

Minnesota

Minnesota Statewide Multimodal Transportation Plan: 2012-2031



ACCOUNTABILITY AND TRANSPARENCY

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X. ACCOUNTABILITY AND TRANSPARENCY

MINNESOTA STATEWIDE POLICY PLAN

- I. Accountability and Transparency
 - A. Strengthen accountability and transparency in the delivery of Minnesota’s transportation system
 1. Strengthen Performance Tracking and Reporting
 - a. Mn/DOT will promote accountability by setting clear and measurable objectives, tracking progress and regularly reporting results.
 - i. Mn/DOT will set performance objectives that align with stated policy priorities in the areas of safety, mobility, community and economic development, and system preservation; invest to meet those objectives; measure progress; and innovate and adjust to stay on course.
 2. Implement New Project Scope, Cost, and Schedule Controls
 - a. Mn/DOT will implement new project scoping, cost estimating, and cost management processes to improve Mn/DOT’s ability to deliver projects within the schedule and budget promised to the public, contractors, and affected communities.
 - i. Establishment of a uniform and comprehensive project scoping process.
 - ii. Development and implementation of consistent project cost estimating and cost management (CE/CM) procedures and supporting policies.
 - iii. Mn/DOT will adopt and phase in the needed organizational changes and the use of formal processes, protocols, and communications related to program cost management and control, including:
 - Define requirements for projects to enter the four-year STIP, which will include scoping report and baseline cost estimate and identify a project contingency (in year-of-construction dollars).
 - Establish formal review of project cost variation, including documentation, timing and accountability.
 - Establish an authorization process and chain of responsibility for the approval of cost variations.
 - Uniformly apply tools to address risk in the estimation process.

3. Strengthen Stakeholder Involvement

- a. Mn/DOT will increase stakeholder involvement and encourage input in its transportation planning and decision making through organizational enhancements and process improvements.
 - i. Mn/DOT will continue to improve organization and approach to foster greater stakeholder access and involvement in decision making. To accomplish this objective, several changes have been made, including: • Adding a Transportation Ombudsman who will be responsible for independently investigating complaints from the public and determining whether the department's decision making may have been unreasonable, unfair, arbitrary, or improper. • Establishing an Office of External Partnering to actively seek input from the department's partners. • Expanding the role of market research as a function within the organization. Market research is a customer based technique used to inform planning and operational decisions. It is a tool for developing a greater understanding of Minnesota citizen's priorities and level of satisfaction with transportation investment decisions and services. • Introducing a series of Commissioner Forums to engage state and national leaders in discussions of the emerging transportation issues. Additionally, the Legislature has established a Transportation Strategic Management and Operations Advisory Task Force to recommend areas for organization and operational improvements.
 - ii. Mn/DOT supports Context Sensitive Solutions (CSS) as a policy and approach to project selection and design. The Federal Highway Administration defines CSS as "a collaborative, interdisciplinary approach that involves all stakeholders to develop a transportation facility that fits its physical setting and preserves scenic, aesthetic, historic and environmental resources, while maintaining safety and mobility. CSS is an approach that considers the total context within which a transportation improvement project will exist." Furthermore, CSS principles require early, continuous and meaningful involvement of stakeholders and the public throughout the project development process. Engagement is a critical component to successful use of CSS principles.
 - iii. Mn/DOT will support the development of public involvement skills for its agency and its partners by providing "Hear Every Voice" training and guidance statewide. Mn/DOT's Hear Every Voice initiative seeks to support employee learning and implementation of effective public participation. It is based on the principle that engaging the public is not an option but an essential requirement. The initiative acknowledges that public input is critical in every aspect of Mn/DOT's day-to-day business, including funding decisions, programming, planning, community and partner relations, and statutory and political requirements.

4. Communicate Needs and Proposed Approach

- a. Mn/DOT will strive to improve stakeholders' understanding of how Mn/DOT identifies and addresses needs in the planning and management of the state transportation system through expanded dialog and enhanced reporting.
 - i. Mn/DOT will expand its dialog with Area Transportation Partners (ATP) to include a broader discussion of revenue projections, system performance trends, project status, and program decision making processes and criteria.
 - ii. Mn/DOT's investment process uses eight regional partnerships called Area Transportation Partnerships. ATPs include representatives from metropolitan planning organizations, regional development commissions, cities,

counties, townships, transit providers, tribal governments, other interested parties, and Mn/DOT. ATPs are responsible for recommending a four-year program for federally funded projects. Mn/DOT will conduct regular interactive meetings with these local partners at least annually to foster a greater shared understanding of issues and procedures.

- iii. Mn/DOT will expand and standardize reporting to the Legislature and the public. Mn/DOT will present regular reports to the Legislature on the internal performance management practices and reports developed over the last 15 years. Reports will provide status on the condition and performance of the transportation system, fiscal needs, and key issues and the progress on key initiatives (e.g., bonding projects, legislatively mandated projects and programs). Mn/DOT will present to the Legislature at least annually and to legislative staff biannually or quarterly.
- iv. Mn/DOT will also expand the use of its website to increase the availability and accessibility of information on transportation system performance, project status, and program decision-making processes and criteria.
- v. Mn/DOT will reshape, update, and expand the annual Department Results Scorecard to better reflect new priorities and allow for increased public understanding of Mn/DOT's objectives and status in meeting those objectives.

MN/DOT STRATEGIC PLAN

I. Innovation

A. Promote a Culture of innovation in the organization

- a. Foster innovation and collaborative partnerships within the transportation community in delivering 21st century transportation solutions.
- b. Develop ground-breaking, multi-modal transportation practices that will accommodate the diverse needs of all individuals and communities.
- c. Flagship Initiative: Context Sensitive Solutions (CSS)
- d. Flagship Initiative: Innovative Finance
- e. Flagship Initiative: Sustainability Initiative

II. Leadership

A. Become the transportation leader and employer of choice for Minnesota's diverse population

- a. Mobilize in-house talent, public input and external partnerships to deliver value to the public
- b. Value service, excellence and diversity to be an employer of choice
- c. Provide development and advancement opportunities for all employees
- d. Empower all employees to be leaders and ambassadors for Mn/DOT
- e. Flagship Initiative: Major Projects Management
- f. Flagship Initiative: Modal Integration
- g. Flagship Initiative: Business Information Plan
- h. Flagship Initiative: Workplace of Choice

III. Transparency

A. Build public trust in Mn/DOT

- a. Develop a simple, yet comprehensive tool for measuring across functions that is efficient, accurate, cost effective and will show accountability to the public
- b. Build relationships within local communities and encourage public involvement in developing transportation solutions
- c. Effectively tie the strategic vision to Mn/DOT's long-range plan, strategic plan, and investment objectives, serving as an ethical compass for decision making at all levels
- d. Flagship Initiative: Transportation Strategic Management & Operations Advisory Task Force Recommendations
- e. Flagship Initiative: DBE & Workforce Collaborative
- f. Flagship Initiative: Tech Connections

ADA TRANSITION PLAN

I. Transparency & Accountability

- A. Enhance trust with transparency and accountability

MINNESOTA COMPREHENSIVE STATEWIDE FREIGHT AND PASSENGER RAIL PLAN

I. Management

- A. The State of Minnesota, through dedicated Mn/DOT departments, with the active oversight of the Legislature, should take a strong lead in advancing the process forward in order to develop the unified system envisioned
- i. Organize the State's response to Federal rail grant programs to maximize the opportunities for Federal funding.
 - ii. Coordinate negotiation of actual operating agreements with the freight railroads.
 - iii. Analyze public/private benefit/cost allocation for each passenger rail corridor to better position corridors for FRA grants: • Ensure third party due diligence of each corridor investment; • Clarify capital/operating costs, revenues, financial plan, and project management plan; and • Provide for Legislative review/acceptance.
 - iv. The State should adopt the following principles in moving forward: • Limit state funding of operating subsidies to about 25 percent of total O&M costs; (overall state-supported Amtrak corridors generate revenues that cover more than 85 percent of costs); • Assume equal capital cost share of freight investments in shared corridors – actual state capital costs will depend on benefit/cost allocation with freight rail owner; and • Public sector pays for passenger-related capital costs.

GREATER MINNESOTA TRANSIT INVESTMENT PLAN

1. To reduce unmet transit service needs by: • Understanding the needs of current transit customers and developing a profile of current riders using market research. • Determining total and unmet transit needs at the county level using technical analysis. • Building support for transit investment priorities through extensive public outreach throughout the planning process.

GREATER MINNESOTA TRANSIT PLAN

I. Coordination & Communication

A. Enhance coordination and communication to reach the broadest possible audience with the most cost-effective service

- i. Work in partnership with local human service and state agencies to coordinate service planning and operations for all users including the elderly, persons with disabilities, and low-income populations.
- ii. Work with local providers to expand marketing and information services to better inform target populations of available services.
- iii. Mn/DOT and local transit and planning officials must work together to generate land use and transportation interaction decisions to yield more cost-effective transit solutions.
- iv. Support a peer-to-peer network to encourage the exchange of best practices information among transit providers.
- v. Evaluate options for enhancing communication and coordination at the local level, including establishing mobility management organizations and mobility managers at least at the regional level.

METROPOLITAN COUNCIL 2030 TRANSPORTATION PLAN

I. Transportation System Investment

A. Ensure adequate resources for transportation system investments

1. The Metropolitan Council will identify and pursue an adequate level of resources for regional transportation investments. The first priority is to ensure that adequate resources are available to preserve, operate and maintain the existing systems and the second is to seek resources to address identified but unmet needs and demands.

a. Resources Available and Needed

- i. The Metropolitan Council will identify (1) transportation resources currently available and reasonably expected to be available in the future, (2) the level of resources needed for transportation investments in preservation, operations and maintenance of existing systems and (3) resources required to meet unmet needs and demands.

b. Adequate Resources

- i. The Metropolitan Council, working with the Governor, Legislature, local governments and others will pursue an adequate level of transportation resources to preserve, operate and maintain existing systems and to meet identified unmet needs.

B. Public Participation in Transportation Planning and Investment Decisions

1. The Council and its regional partners will promote public participation in formulating transportation policy, developing transportation plans and making transportation investment decisions.

a. Public Participation

- i. The Metropolitan Council, the Transportation Advisory Board and Mn/DOT will foster a variety of public participation activities and methods to communicate with the public to solicit broad participation, comment, review and debate on proposed plans and implementation proposals.

b. Interjurisdictional Coordination and Participation.

- i. The Council will coordinate with cities, counties and government agencies in planning and implementing regional investment and policy through the Transportation Advisory Board and its Technical Advisory Committee and subcommittees, as well as by participating in some local planning initiatives and providing technical assistance.
 - c. Participation of Underrepresented Populations.
 - i. The Council will recruit representatives of groups traditionally underrepresented in regional policymaking and provide enhanced participation opportunities to encourage people who belong to underrepresented groups to share their unique perspectives, comments and suggestions.
 - d. Public Awareness of Transportation Issues.
 - i. The Council will utilize a variety of media and technologies to actively engage and inform the public regarding important transportation issues.
 - e. Transit Customer Involvement.
 - i. The Council will continue to solicit community, municipal and customer involvement in transit planning and service restructuring to ensure that transit is tailored to meet community needs and markets for travel.

II. Highway System

A. Highway Planning

- 1. The Council, Mn/DOT, and local governments will plan the Metropolitan and Regional Highway Systems and local roads to provide a cost-effective, multimodal and safe roadway system that reflects the needs of a growing population and economy.
 - a. Context-Sensitive Design
 - i. All new and reconstructed roads will be planned and designed in a way that protects and enhances the environment and is sensitive to community attributes and objectives.
 - b. Coordination with Adjacent Counties
 - i. The Council will work cooperatively with Mn/DOT, adjacent area transportation partnerships and local units of government to support connections between the Metropolitan Highway System and the counties surrounding the seven-county metropolitan area.

III. Other Surface Transportation

A. Providing Pedestrian and Bicycle Travel Systems

- 1. The Council, state, and local units of government will support efforts to increase the share of trips made by bicycling and walking and develop and maintain efficient, safe and appealing pedestrian and bicycle transportation systems.
 - a. Interjurisdictional Coordination
 - i. The Metropolitan Council, along with local and state agencies, will coordinate planning efforts to develop efficient and continuous bikeway systems and pedestrian paths, eliminate barriers and critical gaps and ensure adequate interjurisdictional connections and signage.
 - b. Education and Promotion
 - i. The Council encourages educational and promotional programs to increase awareness of and respect for the rights of pedestrians and bicyclists by motorists and to educate bicyclists on the proper and safe use of public roadways.

IV. Aviation

A. Agency and Public Coordination

1. The regional aviation planning partners will promote public participation and awareness of aviation issues including involvement of non-traditional populations, system users and individuals.
 - a. Enhance Public Awareness
 - i. The region's aviation partners will utilize a variety of media and technologies to bring aviation planning into the mainstream of public decision-making so all interested persons have an opportunity to participate in the process and become acquainted with major development proposals.
 - b. Governmental Roles Defined
 - i. The region's aviation partners will have a regional aviation management system that clearly defines government roles and responsibilities for planning, development, operations, environmental mitigation and oversight.

DIRECTIONS 2035 DULUTH-SUPERIOR LONG RANGE TRANSPORTATION PLAN

I. System Preservation

- A. Preserve existing infrastructure, ensure transportation facilities are used optimally, and limited financial resources are applied most effectively
 1. Optimize investments
 - a. Direct funding to projects that address the greatest needs and promise the greatest return on investments
 - i. Gather pavement quality data, annual average daily traffic counts, and other performance measures.
 - ii. Use studies, modeling and TSM assessments to identify safety and capacity needs.
 - iii. Use TIP scoring criteria to prioritize projects with the highest benefits-to-cost ratios.

II. Public Information

- A. Maintain a planning process that is committed to coordination and public participation, and is responsive to the needs and interests of all residents, stakeholder groups and public agencies
 1. Successful coordination
 - a. Ensure successful coordination among jurisdictions and other local entities
 - i. Identify all stakeholder groups relevant to any MIC study or plan.
 - ii. Form diverse steering committees to provide additional expertise for planning activities.
 - iii. Stay abreast of jurisdictional plans and planning activities; communicate to other jurisdictions.
 2. Ensure environmental justice compliance
 - a. Ensure that MIC activities remain consistent with federal environmental justice requirements
 - i. Identify areas of minority and low-income populations in the MIC area.
 - ii. Proactively engage all stakeholder groups to identify potential issues early in planning activities.
 - iii. Provide outreach to communities potentially affected by planning activities to insure a significant and timely enhance of information.

3. Provide opportunities for involvement
 - a. Provide ample opportunities for the public to access information, become involved, and provide input on transportation decisions
 - i. Seek public involvement at the start of all planning projects and keep all participants regularly informed throughout, offering them additional ways to continue their involvement.
 - ii. Continue to follow procedures established in the MIC's Public Involvement Plan.
 - iii. Notify local media outlets early on in planning activities and follow up with timely press releases.
 - iv. Use the MIC website to advertise all ways people can get involved.
4. Increase public interest
 - a. Increase public interest in the MIC's activities and improve the public's understanding of the MIC and how it makes transportation decisions.
 - i. Send out press releases to local media outlets to inform them of MIC activities.
 - ii. Keep the MIC website current with updated information relevant to public concerns and interests.
 - iii. Offer an online blog offering discussions of current MIC-related news alerts and planning topics for which people can sign-up or opt-out of.
 - iv. Showcase past MIC projects that have successfully incorporated extensive public involvement.
 - v. Devise a strategic communications plan to incorporate the use of online social media tools along with traditional media outlets.

2035 LA CROSSE AND LA CRESCENT METROPOLITAN AREA TRANSPORTATION PLAN

I. Themes

- A. Enhance knowledge of and promote public involvement in local and regional transportation issues and processes.

FARGO-MOORHEAD METROPOLITAN TRANSPORTATION PLAN

1. Be good stewards of the public's money
 - a. Form public-private partnerships to achieve transportation goals where appropriate.
 - i. Broaden the availability of MAT bulk purchase plans (e.g., the U-Pass program, M3TRO, etc.) to the community at large.
 - ii. Explore public-private partnerships to pay for new transit services, transit shelters, and transit operations.
 - iii. Build and maintain relationships with area businesses to increase the understanding of each party for the other's needs and constraints.
 - b. Identify and prioritize needs through good planning
 - i. Preserve future regional corridors through right of way preservation and/or early purchase of right of way.
 - ii. Develop a needs prioritization matrix that allows multiple projects to be compared to one another based on objective, measureable criteria.

- iii. Support and promote exurban land use coordination and encourage regional land use planning.
 - c. Optimize value throughout the project design and construction process.
 - i. Use innovative contract practices (e.g., design-build, land rental, and pay for performance, etc.) as appropriate.
 - ii. Utilize value engineering process to maximize project cost effectiveness.
- 2. Manage and operate roadways efficiently
 - a. Develop system operations and performance measures for the region's transportation system
 - i. Create the necessary physical or virtual connections among the regional partners to allow for the distribution and consumption of traffic related information/data.
 - ii. Metro COG will review and revise its annual traffic counting program to ensure it supports the collection of timely information relative to the operational performance of the regional transportation system.
 - iii. Each system operator will review its traffic counting and data collection programs to ensure it is working to address the objective of gathering data relevant to understanding the operational performance of the regional transportation system.
 - iv. Develop a program that is regularly collecting and analyzing data on the operations of the region's transportation system; archive the data for future use.
 - v. Regularly consult with stakeholders such as the Red River Dispatch Center, Metro Area Transit, local emergency responders, and special user groups to discuss system operations.
 - vi. Metro COG, in cooperation with ATAC, will annually prepare a joint report on the state of systems operations in the Metro Area, which will also document the current state of traffic data collection in the metro area and make recommendations for data collection improvements, if necessary.
 - vii. Identify and address hot spots of operational deficiency based on available data.
 - b. Cooperate across jurisdictional boundaries to create a seamless transportation network
 - i. Member jurisdictions should continue participation in Metro COG
 - ii. Extend Metro COG services to neighboring jurisdictions as appropriate
 - iii. Continue development and maintenance of a regional traffic demand model to forecast future corridor levels-of-service.
 - iv. Consider expansion of the Metropolitan Planning Area after completion of the 2010 Census

GRAND FORKS-EAST GRAND FORKS MPO TRANSPORTATION PLAN

- 1. Provide an efficient transportation system
 - a. Provide efficient and cost-effective service.
 - i. Monitor and report the following performance measures for fixed route and tripper service for both the peak (September through May) and off-peak (June through August) seasons: passengers per mile; farebox recovery rate; cost per passenger; cost per mile; cost per hour.

- ii. Monitor and report the following performance measures for demand responsive service: passengers per mile; farebox recovery rate; cost per passenger; cost per mile; cost per hour.
 - iii. Improve reporting requirements through all operating systems.
 - iv. Performance measures should be no less than 75% of the average of transit systems of similar size.
2. Minimize adverse impacts from transportation
- a. Make public participation and education an integral part of the bike and pedestrian plan
 - i. Annually update and publish an information brochure of the Grand Forks and East Grand Forks bikeway system.
 - ii. Develop a bicycling/walking awareness campaign with the support of local media and local and national clubs to promote the environment, social and health benefits of walking and bicycling.
 - iii. Organize a "Bike to Work Day" in conjunction with the "National Bike to Work Day".
 - iv. Annually perform at least two public presentations to further awareness on bicycle and pedestrian issues.
 - v. Submit at least four articles per year to local media promoting all aspects of bicycling and walking.
 - vi. Develop or acquire at least one radio or television PSA/year.
3. Finance the transportation system
- a. Recognize the relationship between planning and financing of needed transportation infrastructure
 - i. Incorporate transportation facility costs into each community's capital improvement program.
 - b. Increase the flexibility in funding for both construction and maintenance of transportation facilities in the annual transportation budget
 - i. Effect administrative procedures to obtain increased funding flexibility.
 - c. Find ways to capitalize funding for both construction and maintenance of transit facilities
 - i. Follow administrative procedures to ensure funding flexibility.

ROCHESTER COUNCIL OF GOVERNMENTS TRANSPORTATION PLAN

I. Foster Partnering Between Jurisdictions

- i. Encourage a high level of coordination among government entities within Olmsted County that have responsibility for transportation planning, financing, and construction. Coordination should occur at the level of project studies as well as when updating countywide system programs..
- ii. ROCOG should become more active as a forum to identify regionally significant transportation issues and as a facilitator between adjacent jurisdictions to ensure consistent planning and network continuity and to mitigate inter-jurisdictional conflict arising from regional traffic impact.
- iii. ROCOG should strive to educate the public about future thoroughfare planning through a program that periodically generates articles and news releases about transportation issues along with upcoming improvement projects and amendments to the local transportation plan.
- iv. A lack of coordination between roadway authorities and land use authorities can result in decisions that in the future will create costly delays and changes in public road and highway projects. Land use authorities should develop

adequate referral processes to provide for the timely review of land use proposals affecting state and county road facilities.

- v. Jurisdictions should have regulations to assure that all development proposals, plan amendments, or zone changes conform with adopted transportation system plans. Within zoning ordinances, criteria establishing consistency between development proposals and transportation plans should be provided.

II. Funding

A. Establish adequate and stable funding for transportation

- a. Provide adequate funding to support timely preservation and capital replacement of the transportation system
 - i. Provide annual funding for capital replacement at a level sufficient to lower the Average Replacement Cycle (ARC) to a level equal to the Anticipated Design Life (ADL) of all system components.
 - ii. Provide adequate funding to eliminate the backlog of transportation system needs.
 - iii. Provide adequate funding to support life cycle maintenance activities for all transportation system components.
 - iv. Provide adequate funding to support annual operations and maintenance (O&M) needs associated with the transportation system.
 - v. Embody adequate funding within the financial framework of the Long Range Plan for justifiable capacity preservation and enhancement projects.
 - vi. Provide for the timely implementation of local access facilities or services needed to serve planned urban development areas or to upgrade areas deficient in local access capacity.
- b. Develop a broader toolbox of mechanisms for financing transportation investment
 - i. Provide information and analysis on new or modified revenue and financing mechanisms to elected officials at all levels of government with responsibility for transportation investments.
 - ii. Provide the support and coordination needed to acquire authority for preferred financing tools.
 - iii. Work with legislators at state and national level to insure that devolution of responsibility is accompanied by resources or revenue authority to aid local governments in meeting transport needs.
- c. Utilize user charges where possible to finance the costs of the transportation system
 - i. Provide information and analysis to decision makers on the full costs and subsidy patterns associated with the various users of transportation and land use development patterns.
 - ii. Benchmark maximum levels of general fund support and minimum level of user fee support for various transportation functions.
 - iii. Provide an adequate level of assistance to support the transportation needs of low income households.
- d. Maintain funding for alternative modes of personal travel at or above historical levels
 - i. Maintain or increase the level of funding devoted to the construction and maintenance of alternative modes of personal travel.

III. Management

- A. Manage transportation systems to maximize effectiveness while minimizing impacts to the fiscal, economic, social, natural and built environments
 - a. Manage short and long term investment to minimize costs consistent with social, economic and environmental goals
 - i. Minimize long term costs to users of the transportation system.
 - ii. Minimize the public costs of providing facilities and services.
 - iii. Continue to incorporate revenue and expenditure forecasting and life cycle management into annual budgeting processes.
 - b. Consider the development and implementation of an integrated information systems plan to support capital programming and planning activities
 - i. Consider the concept of an information systems plan that responds to the needs of all transportation agencies and organizations in the ROCOG area.

IV. Information & Education

- A. Provide citizens, businesses and leaders of the community with information they need to make informed transportation choices
 - a. Improve pedestrian, cyclist and motorist understanding of how to share common roadway space
 - i. Promote and encourage an attitude of mutual respect and accommodation between bicyclists and motorists on all streets where bicycle use is legal.
 - ii. Improve cyclist and motorist understanding of laws pertaining to on-street bicycle travel and safe cycling practice.
 - iii. Provide adequate cyclist education to all children, parents and adults.
 - b. Promote alternatives to the private automobile in selected customer markets
 - i. Implement awareness outreach and marketing activities regarding the availability and advantages of alternative modes of travel to various consumer markets (students, senior citizens and workers in targeted transit service areas).
 - ii. Attract additional medical campus and CBD employment trips to alternative modes.
 - iii. Attract additional medical campus and hospitality industry visitor trips to transit services.
 - c. Foster informed community debate on sustainable development and transportation policy
 - i. Educate the community about the costs of transportation to business and individuals and its influence on development patterns.
 - ii. Promote the benefits of alternatives to travel in low occupancy private automobiles through education/awareness and information programs.
 - iii. Increase awareness of how transportation and land use influence and impact sustainable development issues.

V. Technology

- A. Stimulate the application of new technology to the solution of transportation problems
 - a. Encourage market acceptance of new transportation technologies
 - i. Support the development of new transportation technologies.

- ii. Increase awareness of public sector support for new transportation technologies.
- iii. Incorporate new transportation technologies in transportation infrastructure investments.
- b. Promote the development and use of technologies which may substitute for the need to travel
 - i. Encourage broad range acceptance of telecommuting.
 - ii. Encourage telecommuting in contracts with vendors or service.
 - iii. Increase awareness of public sector support for telecommuting.

VI. Government Processes

- A. Support delivery of efficient and effective transportation service through government processes
 - a. Coordinate transportation expenditures with other public sector expenditures to maximize the productive use of public resources
 - i. Coordinate system planning for transportation with system planning for other community infrastructure systems such as sewer, water, stormwater or recreation facilities.
 - ii. Develop integrated public investment programs for defined neighborhood or corridor areas.
 - b. Reduce government regulations which inhibit flexibility and reduce competitiveness
 - i. Make greater use of performance-based criteria and reduce the impact of mandates on system and service design.
 - ii. Make greater use of market mechanisms to provide transportation services and products and reduce the impact of anti-competitive regulations on the private transportation sector.
 - c. Support decisions on major investment projects with appropriate analysis
 - i. Identify the benefits, costs and impacts, and assess multi-modal alternatives on all major investment projects.
 - ii. Decision processes should provide all affected interests the opportunity to review and comment on proposed plans consistent with the guidelines and principles established in the ROCOG Public Involvement Plan.
 - d. Provide for public/target market involvement in early phases of planning and programming
 - i. Maintain the bicycle-pedestrian advisory as a standing committee of ROCOG.
 - ii. Continue to provide opportunities for elderly and disabled involvement in transportation decision-making.
 - iii. Continue outreach efforts for immigrant and low income individuals and households in transportation decision-making.

VII. Bicycle and Pedestrian Travel

1. Evaluation

- i. Local agencies with the help of BPAC should develop a set of measures for assessing progress towards the goals and objectives associated with the Urban and Regional Bikeway Plan to assist in evaluating past success and set future directions.
- ii. ROCOG should work with its partners to develop a schedule for gathering data needed to assess progress.