resilience improvements, community resilience and evacuation routes, and at-risk coastal infrastructure.

Surface Transportation Block Grant (STBG-MPO): This is a federal-aid program that provides flexible funding that may be used by states and localities for projects to preserve and improve the conditions and performance on any federal-aid highway, bridge and tunnel projects on any public road, pedestrian and bicycle infrastructure, and transit capital projects, including intercity bus terminals.

Transportation Alternatives (TA-MPO): This program provides funding for a variety of smaller-scale transportation projects such as pedestrian and bicycle facilities, recreational trails, safe routes to school projects, community improvements such as historic preservation and vegetation management, and environmental mitigation related to storm water and habitat connectivity.

PROJECT APPLICATIONS

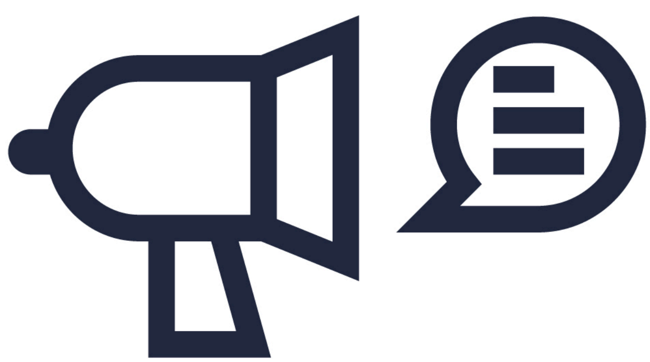
Any change to a project's funding, schedule, description, sponsor, state id, location, or scope of work will require the project sponsor to fill out a project application to notify KIPDA staff for the need to update the TIP to reflect these updates via an amendment or administrative modification (see KIPDA's current TIP for more details on amendments and administrative modifications).

KIPDA has two project applications for this purpose located in KIPDA's Transportation Planning Portal—a Full Project Application and an Expedited Project Application. The Full Project Application is more robust and required for providing projects with an MTP score (See Page 86 of MTP for more detail). All new projects will be required to be submitted via the Full Project Application. Additionally, all existing projects with proposed changes that represent a substantive change in design concept, location, or scope must use the Full Project Application as their project will need to be re-scored. Minor project changes can be submitted using the Expedited Project Application, which is streamlined to ease the administrative burden for project sponsors.

CALLS FOR PROJECTS

Announcement

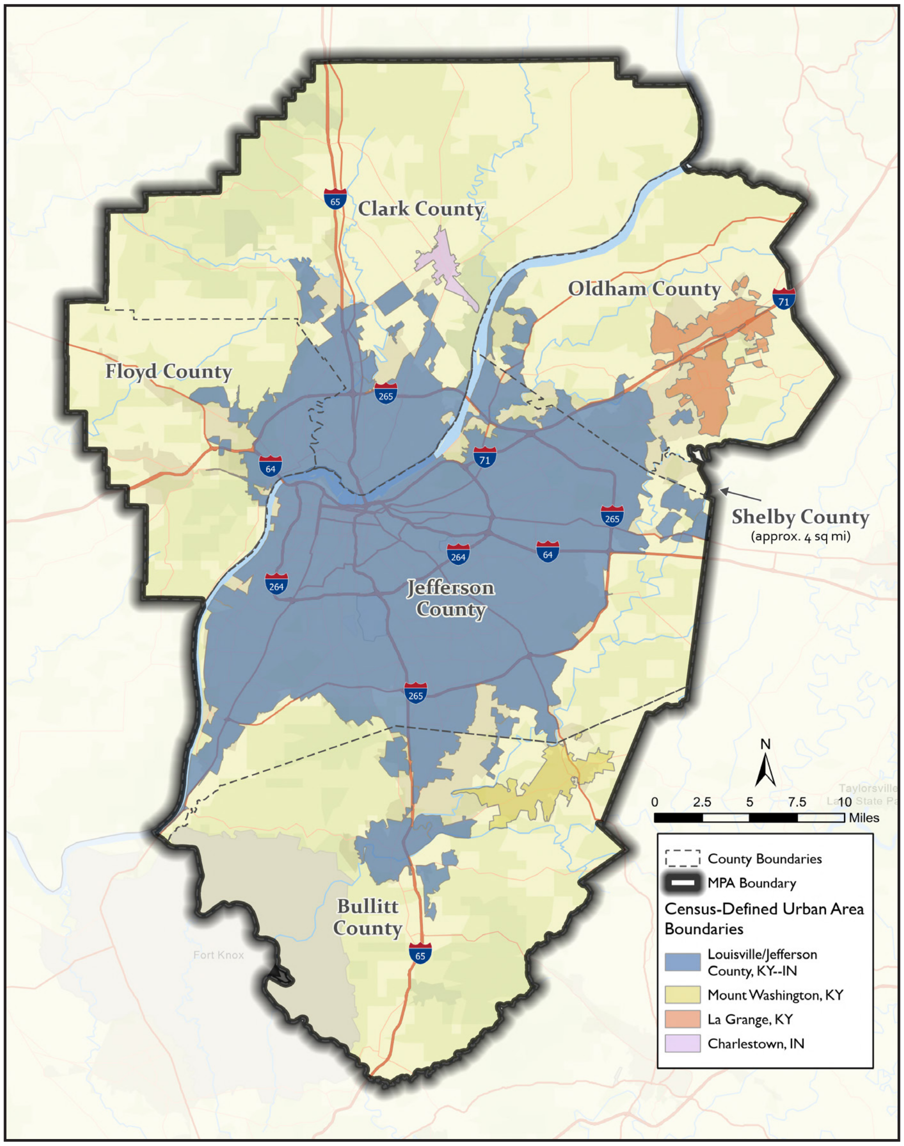
Calls for Projects (i.e. Call) typically occur once every two years. When a Call is announced, KIPDA staff will provide a schedule of activities including the submittal deadline(s) for potential project sponsors. Ample time will be provided so that sponsors can adequately prepare documentation and complete the appropriate application(s).



Eligibility

All state and local public agencies in the Louisville/Jefferson County KY-IN Metropolitan Planning Area (MPA) are eligible to compete for available funds. However, all projects awarded MPO-dedicated funding must be located within the MPA boundary to be eligible.

LOUISVILLE/JEFFERSON COUNTY, KY-IN METROPOLITAN PLANNING AREA



The MPA boundary is determined by agreement between the MPO and the state Governor/s and includes the areas of anticipated urban growth over the next 20 years. At a minimum, the MPA boundary must include all US Census Bureau defined urban area boundaries (UAB). UAB updates are made every 10 years by the Census. There are currently four UABs within the Louisville-Jefferson County MPO. The Federal Highway Administration (FHWA) may approve adjustments to the urban area made for better accuracy and road classification, however, it is worth noting that the federal funding formula is based solely on the census-defined areas. This directly affects how much money will be available for KIPDA's MPO-dedicated funding programs. For more information on these concepts click here. All areas withing the KIPDA MPA are eligible for MPO-dedicated funding through KIPDA.

All Calls are state specific and only sponsors who are located or operate in Indiana can compete for Indiana funding programs and only those who are located in Kentucky can compete for Kentucky funding programs.

Project eligibility depends on the specific MPO-dedicated funding program. Each of the six programs listed in the Programs section of this guidebook has their own federally defined project eligibility. The STBG-MPO program is the most flexible in terms of project eligibility, while the CMAQ-MPO, HSIP-MPO, PROTECT-MPO, CRP-MPO, and TA-MPO programs are all very specific in the types of projects that are eligible.

Planning studies are only eligible for MPO-dedicated funding through the STBG-MPO program and the PROTECT-MPO program. Up to 5% of the annual sub-allocation of STBG-MPO funds may be awarded to planning studies. Planning studies must be obligated in the year they are programmed, and they are not eligible for cost increases.

There is a cap on how much federal funding Kentucky project sponsors are eligible to receive for a single phase of a project through the STBG-MPO program. KIPDA annually receives approximately $23M through the program. The most a single phase can receive is 50% of the adjusted annual allocation of STBG-MPO funds. More information about the adjusted annual allocation of STBG-MPO can be found in the Managing Costs section. The reason the 50% rule does not apply to the programs in Indiana and the other Kentucky programs is that the amount of funding KIPDA receives annually is significantly lower, which already makes it difficult to fully fund a single phase of a project.

Project sponsors applying for MPO-dedicated funding will be asked to acknowledge that their project will adhere to the Complete Streets Policy and explain how their project will safely and comfortably accommodate vulnerable road users. This should include a description of the pedestrian, bicycle, and/or transit facilities that will be included in the project. If the project does not provide any of these facilities, the project sponsor must explain why. Exemptions to the policy will be considered, but sponsors must provide justification as to why the specific exemption(s) applies to the project.

Below is a list of the exemption types:

1. Where a particular user group is prohibited by law from using a transportation facility, e.g. an interstate highway or pedestrian mall.

2. When the project consists of routine maintenance, repair, or safety infrastructure installation and does not alter existing geometric designs of a transportation facility (e.g., mowing, sweeping, spot repair, guardrail installation.)

3. When the project consists primarily of the installation of traffic control devices and the existing crossing devices already accommodate all applicable user groups.

4. Where the transportation facility already adequately accommodates all users.

5. Where cost would be excessively disproportionate to probable use or need.

6. Where lack of population or other factors indicate an absence of need under both current and future conditions.

7. When alternative transportation facilities on other routes of similar or better quality already exist or are currently planned.

Applying for Funds During a Call for Projects

Projects New to the MTP or TIP

Projects that are new to KIPDA's planning documents (i.e. MTP and TIP) must first submit a Full Project Application, which is found in KIPDA's Transportation Planning Portal. Every transportation project in the current MTP and TIP must have submitted a Full Project Application at some point in time. The Full Project Application provides KIPDA staff with all of the relevant details about a project including the scope, mapped location, total cost, and anticipated open to public (OTP) date. Additional questions asked in the Full Project Application help KIPDA staff determine a project's potential contribution to the regional performance targets as well as its scoring in the MTP. Be sure not to include any project phases in the TIP funding section of the application unless the funds have been secured/committed (e.g., sponsor is certain funds are committed by funding agency) and the ability to meet the required match is established.

Staff will review the Full Project Application for completeness and will follow up with sponsors if any additional information or clarifications are required.

Existing Projects in the MTP or TIP

A Call for Projects is not only an opportunity for new projects to compete for funding, but also provides projects sponsors an opportunity to adjust their existing project schedules and compete for additional MPO-dedicated funds for existing projects. The type of application project sponsors will need to submit for these projects will follow guidelines outlined in the Project Applications section of this document (most project changes for these projects will only require an expedited project application). If an existing project requires no changes at all, then no application submission is required. It is assumed that the project will continue as previously programmed.

Typically, MPO-dedicated projects should keep the same funding source through each programmed phase to ease administrative processing and avoid delays in project delivery. (Ex: An existing STBG-MPO project should not transition to a CRP-MPO or TA-MPO project during a call for projects or visa-versa.)

Staff will review the Full Project Application or Expedited Project Application (as applicable) for completeness and will follow-up with sponsors if any additional information or clarifications are required.

Funding Awards

If there are more federal funds available than requested all eligible applications will be sent to TPC for final approval. While it is possible, it is highly unlikely as Calls are typically very competitive in terms of the number of applications submitted and funds requested. Typically, the total request for funding is greater than what is available. If that is the case, then the process will follow what is explained in the Decision-making section below. In short, a TTCC Working Group will make a funding recommendation that is then sent to TTCC for consideration. TTCC will then either accept the recommendation or modify the recommendation for TPC to consider. TPC must also approve any recommended projects that have applied for exemptions to the Complete Streets Policy requirements.

DECISION-MAKING

There are occasions when a TTCC Working Group must be formed. It could be related to a new Call for Projects, phase shift exception request or an instance where there are not enough funds available to cover every cost increase request. In each of these instances KIPDA staff will convene a TTCC Working Group comprised of representatives from the following agencies:

- Indiana Department of Transportation (INDOT)
- Kentucky Transportation Cabinet (KYTC)
- Kentuckiana Regional Planning and Development Agency (KIPDA)
- Louisville Metro Government
- Transit Authority of River City (TARC)
- Two rotating TTCC member agencies with voting status from Indiana
- Two rotating TTCC member agencies with voting status from Kentucky

If a rotating TTCC member agency prefers not to participate, then the next member agency on the rotating list of agencies will be asked to participate. It is not required that all nine TTCC Working Group members participate, but it is recommended.

The TTCC Working Group members must reach a consensus on any recommendations. Members have discretion as to how they reach their decision, but the following factors should be considered when applicable:

- Project's MTP scoring
- Project's potential contribution to achieving KIPDA's performance targets
- Ability of project sponsor to provide necessary non-federal match
- Project sponsor's history of advancing projects in a timely and efficient manner
- Information provided via any applications
- Relationship of the project to the Environmental Justice areas
- Justification for cost increase or phase shift
- Amount of a cost increase relative to the original cost estimate
- Amount of a cost increase relative to the available balance

Once the TTCC Working Group has reached consensus, a KIPDA staff member will draft a recommendation report. The TTCC Working Group recommendation will then be presented to the TTCC for their consideration and recommendation to TPC. The TTCC has discretion to modify the TTCC Working Group's recommendation. The TPC also has discretion to modify the recommendation from TTCC. Ultimately it is up to TPC to make any final decisions.

Once TPC takes action, then the next step is to incorporate the newly awarded projects into the MTP, and TIP as needed. Some projects can be processed through an administrative modification to the TIP. All other projects must be added to the MTP and TIP through an amendment which typically takes 3-4 months. View KIPDA's TIP for more information on administrative modifications and amendments. Once the projects have been added to the planning documents, project sponsors can work with their respective state department of transportation to seek federal authorization and ultimately obligate federal funds for a particular phase.

GENERAL PROJECT CHANGES

Managing Costs

There are opportunities for sponsors, with projects funded through one of the MPO-dedicated programs, to request a cost increase for a particular phase. Whether funds are available depends on the particular funding program and the state in which the project is located. Cost increases are only available to projects that were awarded MPO-dedicated program funds previously.

Indiana

Although KIPDA receives annual sub-allocations for six funding programs, the total amount of funding received through the programs is typically around $6-7M annually. Due to the limited availability of funds coupled with the typical cost of a transportation project no funds are set aside for cost increases through any of the programs. The result is that cost increase opportunities are random and may not occur every year. Federal Highway Administration (FHWA) and INDOT rules provide some flexibility to shift funds among MPO-dedicated funding programs which increases the probability that there may be funds available for cost increases. Typically, the availability of funds for cost increases depends on four questions:

- During the last Call for Projects, were sponsors awarded 100% of the estimated funds available?
- Was the actual amount of funds sub-allocated by INDOT greater than the estimated amount?
- Was the actual cost for a particular project phase less than the amount awarded to a sponsor?
- Were any projects and/or a phase of a project cancelled or delayed?

The answers to these four questions will determine whether there are opportunities for Indiana sponsors to request cost increases in a particular fiscal year. If there are funds available only existing MPO-dedicated projects and projects on KIPDA's "Plan B" list can request these available funds. Existing MPO-dedicated projects will always receive greater funding priority compared to projects on KIPDA's "Plan B" list. For more information on the "Plan B" list, click here. All available funds are comingled, so it does not matter which of the four dedicated programs a particular project was originally awarded funds from.

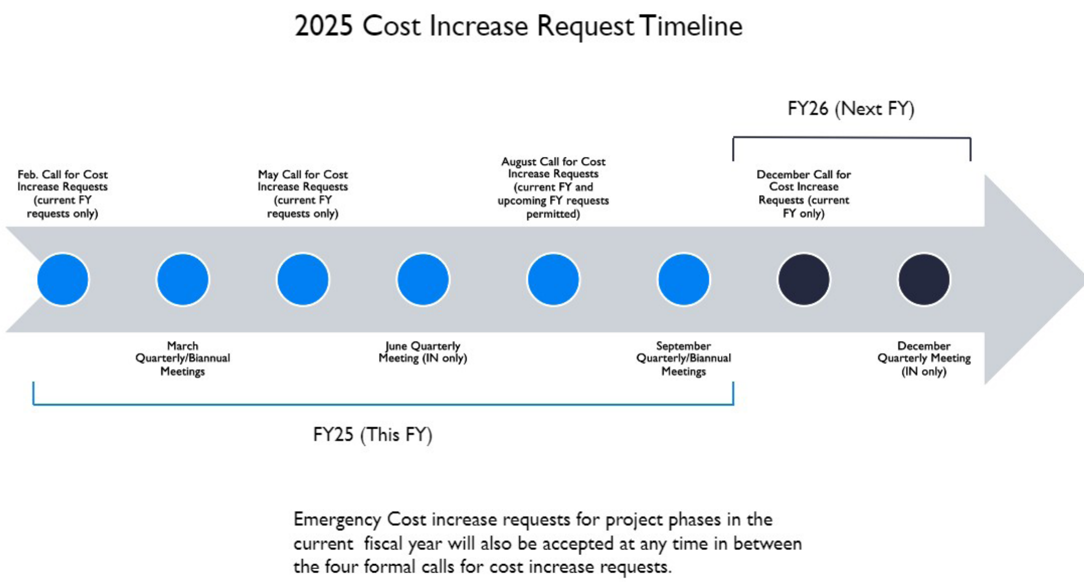
Kentucky

KIPDA manages annual sub-allocations for three funding programs, each with their own unique circumstances.

In the STBG-MPO program there is a cost increase reserve that is set aside annually for anticipated cost increases. The amount set aside each year is equal to 20% of the annual sub-allocated amount. Therefore, the adjusted annual allocation of STBG-MPO funds is 80% of the annual sub-allocated amount.

There will be four distinct calls for cost increase requests each fiscal year in February, May, August, and December. Emergency cost increase requests for project phases in the current fiscal year will also be accepted at any time between the four formal calls for cost increase requests. Project sponsors may not submit a cost increase request from the cost increase reserve for a project phase programmed in the upcoming fiscal year until the August Call for Cost Increase Requests. Project sponsors are not allowed to request a cost increase from the STBG-MPO Cost Increase Reserve for a project phase programmed later than the upcoming fiscal year at any point.

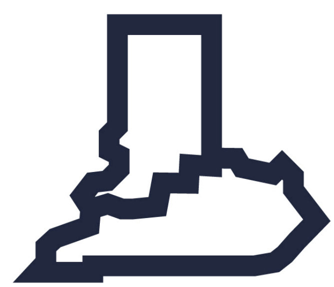
An example of the cost increase request timeline for 2025 is shown below:



The STBG-MPO Cost Increase Reserve is available to existing CRP-MPO and TA-MPO projects in addition to existing STBG-MPO projects. However, the cost increase reserve will only be allowed for CRP-MPO and TA-MPO projects if the project sponsor is able to provide a prior commitment from KYTC that the office of administration of the project will not change after adding STBG-MPO funds (as this can lead to project delays). Additionally, the project must meet the qualifications and requirements of both federal funding sources (TA & STBG or CRP & STBG).

Bi-State Process

KIPDA will follow the same process in both states for each Call for Cost Increase Requests. An announcement will be made regarding how much funding is available for cost increases and an application deadline will be specified. Planning studies and programs are not eligible for cost increases. Other than the total amount available, there is no limit on how much funding a sponsor may request. All requests must be made by submitting both an MPO Cost Increase Application and an Expedited Project Application. Both applications are found in the Transportation Planning Portal. If there are more federal funds available than requested all eligible applications will be sent to TPC for final approval. The only exception is if KIPDA staff determines that the request is extremely unusual or excessive.



If there are not enough funds available to cover every request, then the process will require the formation of a TTCC Working Group. More information about this process is explained in the Decision-making section of this guidebook.

Shifting Funds Between Project Phases

During the life of a project, sponsors may realize that one phase requires more funding than originally anticipated, while another phase of the same project requires less funding. If this is the case, project sponsors may shift funds between phases of the same project by simply emailing KIPDA staff and attaching an updated engineer's cost estimate. Upon review and approval KIPDA staff will instruct the sponsor to submit the change via the Expedited Project Application found in the Transportation Planning Portal.

Managing Schedules

TPC strongly encourages project sponsors to set reasonable schedules that can be maintained to minimize delays and expedite project delivery. For example, if the Construction phase of Project X is scheduled for FY 2026 then the sponsor will be expected to seek federal authorization to obligate the funds in FY 2026. However, there will inevitably be issues that arise which force a sponsor to delay a phase of a project. Due to state specific rules from INDOT and KYTC there are differences as to whether KIPDA staff can accommodate a project delay.

Indiana

INDOT does not allow KIPDA to carryover MPO-dedicated program funds from one fiscal year to the next. Therefore, Indiana project sponsors cannot request that funds associated with a particular phase of a project be shifted back to another fiscal year. If for some reason a project sponsor does not obligate MPO-dedicated funds in the fiscal year they are programmed then the sponsor will have to pay for the phase with 100% local funds, consider cancelling the project, or swap MPO-dedicated funds with another project sponsor. Sponsors should alert KIPDA staff as early as possible if there is any chance that the MPO-dedicated funds will not be obligated within the fiscal year in which they are programmed. KIPDA staff will attempt to reprogram those funds to another project(s) that needs a cost increase.

If there is not enough time for unobligated funding to be reprogrammed within the same fiscal year, then INDOT will repurpose those KIPDA-managed funds toward projects of their own choosing—possibly outside of the Southern Indiana region. To reduce the likelihood of this outcome, all Indiana LPA's will work with KIPDA staff to develop a "Plan B" list of small projects and planning studies. The intention of the "Plan B" list is to provide contingency options that can quickly absorb unprogrammed KIPDA funds if an Indiana project were to falter and not achieve authorization by the end of the fiscal year.

- Examples of "Plan B" projects could include portions of simple projects—like a traffic light timing re-configuration project where no right of way or utility relocation is required. However, the most common and practical "Plan B" project would be a planning study or data collection study.
- The list of "Plan B" projects and planning studies exist informally outside of the TIP and MTP. If approved by the TPC, a Plan B project or planning study from the list can be added quickly as a group project if the appropriate criteria are met. See KIPDA's Group Project Policy for more information.

Kentucky

KYTC does allow KIPDA to carryover MPO-dedicated program funds from one fiscal year to the next.

A phase shift is defined as any number of years as long as the phase is being shifted to a fiscal year within the current TIP. The initial design phase of a project must be obligated in the year in which it was programmed in the TIP.

If a sponsor would like to advance a phase of a project to an earlier fiscal year, please contact KIPDA staff. Shifting a project phase to an earlier fiscal year will not count as a phase shift, but neither does the move reduce the project phase's shift tally.

If for some reason a sponsor needs to shift a project phase back due to a delay the following rules apply:

ALLOWABLE SHIFTS	
After Initial Design Obligation and Before Next Phase is Obligated	After Obligation of Any Phase Beyond Design (R, U, or C)
2 shifts + 1 exception	unlimited

- While a project is under design the sponsor can shift the right of way, utilities, and construction phase twice. If the sponsor needs to shift a third time it must request an exception.
- If a phase of a project (R, U, C) requires a fourth shift (after initial design obligation and before obligation of the next phase) all future programmed MPO dedicated funds will be removed from the TIP and the project will have to re-compete through the next Call for Projects.
- Projects previously removed from the TIP for breaking KIPDA's 2+1 phase shift policy (see table above) shall have their phase shift tally reset if the project is later re-incorporated into the TIP via the call for projects process.
- There is no limitation on the programming of additional design funds (design funds needed after the initial design obligation) as long as the above rules are met.
- Sponsors only need to submit a Phase Shift Exception Request Application when an exception is being requested. Otherwise, the sponsor simply needs to notify KIPDA staff about the particular phase shift and then submit a change to the Expedited Project Application found in Transportation Planning Portal.
- Once the sponsor obligates the next phase (i.e. right of way or utilities) of the project after design, then the remaining phase(s) can be shifted an unlimited number of times as long as the fiscal year that the phase is being shifted to is still within the current TIP years.
- If a sponsor shifts a phase out of the current TIP it will have to re-compete for MPO dedicated funds through the next Call for Projects.
- The only time a project sponsor's request to shift an existing project phase to a later fiscal year will not count toward the existing project phase's shift tally will be when the request occurs during the call for projects specifically associated with an MTP update.

PROJECT PROGRESS

Tracking

KIPDA staff maintains a project tracking sheet for all projects awarded MPO-dedicated program funds. The tracking sheet reflects how much federal funding each phase of a project has programmed in the current TIP. It also indicates how much federal funding has been obligated towards a particular phase of a project. In addition to tracking the progress of projects, the sheet also indicates how much funding KIPDA anticipates receiving in future fiscal years. Sponsors can also find information about whether there will be funding available for cost increases. This is a living, working document that is constantly updated. New tracking sheet updates are posted after amendments and administrative modifications are completed and can be found on KIPDA's TIP webpage under the MPO-Dedicated Funding Programs section.

Reporting

Each project sponsor with an MPO-dedicated project must submit progress reports. These reports request the month and year in which the sponsor anticipates obligating funds for a particular phase of a project. When funds have been

obligated the sponsor should indicate as much in the progress report.

In Indiana project sponsors are required to submit progress reports quarterly, whereas Kentucky sponsors will only submit reports semi-annually. KIPDA staff will prompt sponsors in advance of the deadline for progress reports.

Project Review Meetings

KIPDA staff will host project review meetings to discuss in greater detail the progress that sponsors have made on each active MPO dedicated project. During the meeting sponsors will make note of any significant project delays, upcoming funding obligations and projects that are now open to the public.

In Indiana project sponsors are required to meet quarterly, whereas Kentucky sponsors will meet semi-annually. KIPDA staff will coordinate these meetings.

Program Review

Sponsors that have recurring/ongoing programs funded with MPO-dedicated funds will be asked by KIPDA staff to provide a written progress summary and/or formal presentation to the TTCC and/or TPC on an annual basis. The funding for programs is typically obligated at the beginning of the fiscal year so no progress reports are required.

APPENDIX: PROJECT MANAGEMENT RESOURCES

The process for constructing federal aid transportation projects is complicated and sometimes arduous. This appendix provides a short list of helpful project management guidance and training for project sponsors from FHWA, KYTC, INDOT, and other relevant planning organizations.

Federal Highway Administration (FHWA) Resources

- This link contains informational training videos regarding federal-aid transportation projects from FHWA
- Federal Aid Essentials for LPAs
- FHWA Transportation Planning Process Briefing Book
- FHWA's Local Aid Support Training Library
- The Federal Highway Administration's National Highway Institute offers many free training courses for those with a Login.gov account.

Kentucky Transportation Cabinet (KYTC) Resources

- KYTC's *Local Public Agency (LPA) Guide*
- KYTC training for Person in Responsible Charge

Indiana Department of Transportation (INDOT) Resources

- INDOT's *Local Public Agency Project Development Process Guidance Document for Local Federal-Aid Projects*

  (Please check you are viewing the most updated version of this document. This link is up to date as of January 2024.)

- INDOT's Brochures and Fliers are intended to provide basic information about INDOT projects, programs, and policies

INDIANA DEPARTMENT OF TRANSPORTATION (INDOT)

Project Development Process Flowchart

Project Development Process – Preservation and Reconstruction

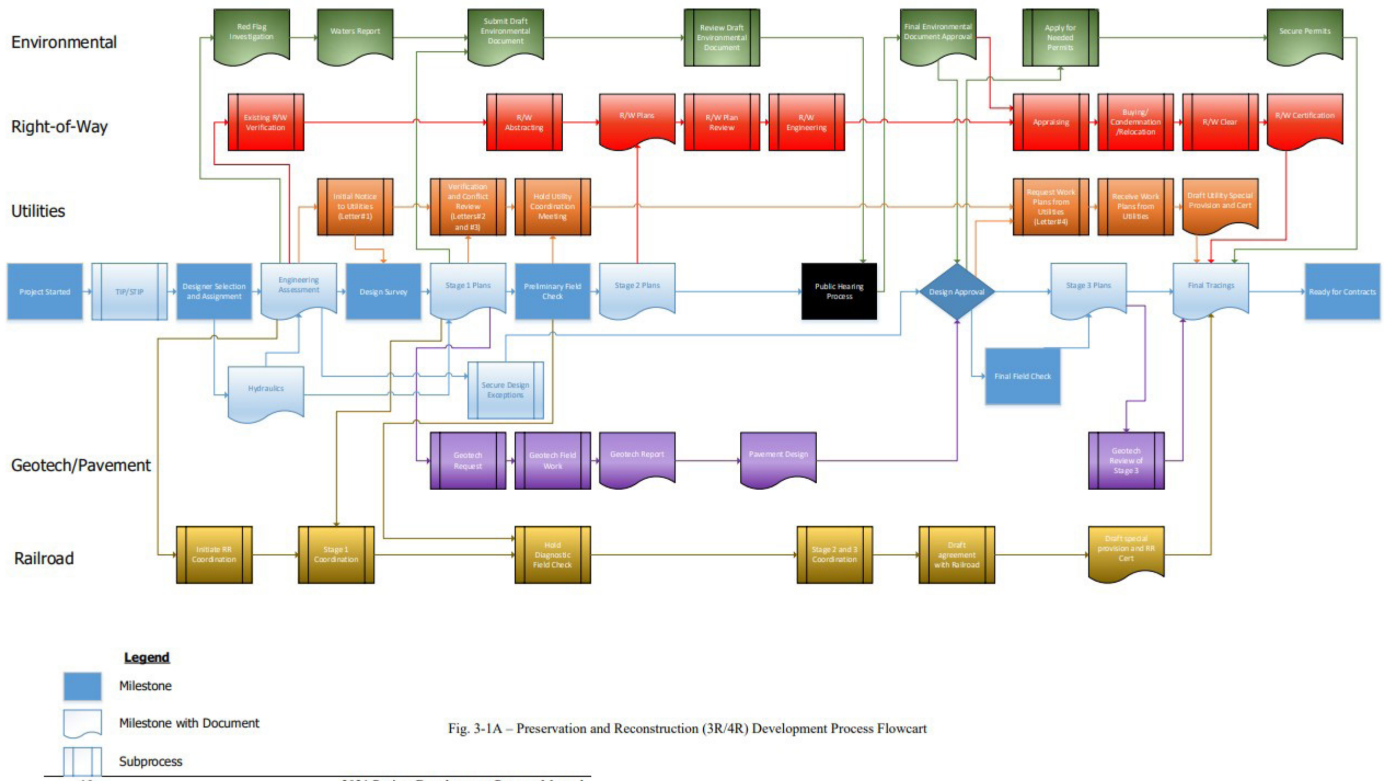
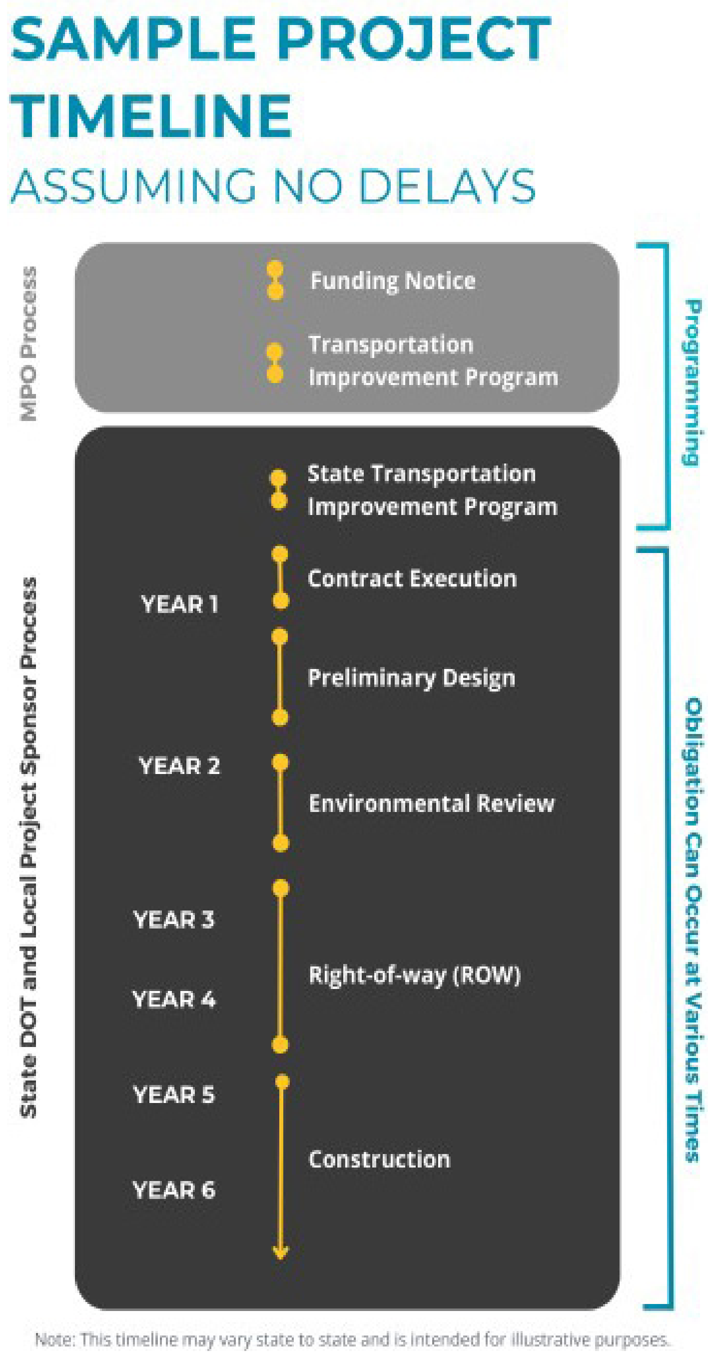


Fig. 3-1A – Preservation and Reconstruction (3R/4R) Development Process Flowcart

10 2021 Project Development Process Manual

Indiana Department of Transportation. (2021). 2021 Project Development Process Manual. INDOT Project Development Process. https://www.in.gov/indot/files/2021-INDOT-State-Project-Development-Process.pdf.

ASSOCIATION OF METROPOLITAN PLANNING ORGANIZATIONS (AMPO)
Sample Project Timeline



Association of Metropolitan Planning Organization. (2023, September 14). AMPO survey report: Unobligated Balances & Project timeline. Association of Metropolitan Planning Organizations News. https://ampo.org/ampo-survey-report-unobligated-balances-project-timeline/

THE NORTH CENTRAL TEXAS COUNCIL OF GOVERNMENTS (NCTCG)

Average Project Development Timeline

How long does project development take?

Project Phases	Locally Funded Schedule	Federally/State Funded Schedule
Engineering	3 - 12 months	3 - 12 months
Environmental review	0 - 6 months	1 - 2 years
Land purchase	0 - 2 years	1 - 3 years
Utilities Relocation (out of roadway)	6 - 12 months	6 - 12 months
Construction	1 - 2 years	1 - 4 years
TOTAL	**2 - 6 years**	**4 - 11 years**

Projects funded with state and federal money go through a rigorous development schedule and several years to implement. Projects can be expedited with local and regional funds.

How are transportation projects funded?. North Central Texas Council of Governments. (2024). https://www.nctcog.org/trans/funds/tip/how-are-transportation-projects-funded