



Florida Department of Transportation
Office of Policy Planning

**Identifying Potential Solutions
and Implementation Actions**
for Large-Scale Planning Studies

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Overview

Purpose

During **Identifying Potential Solutions and Implementation Actions** the Planning Project Team will consider the issues and opportunities identified in **Exploring Existing and Future Conditions**, formulate and better define the solutions that are the best candidates to address them, and draft a plan for moving ahead with next steps in project development and implementation. The result will be more complete information on candidate projects to advance to Project Development and Environmental (PD&E) studies and other implementation steps, better documentation and decision making to eliminate potential solutions that are not viable, and a stronger link between the work done in planning, project development, and implementation.

Work Flow, Decision Points, and Products

The workflow for **Identifying Potential Solutions and Recommended Actions** is shown in Figure 1 and summarized below:

- 1: The Planning Project Team will identify potential solutions to address the issues and opportunities identified in **Exploring Existing and Future Conditions**, compile available information about the potential solutions, recommend whether and how each potential solution should advance to next steps, and publish a Summary of Potential Solutions and Recommended Actions for consideration by the SWAT Team, planning partners, and the public.
- 2: The Planning Project Team will archive information and prepare for handoffs to the terms leading recommended next steps.

Icons Used In This Document



Check Points to Validate and Refine Approach



Key Decision Points in Planning Process

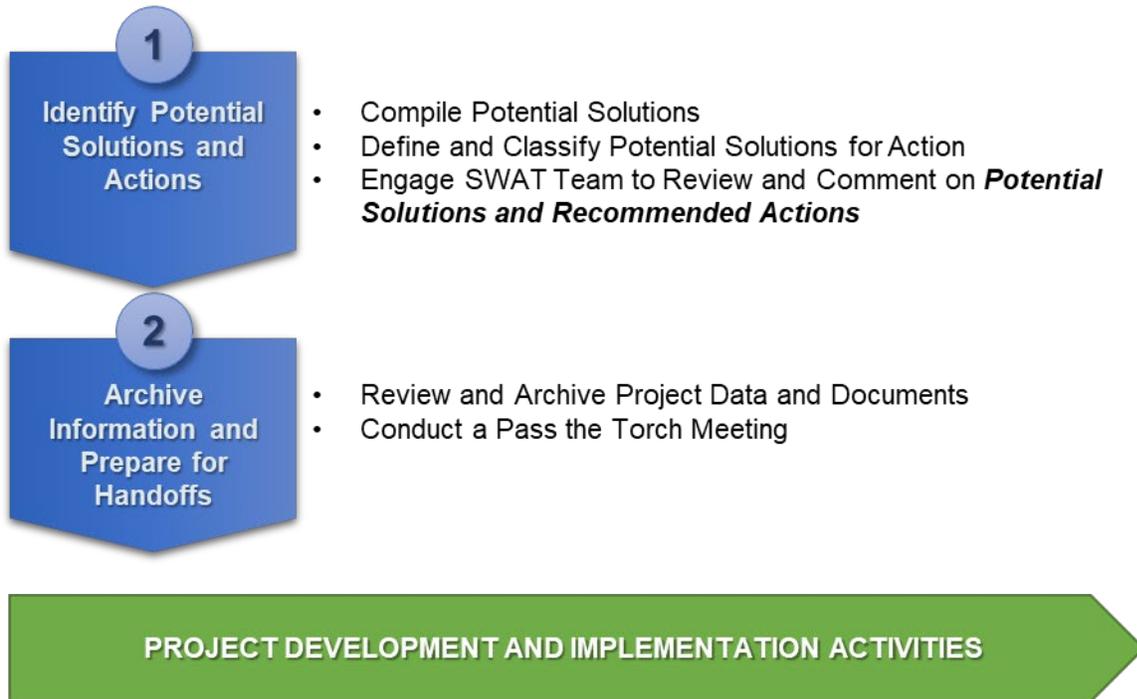


Public and Partner Engagement Activities



Products of Planning

Figure 1 Identifying Potential Solutions and Recommended Actions: Workflow, Decision Points, and Products



1. Identify Potential Solutions and Actions



Objective

The Planning Project Team will use the **Summary of Issues, Opportunities, and Needs** and the **Preliminary Statement of Purpose and Need** from the **Existing and Future Conditions Report** as the basis for identifying potential solutions. This process will help the Planning Project Team, FDOT's planning partners, and the public better understand the range of transportation improvements that can address the Purpose and Need and the Guiding Principles and make decisions about how to proceed (or not) with each potential solution.

Activities

- 1.1 Compile Potential Solutions
- 1.2 Define and Classify Potential Solutions for Action
- 1.3 Engage SWAT Team to Review and Comment on Potential Solutions and Recommended Actions

Expected Product

Summary of Potential Solutions and Recommended Actions with three components:

- a. A "Preliminary Purpose and Need Screening Matrix" that compares what is known about the potential solutions to the elements of the Preliminary Purpose and Need and highlights gaps (which issues and opportunities are not addressed by any proposed solution? And which potential solutions require additional scoping and information to define alternatives to advance into project development and other implementation steps?);
- b. "At A Glance" summaries of each solution's (or solution set's) distinguishing features and the attributes that address the Preliminary Purpose and Need; and
- c. A "Recommended Actions" summary for each potential solution.

1.1 Compile Potential Solutions

1: Identify Potential Solutions

- 1.1 Compile Potential Solutions
- 1.2 Define and Classify Potential Solutions for Action
- 1.3 Engage SWAT Team to Review and Comment on Potential Solutions and Recommended Actions

With input from internal project advisors, external planning partners, and the public, the Planning Project Team will compile a list of potential solutions to address issues and opportunities raised in the **Existing and Future Conditions Report** produced in *Exploring Existing and Future Conditions*. The **Preliminary Purpose and Need** is a summary of these issues, but the full report will contain more detail and background information that will help the Planning Project Team formulate more context-appropriate solutions.

Potential solutions will be framed consistently with FDOT policy and include the full range of modes and technology solutions that may be applicable to and appropriate for this study area. Potential solutions can be drawn from the sources listed in Tables 2 and 3. For guidance on specific documents to review, the Planning Project Team should review the **Preliminary Discovery Summary** produced in *Preliminary Needs Assessment*.

Planning Project Team will identify a “long list” of solutions, considering the categories, examples, and available guidance listed in Table 2. In addition to the resources and guidance produced by the FDOT offices listed in Table 2, and the external resources and guidance recommended by them, the Planning Project Team will review the types of transportation strategies recommended in MPO Long Range Transportation Plans, RPC Strategic Regional Policy Plans, and local government comprehensive plans in the study area.

Table 1 Categories of Potential Solutions, Examples, and Resources

Categories of Potential Solutions	Examples (not an exhaustive list)	Sources of Resources and Guidance
Solutions aimed at maximizing the existing capacity of multimodal transportation corridors and networks	Transportation system management and operations (TSMO) technology Enhancing bus and rail transit services on existing infrastructure	FDOT Traffic Engineering and Operations Office FDOT Public Transportation Office FDOT Complete Streets Implementation guidance
Complementary policy changes to calibrate supply and demand for transportation facilities and services	User fees such as tolling and variable pricing Local land use policy changes, such as eliminating minimum parking requirements or incentivizing development near existing transit services and roadway infrastructure	FDOT Office of Policy Planning

Categories of Potential Solutions	Examples <i>(not an exhaustive list)</i>	Sources of Resources and Guidance
Projects and strategies that specifically address safety issues and reduce crashes, serious injuries, and fatalities	Pedestrian and bicycle safety features Lighting and pavement markings Design interventions to reduce vehicle speeds in high-accident locations	Florida Strategic Highway Safety Plan FDOT Safety Office FDOT Complete Street Implementation guidance
New infrastructure capacity to move more people and freight on existing facilities and improved intermodal connections to provide transportation options and improve system resilience	Additional tracks on an existing rail line Exclusive bus or rail transit running ways on existing roads for premium transit services Managed lanes (express lanes and truck-only lanes) along an existing highway General purpose lanes on an existing facility	FDOT Systems Implementation Office FDOT Rail Office FDOT Public Transportation Office FDOT Complete Streets Implementation guidance
Construction of new parallel facilities (of any mode) to provide alternatives to existing facilities in a corridor, with intermodal connections	New passenger or freight rail line New fixed guideway transit line (bus rapid transit or light rail in an exclusive guideway or along an arterial parallel to an expressway) New parallel expressway or arterial Links bridging gaps between existing disconnected roadways, rail lines, and transit services to form a continuous route	FDOT Systems Implementation Office FDOT Rail Office FDOT Public Transportation Office FDOT Complete Streets Implementation guidance
Construction of new multimodal corridors to improve connectivity and serve movements of people and freight that are not well served by major corridors today	Facilities following existing utility rights of way Facilities in new rights of way	FDOT Systems Implementation Office FDOT Rail Office FDOT Public Transportation Office FDOT Complete Streets Implementation guidance

Table 2 Sources of Potential Solutions to Address Issues and Opportunities Identified in Exploring Existing and Future Conditions

Sources ¹		Methods to Identify Potential Solutions
DESK SCAN	Products of previously completed planning studies	Compile specific solutions identified in planning studies that have been published by FDOT Central Office and District offices, MPOs, RPCs, expressway authorities, transit operators, other transportation agencies, local governments, and other relevant planning partners in the study area
	Adopted statewide, regional, and local system plans and facility-specific plans	Compile specific transportation projects, recommended broader strategies, and policy guidance identified in policy plans and system-level plans that have been formally adopted by FDOT, MPOs, RPCs, local governments, and the owners and operators of transportation systems (e.g., expressway authorities and transit agencies), as well as facility-specific plans adopted by facility owners and operators (e.g., airport and seaport master plans).
	FDOT toolboxes, manuals, and guidance	Review relevant manuals and guidance (e.g., Complete Streets Implementation Plan and publications from Systems Implementation Office, Rail Office, Public Transportation Office, Traffic Engineering and Operations Office, Safety Office, and others) and discuss potential solutions with staff from the FDOT offices that produced them
	Guidebooks, tool kits, and other resources published by universities, other research organizations, and advocacy groups	Many relevant resources can be found using the Transportation Research Integrated Database (TRID), which is maintained by the Transportation Research Board of the National Academies of Sciences, Engineering, and Medicine.
PARTNER AND PUBLIC ENGAGEMENT	Subject matter experts	<p>Identify subject matter experts at FDOT Central Office and District offices, MPOs, RPCs, expressway authorities, transit operators, other transportation agencies, local governments, and other relevant planning partners</p> <p>Engage subject matter experts via one-on-one meetings and phone calls, and focus groups</p> <p>Develop and deploy web-based, interactive surveys tailored to subject matter experts</p>
	Public input	<p>Engage the public and established community groups via social media and virtual public involvement tools</p> <p>Develop and deploy web-based, interactive surveys tailored to the general public</p> <p>Hold targeted discussions with specific interest groups and organizations</p> <p>Take pop-up meetings and interactive engagement techniques to large public events and locations where specific target populations (e.g., underrepresented people) can be reached</p>

¹ For guidance on specific documents to review, see **Preliminary Discovery Summary** produced in **Preliminary Needs Assessment**.

1.2 Define and Classify Potential Solutions for Action

1: Identify Potential Solutions

1.1 Compile Potential Solutions

1.2 Define and Classify Potential Solutions for Action

1.3 Engage SWAT Team to Review and Comment on Potential Solutions and Recommended Actions

The Planning Project Team will gather information to better define and classify each potential solution and make a recommendation about what next steps may be most appropriate.

The Planning Project Team will use the **Preliminary Discovery Summary** produced in **Preliminary Needs Assessment** as their starting point for reference materials to compile information about the potential solutions. Subject matter experts and other contacts within FDOT and at FDOT's planning partners can provide context and relevant information from previously completed plans and studies.

The Planning Project Team also will review the **Recommended Guiding Principles for Planning the Future of Florida's Transportation Corridors**, which are adopted as part of the Florida Transportation Plan. The Guiding Principles encourage planners to consider issues around conservation, countryside, and centers and communities when making decisions about the future of transportation corridors in a study area. These principles also point toward development of a new generation of transportation corridors that incorporate multiple modes and uses, innovative design, and advanced technologies.

Based on this review, the Planning Project Team may:

- Refine and adjust the scope of some solutions (e.g., define project limits, logical termini, geographic area, facilities and modes impacted, and identify potential mitigation measures that may need to be added to the project scope address potential community and environmental impacts, pending the results of more detailed studies during project development);
- Divide or phase some solutions (break into multiple segments or phase in implementation of elements like fixed guideway transit or managed lanes within the right of way);
- Formulate additional, entirely new solutions in order to fully address the **Preliminary Purpose and Need**; or
- Combine solutions (e.g., those that, together, address one or more elements of the **Preliminary Purpose and Need**, those that can be implemented by a single agency more efficiently, or those that combine multiple transportation, communications, power, water, or other uses into a single right of way). Solution sets, or groups of related solutions, may include multiple project types from the list of categories in Table 2.



Once solutions and solution sets have been defined, the Planning Project Team will prepare a **Summary of Potential Solutions and Recommended Actions**.

The summary will start with a “Preliminary Purpose and Need Screening Matrix” that compares what is known about the potential solutions to the elements of the Preliminary Purpose and Need and a “PD&E Screening Matrix” that highlights gaps in information, such as the following:

- What specific types of information are needed to build a complete understanding of each potential solution, including how well it addresses the Preliminary Purpose and Need?
- Which elements of the Purpose and Need are not addressed by any proposed solution?

Table 4 shows an example of a Preliminary Purpose and Need Screening Matrix. The examples in Table 4 demonstrate that Solution 3 may not perform well in terms of meeting the Preliminary Purpose and Need (given information available to the Planning Project Team at this time), and the Planning Project Team may need to conduct further analysis to determine which potential solutions satisfy the last element, “Reduce overall travel times and improve reliability of travel times in the corridor.”

Table 3 Sample Format for a Preliminary Purpose and Need Screening Matrix

Sample Elements of Preliminary Purpose and Need	Solution 1	Solution 2	Solution 3
Reduce fatality rate	◆	◆	☒
Reduce overall travel times and improve reliability of travel times in the corridor	?	?	?
Improve connectivity between regionally significant population and employment centers	◆	☒	◆
Provide alternatives to driving alone to accommodate future growth in travel demand	☒	☒	☒
[additional elements of Preliminary Purpose and Need...]			

Legend: ◆ Addresses or partially addresses ☒ Does not address ? Gap in information

The **Summary of Potential Solutions and Recommended Actions** also will include “At A Glance” summaries of each solution’s (or solution set’s) distinguishing features, how well it addresses the Preliminary Purpose and Need, and what gaps in information exist that may need to be filled through additional planning studies. The text will be concise and will be supplemented by maps and other visualizations where needed. Each “At a Glance” summary will generally include the following information:

- Brief description
- Location, with start/end points or geographic area if available
- How the solution was generated or where it was sourced
- Specific facilities and modes impacted, if known
- Jurisdictions included in analysis (e.g., counties, cities, MPOs, RPCs, water management districts...)
- Elements of the **Preliminary Purpose and Need** and examples of specific issues and opportunities from the **Existing and Future Conditions Report** that this potential solution addresses (e.g., improves safety, access to employment and other destinations, system connectivity, travel speed/time/reliability, capacity for moving people and freight)
- Other related solutions (that need to precede, would follow, or would benefit from this solution)

Example “At a Glance” Summary of a Potential Solution Identified by the East Central Florida Corridor Task Force

Alternative A: Develop State Road 528 into a multimodal, multiuse “super corridor” from Interstate 4 in Orlando to State Road A1A in Port Canaveral.



State Road 528 (the Beach Line Expressway and the Bennett Causeway) is the principal east-west corridor in the study area, connecting Interstate 4 and the Orlando International Airport with Interstate 95 and Port Canaveral. State Road 528 primarily is a limited-access tolled highway. It is part of the Strategic Intermodal System. The existing facility is owned and operated by Florida’s Turnpike Enterprise (Interstate 4 to State Road 482 near the Orlando International Airport; State Road 520 to Interstate 95); the Central Florida Expressway Authority (State Road 482 to State Road 520); and FDOT (Interstate 95 to State Road 401 near Port Canaveral).

Improvements to this corridor could include general purpose lanes; managed express lanes or truck-only lanes; infrastructure for autonomous vehicles and alternative fueled vehicles; freight, intercity passenger, and regional passenger rail services; trails for nonmotorized transportation; pipelines; and electricity transmission and communications infrastructure. Such improvements could address the full list of needs identified in this part of the study area, with particular emphasis on supporting the planned expansion of Port Canaveral, the Cape Canaveral Spaceport, the Orlando International Airport, and other major transportation hubs.

Because this corridor already is limited access, future improvements could occur with modest impacts on surrounding communities, agricultural lands, and environmental lands. However, the width of the current State Road 528 (Beach Line Expressway) right-of-way may not be sufficient to accommodate multiple transportation modes as well as non-transportation uses, particularly west of the Econlockhatchee River and east of Interstate 95. Finally, while additional capacity in the corridor would enhance the transportation system’s ability to support emergency evacuation and response activities, the design of this multimodal, multiuse corridor must be resilient during emergencies.



After completing the “Preliminary Purpose and Need Screening Matrix” and “At a Glance” summaries of solutions, the Planning Project Team will explore the appropriate next steps for the potential solutions. Table 5 shows possible next steps, along with resources and guidance to determine which is the most appropriate disposition for each solution or solution set.

The **Summary of Potential Solutions and Recommended Actions** will conclude with a “Recommended Actions” summary for each potential solution.

Table 4 Possible Next Steps for Potential Solutions

Circumstances	Possible Next Steps	Resources and Guidance
<p>Potential solutions are not well-defined and there is little information about their scope (area of influence and project limits), how well they would address the Preliminary Purpose and Need, the timeframe when their implementation would have the greatest benefits, or planning-level cost estimates</p>	<p>Solutions Scoping and Screening Study to engage planning partners and the public in order to refine the Preliminary Purpose and Need, refine the scope of potential solutions, refine the scope of potential solutions and screen potential solutions against objective evaluation criteria in a transparent process</p>	<p>FDOT District 1 Lakeland Area Alternatives Analysis, FDOT District 1 Central Manatee Network Alternatives Analysis, FDOT District 4 I-95 Corridor Mobility Study, FDOT District 5 Multimodal Corridor Planning Guidebook; FDOT District 5 SR 535 Concept Development Study FDOT Transit Concept and Alternatives Review (TCAR) Guidance</p>
<p>Project alternatives are well-defined and are likely to lead to Categorical Exclusion-Type 1 (CatEx1) determination</p>	<p>Project Concept Report to prepare a project for advancement into design and implementation phases</p>	<p>PD&E Manual Part 1, Chapter 2, Class of Action Determination for Highway Projects (including flow chart in Figure 2.2) Environmental Class of Action Recommendation Form, Form No. 650-050-16 PD&E Manual Part 1, Type 1 Categorical Exclusion Checklist FDOT Project Concept Report: Guidelines for Development (Production Support / Project Manager’s Toolbox)</p>
<p>Project alternatives are well-defined, but additional detail is needed regarding potential environmental and community issues</p>	<p>Preliminary Environmental Discussion (PED) to examine a proposed solution’s potential involvement with environmental issues/resources and plans to address the issues as the project advances to further study</p>	<p>PD&E Manual Part 1, Chapter 3, “Preliminary Environmental Discussion and Advance Notification”</p>

<p>The Purpose and Need is well defined, potential solutions have been refined, a Preliminary Environmental Discussion (PED is complete for each potential solution, and additional partner input is needed regarding potential sociocultural effects and environmental and community impacts before programming a project in the Work Program or MPO Transportation Improvement Program</p>	<p>ETDM Planning Screen to gather partner input on a project prior to inclusion in a cost-feasible element of a state plan (e.g., the SIS Cost Feasible Plan) or an MPO Long Range Transportation Plan</p>	<p>Project types qualifying for ETDM screening are identified in Chapter 2 of the ETDM Manual, Topic No. 650-000-002.</p> <p>After determining the qualifying project type, the Planning Project Team can use the “ETDM Screening Matrix for Qualifying Projects,” shown in Table 2-2 of the ETDM Manual, to consider whether screening is required based on the transportation system, potential funding source(s), and the responsible agency (i.e., the agency required to meet federal, state, and other applicable requirements).</p> <p>The steps in conducting a Planning Screen are described in Chapter 3 of the ETDM Manual</p>
<p>Project alternatives are well-defined, but there are too many alternatives to advance into PD&E</p>	<p>Alternative Corridor Evaluation (ACE) process to identify and evaluate project alternatives and eliminate unreasonable alternatives on qualifying projects prior to the PD&E phase</p>	<p>Project types qualifying for ETDM screening are identified in Chapter 2 of the ETDM Manual, Topic No. 650-000-002.</p> <p>The ACE process as part of an ETDM Planning Screen is described in Chapter 3 of the ETDM Manual</p>
<p>A project is listed in an adopted fiscally constrained element of relevant state and MPO plans. Examples include the SIS Cost Feasible Plan and the fiscally constrained element of an MPO Long Range Transportation Plan.</p> <p>There is a short list of well-defined project alternatives that support the project Purpose and Need.</p> <p>Potential solutions have already been screened through the ETDM Planning Screen.</p>	<p>Statewide Accelerated Transformation (SWAT) process to advance a project through project development and into implementation</p>	<p>Generally, potential solutions will need to have been screened through the ETDM Planning Screen to advance into SWAT.</p> <p>The Planning Project Team should evaluate whether there is sufficient information about potential solutions to complete a SWAT Scoping Form, Section A. The SWAT Scoping Form is available in the PD&E Manual, Part 1, Chapter 4. Guidance for how to complete a SWAT Scoping Form is in FDOT’s SWAT Training Workbook, Module 4.</p> <p>The Planning Project Team can rely on ETDM screening reports, information generated by previously completed planning studies, and FDOT’s understanding of the project to complete the SWAT Scoping Form.</p>

Linking Planning and NEPA: Planning and Environmental Linkages

Pursuant to 23 U.S.C. § 168 and 23 C.F.R. § 450.318, results or decisions from a system-level, corridor, or subarea planning study may be used in the NEPA analysis if they meet certain conditions. Appendix A of 23 CFR Part 450 - Linking the Transportation Planning and NEPA Processes details how to adopt or incorporate by reference information from transportation planning into NEPA documents and/or environmental review process under existing laws. Refer to the ETDM Manual, Chapter 4, Section 4.7, “Linking Planning and Environmental Review,” and the PD&E Manual Section 4.2.2, “Linking Planning and Environmental Review,” for Florida-specific guidance on which types of planning studies, planning products, and project alternatives are governed by 23 U.S.C. § 168 and 23 C.F.R. § 450.318 and how to comply with these requirements.

As part of any planning study performed by FDOT, the Planning Project Team will allow for a sufficient public comment period to comply with FDOT’s published Public Involvement Plan. The Planning Project Team will compile, organize, and address any public comments received as a result of this outreach.

1.3 Engage SWAT Team to Review and Comment on Potential Solutions and Recommended Acitons

1: Identify Potential Solutions

- 1.1 Compile Potential Solutions
- 1.2 Screen and Summarize Potential Solutions
- 1.3 Engage SWAT Team to Review and Comment on Potential Solutions and Recommended Actions**

The Planning Project Team will engage the appropriate Statewide Accelerated Transformation Team, or SWAT Team, in a review of the **Summary of Potential Solutions and Recommended Actions**. District-level SWAT Planning Meetings occur each year between May and October. The SWAT Team will help the Planning Project Team validate its recommended actions by identifying:

- Potential solutions that are likely to meet criteria for new, non-major projects [Non-Major State Action (NMSA) and Type 1 Categorical Exclusion (CE)] and recommended steps to advance the best candidates into design and implementation;
- Potential solutions that are likely to be major projects for which a Project Development and Environmental (PD&E) Study will be required, and recommended steps to develop these into candidate projects so that they are ready to advance through the SWAT Process;
- Changes to reformulate solutions so that they better address elements of the Preliminary Purpose and Need and are more easily implementable;
- Gaps in information about solutions that may need to be addressed through more detailed Concept Development Studies or other pre-PD&E work prior to proceeding with next steps; and
- Potential fatal flaws that may eliminate a potential solution from further consideration.

Once the Planning Project Team has reviewed input from the SWAT Team, they will make modifications to the **Summary of Potential Solutions and Recommended Actions** as needed. The Planning Project Team will document the rationale for making any decisions impacting the scope of a potential solution and the decision process used to formulate new potential solutions.



The Planning Project Team will meet with Internal Project Advisors and External Planning Partners to review and gather input on the **Summary of Potential Solutions and Recommended Actions** including the recommended course of action for the identified independent solutions and solution sets.

2. Archive Information and Prepare for Handoffs to Next Steps



Objective

Consistent with the **Framework for Information Management** drafted in **Preliminary Needs Assessment**, the Planning Project Team will archive and otherwise prepare documents, data, input from partners and the public, and other information generated in **Identifying Potential Solutions and Recommended Actions** for handoff to the teams that will be leading the next project phases.

Activities

- 2.1 Review and Archive Project Data and Documents
- 2.2 Conduct a Pass the Torch Meeting

Expected Products

Organized and easily discoverable information generated by the Planning Process, and connections between staff who lead this Planning Study and those who will lead next phases in a project's development and implementation process.

2.1 *Review and Archive Project Data and Documents*

2: Archive Information and Prepare for Handoffs to Next Steps

2.1 Review and Archive Project Data and Documents

2.2 Conduct Pass the Torch Meeting

The Planning Project Team will review the **Framework for Information Management** drafted in **Preliminary Needs Assessment** and ensure the products of the Planning Study are available to project teams conducting PD&E studies and other implementation efforts.

ROADS: Reliable, Organized, Accurate Data Sharing.

All data collection and management for Planning Studies will be done in a manner that is consistent with FDOT's policies and procedures for data governance as part of the Reliable, Organized, Accurate Data Sharing (ROADS) Initiative. The purpose of the ROADS initiative is to develop and implement an integrated enterprise information management system that will provide reliable and accurate data, and can be quickly shared across the Department. The goals of ROADS are to continuously assess and reassess FDOT's data needs, improve data reliability and accuracy, and simplify data sharing across FDOT. When fully implemented, ROADS will improve management of data for planning studies and improve handoffs between planning and the project development, design, and construction pipeline.

2.2 Conduct Pass the Torch Meeting

2: Archive Information and Prepare for Handoffs to Next Steps

2.1 Review and Archive Project Data and Documents

2.2 Conduct Pass the Torch Meeting

The Planning Project Team will work with FDOT leadership and determine the appropriate internal and/or external staff for the Pass the Torch meeting. Attendees will review the Implementation Strategy and pass along any key information that will help next steps progress efficiently.

The “Pass the Torch” meeting serves as an opportunity to share and discuss the products of planning, including the **Existing and Future Conditions Report** and the **Summary of Potential Solutions and Recommended Actions**. The following information could be part of the meeting agenda:

- Summary of Decisions and Key Findings
- Documentation of External and Internal Engagement
- Lessons Learned
- Location of Archived Project Information
- Implementation Strategy
- Scope(s) of Work (if appropriate)

A Pass the Torch meeting enables the new team to understand important issues raised in previous planning studies, allows direct connection and contact between the old and new teams, and provides an opportunity for the new team to ask questions.

There could be multiple Pass the Torch Meetings if the Implementation Strategy identified separate specific actions for specific partners. The location and time of the Pass the Torch Meeting should be appropriate for all members identified.

Table 5 Quick Reference Guide: Workflow, Activities, and Expected Products of *Identifying Potential Solutions and Recommended Actions*

1. Identify Potential Solutions and Recommended Actions		
Typical Activities	Decisions	Expected Products
<ul style="list-style-type: none"> • Compile Potential Solutions • Define and Classify Potential Solutions for Action • Engage SWAT Team to Review and Comment on Potential Solutions and Recommended Actions 	<ul style="list-style-type: none"> • What specific types of information are needed to build a complete understanding of each potential solution, including how well it addresses the Preliminary Purpose and Need? • Do any potential solutions require further study to add details? • Which elements of the Purpose and Need are not addressed by any proposed solution? • Is there an opportunity to refine, divide, reformulate, or combine solutions? • Is the number of potential solutions small enough to advance through a Project Development and Environmental (PD&E) Study efficiently, or is there a need to screen and eliminate some alternatives from consideration? 	<ul style="list-style-type: none"> • Summary of Potential Solutions and Recommended Actions with the following: <ul style="list-style-type: none"> – A “Preliminary Purpose and Need Screening Matrix” that compares what is known about the potential solutions to the elements of the Preliminary Purpose and Need and highlights gaps (which issues and opportunities are not addressed by any proposed solution? And which potential solutions require additional scoping and information to define alternatives to advance into project development and other implementation steps?); – “At A Glance” summaries of each solution’s (or solution set’s) distinguishing features and the attributes that address the Preliminary Purpose and Need; and – A “Recommended Actions” summary for each potential solution
2. Archive Information and Prepare for Handoffs to Next Steps		

1. Identify Potential Solutions and Recommended Actions		
Typical Activities	Decisions	Expected Products
<ul style="list-style-type: none"> Review and archive project data and documents Conduct a “Pass the Torch” Meeting 	<ul style="list-style-type: none"> What are the best mechanisms and technologies to ensure the products of planning studies are available to teams leading project development and implementation steps? 	<ul style="list-style-type: none"> Data, reports, summaries of information from public and partner engagement activities, and recommendations



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