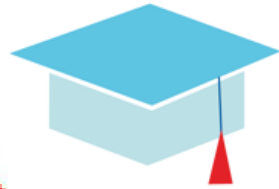


Welcome to Indianapolis!



TRANSPORTATION LEADERSHIP ACADEMY



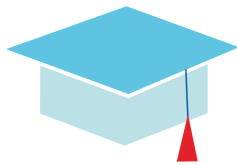
Transportation
for America

May 19 – 20, 2016



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TRANSPORTATION LEADERSHIP ACADEMY

MAY 19-20, 2016

Contact Information: Alex Depompolo (810-706-2304); Alicia Orosco (202-591-8988)

Hotel Location: Indianapolis Marriott Downtown (350 West Maryland Street, Indianapolis)

Workshop Location: Faegre Baker and Daniels (300 N. Meridian Street, Suite 2700, Indianapolis)

UPON ARRIVAL

Upon arrival	Participants will check-in to the Indianapolis Marriott Downtown hotel.
5:30 – 7:00 p.m.	Informal meet and greet <i>Location: Hotel Lobby</i> Upon arrival, participants are welcome to stop by the hotel lobby for an informal meet & greet with T4America staff, who will be present to answer any questions.

THURSDAY, MAY 19

8:00 – 8:30 a.m.	Continental Breakfast
8:30 – 8:45 a.m.	Introductions <i>James Corless, Transportation for America</i> <i>Anna Gremling, Indianapolis Metropolitan Planning Organization</i> <i>Tameka Macon, Federal Highway Administration</i>
8:45 – 9:15 a.m.	Welcome & Level Setting <i>James Corless, Transportation for America</i> <ul style="list-style-type: none">Why are we here? A brief review of the webinars leading up to the workshop, including an overview of the performance measures in MAP-21, and setting the stage for the day.
9:15 – 10:00 a.m.	Case Study: The Virginia Story <i>Nicholas Donohue, Commonwealth of Virginia</i> <ul style="list-style-type: none">Learn from the Virginia DOT experience.
10:00 – 11:00 a.m.	Visioning Exercise <i>Lyle Wray, Capitol Region Council of Governments</i> <ul style="list-style-type: none">What does a successful future look like for your region? Work on identifying your region's goals, values, and desired outcomes through a visioning exercise. Discuss how transportation investments might help you get there.

11:00 – 11:15 a.m.	Break
11:15 a.m. – 12:30 p.m.	Designing Metrics & Different Ways to Apply Performance Measures <i>Beth Osborne, Transportation for America</i> <i>Sam Seskin</i> <ul style="list-style-type: none"> • What performance measures are and what they are not. The difference between dashboards, report cards, and project selection measures. Why performance measures are important. Developing performance measures that fit and match an agency's size and capabilities. • Discover how performance measures can be applied at different stages of planning, project development, or the construction process. A basic discussion of performance measurement logic models (inputs, outputs, and outcomes). • Understand what collaboration and coordination is needed to ensure your performance measures are successful. Including MAP-21 and FAST Act requirements on the relationship between MPOs, states, and transit operators in the development of performance measures.
12:30 – 1:30 p.m.	Lunch: The Transportation Landscape & the Role of the MPO <i>William Murdock, Mid-Ohio Regional Planning Commission</i> <i>James Corless, Transportation for America</i> <ul style="list-style-type: none"> • Learn where the MPO fits into the transportation program, how it interacts with federal and state departments, how it interacts with transit operators, and its important role in shaping local transportation decisions.
1:30 – 1:45 p.m.	Break
1:45 – 3:00 p.m.	Sample Measurement Exercise <i>Michael Nesbitt, Federal Highway Administration</i> <ul style="list-style-type: none"> • Work in a group activity to discuss sample measurements and apply them to projects. • Discuss what you are doing in your MPO currently.
3:00 – 4:00 p.m.	Measuring the Economic Impact of Transportation Investments <i>Nicholas Donohue, Commonwealth of Virginia</i> <i>Beth Osborne, Transportation for America</i> <i>Sam Seskin</i> <ul style="list-style-type: none"> • A review of suggested economic measures. Learn how to review projects and understand if your investments will pay for themselves. Identify tools for evaluating the economic benefits from transportation projects.
4:00 – 4:30 p.m.	Closing Remarks <i>James Corless, Transportation for America</i>
4:30 p.m.	Adjourn
6:30 – 9:00 p.m.	Reception Location: <i>Ram Restaurant and Brewery (140 South Illinois Street, Indianapolis)</i> Please join us for a networking reception, including hors d'oeuvres and a cash bar.

FRIDAY, MAY 20

8:00 – 8:30 a.m.	Continental Breakfast
8:30 – 9:00 a.m.	Opening Remarks & Summary of Salient Points <i>James Corless, Transportation for America</i> <i>Mark Fisher, Indianapolis Chamber of Commerce</i> <i>John Myers, HNTB</i> <ul style="list-style-type: none">• Key points that were raised by participants during Thursday’s sessions• Setting the stage for the day
9:00 – 10:30 a.m.	Beyond MAP-21: Measures that Focus on Your Community <i>Beth Osborne, Transportation for America</i> <i>Eric Sundquist, State Smart Transportation Initiative</i> <ul style="list-style-type: none">• Designing metrics for community goals. Examples from around the country and discussion on how to develop performance measures to address topics such as health, access, and equity.
10:30 – 10:45 a.m.	Breakfast & Workshop Survey
10:45 a.m. – 12:15 p.m.	Linking to Outcomes & Prioritizing Projects to Get the Most Utility from Each Dollar <i>Nicholas Donohue, Commonwealth of Virginia</i> <i>Sam Seskin</i> <ul style="list-style-type: none">• Strengthening the link between performance measures and outcomes. Success and pitfalls in implementing this process.• Using performance measures to squeeze greater value out of each investment. Best practices for implementing successful performance measures.
12:15 – 1:15 p.m.	Lunch: Discussion of Next Steps & Concluding Remarks <i>James Corless, Transportation for America</i> <i>Tameka Macon, Federal Highway Administration</i> <i>Beth Osborne, Transportation for America</i> <ul style="list-style-type: none">• T4America and FHWA will provide concluding remarks. Participants turn in their completed workshop survey as they are departing.
1:15 p.m.	Adjourn

JOINING USA A LITTLE LONGER?

2:30 – 3:30 p.m.	Guided Tours Sign up for a guided walking tour of the Indianapolis Cultural Trail or for a guided tour of the Downtown Transit Center. Spots are limited and interested parties should register at the check-in table with Alex Depompolo (alex.depompolo@t4america.org).
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Conference and Tour Locations

Transportation for America Conference | Indianapolis, May 19-20, 2016

TOUR OPTIONS

Indianapolis Cultural Trail | Walking Tour | 60 Minutes

2:30pm, May 20 - Meet at Marriot Downtown lobby | indyculturaltrail.org

Explore this world-renowned bicycle and pedestrian infrastructure the New York Times calls "bold innovation" (NYT, 2014). Learn about the history of the Cultural Trail and the historic neighborhoods and cultural districts the Trail passes through.



Downtown Transit Center | Hard Hat Tour* | 60 Minutes

2:30pm, May 20 - Meet at Marriot Downtown lobby | indygo.net

The \$20M Downtown Transit Center will offer a central transfer point for downtown bus routes when it opens in June 2016, and will have customer amenities like indoor waiting, real-time arrival information, and free wi-fi.

*This tour is limited to the first 10 attendees registered.



CONFERENCE INFO



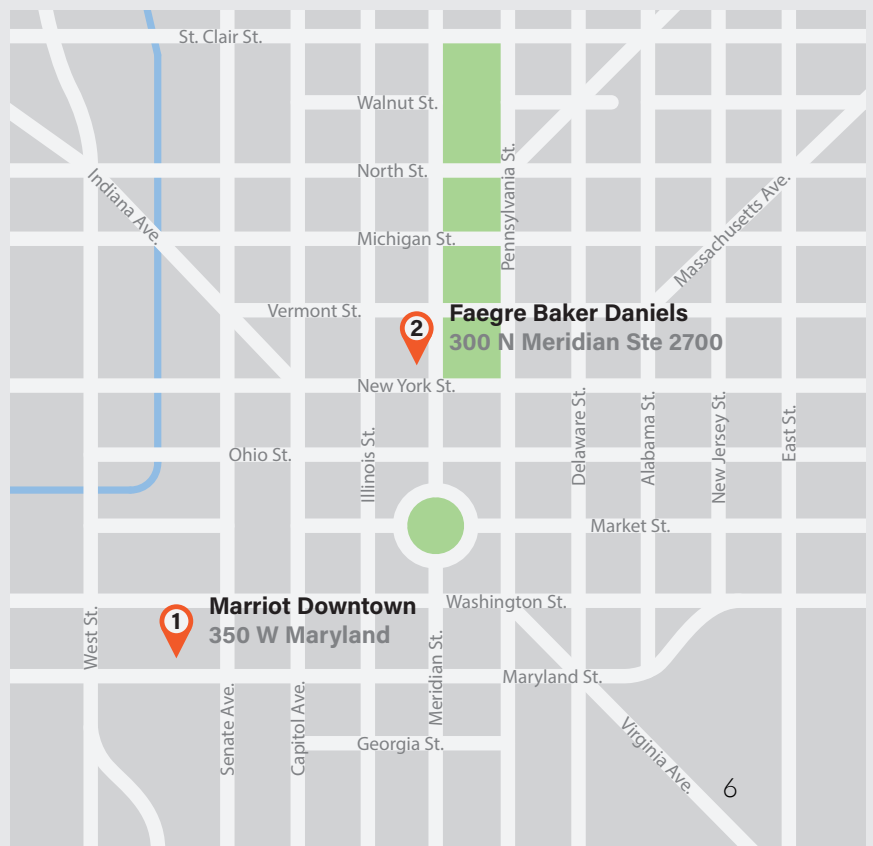
**Hotel:
Marriot Downtown**

350 W Maryland St
Indianapolis, IN 46225
(317) 822-3500



**Conference:
Faegre Baker Daniels**

300 N Meridian St
Suite 2700
Indianapolis, IN 46204



Indianapolis Metropolitan
Planning Organization

General Information

Transportation for America would like to welcome you to the first in-person workshop of the Transportation Leadership Academy and to the City of Indianapolis. Below you will find general information including staff contact information, transportation options, and area restaurants. We hope you enjoy your stay in Indianapolis and find your participation in the Transportation Leadership Academy to be a rewarding experience for your region.

STAFF CONTACTS

Should you need to reach T4America staff for any reason during the workshop, please use the following contact information:



Alex Depompolo
Cell: (810) 706-2304



Alicia Orosco
Cell: (202) 591-8988

TRANSPORTATION OPTIONS

Please review the area map on the previous page to orient yourself with travel options between the hotel and the meeting venue. We encourage you to walk between the sites and to restaurants. Here are some other transportation options:

Public Transit

IndyGo (<http://www.indygo.net/>) provides service throughout downtown Indianapolis. Rides are \$1.75 per trip or a \$4 one-day pass may be purchased aboard buses. Route 8 offers the most direct transit service between the hotel and the meeting venue. This route also serves the Indianapolis International Airport, with trips taking approximately 40 minutes from downtown. For trips within downtown, Route 8 departs approximately every 15 minutes during the day (every 30 minutes to the airport).

Bicycle

The Indiana Pacers Bikeshare system (<https://www.pacersbikeshare.org/>) has several stations near the hotel and meeting venue. A 24 hour pass costs \$8 and may be purchased at any station. The first 30 minutes of each trip are free. Downtown streets are generally suitable for biking or you can use the Indianapolis Cultural Trail (see below).

Walking

We encourage you to explore downtown Indianapolis on foot. The Indianapolis Cultural Trail (<http://indyculturaltrail.org/>) offers 8 miles of pathways throughout downtown – enter and exit at any point. There are currently 6 cultural districts and 9 pieces of public art located along the trail.

RESTAURANTS WITHIN THE MARRIOTT HOTEL

- Champions
- Circle City Bar & Grille
- Starbucks

RESTAURANTS WITHIN A FIVE-MINUTE WALK

- Eagle's Nest, featuring a rotating roof deck at the Hyatt Regency (1 S Capitol Ave)
- Loughmiller's Pub And Eatery (301 W Washington St)
- Shula's Steakhouse, inside the Westin hotel (50 S Capitol Ave)
- High Velocity, an American sports bar inside the JW Indianapolis (10 S. West Street)
- Osteria Pronto, an Italian eatery inside the JW Indianapolis (10 S. West Street)
- Capital Grille Steakhouse (40 W Washington St)
- Circle Centre Mall (49 W Maryland St):
 - Champps Americana
 - Colts Grille
 - Granite City Food and Brewery
 - Harry & Izzy's Steakhouse
 - Nada
 - P.F. Chang's
 - Palomino Restaurant and Bar
 - Ruth's Chris Steakhouse
 - Weber Grill
 - Yard House

RESTAURANTS WITHIN A 10-MINUTE WALK

- The Oceanaire seafood restaurant (30 S Meridian St)
- St. Elmo Steak House (127 S. Illinois St)
- Adobo Grill (110 E. Washington St)
- Fogo de Chão Brazilian Steakhouse (117 E Washington St)



Transportation for America

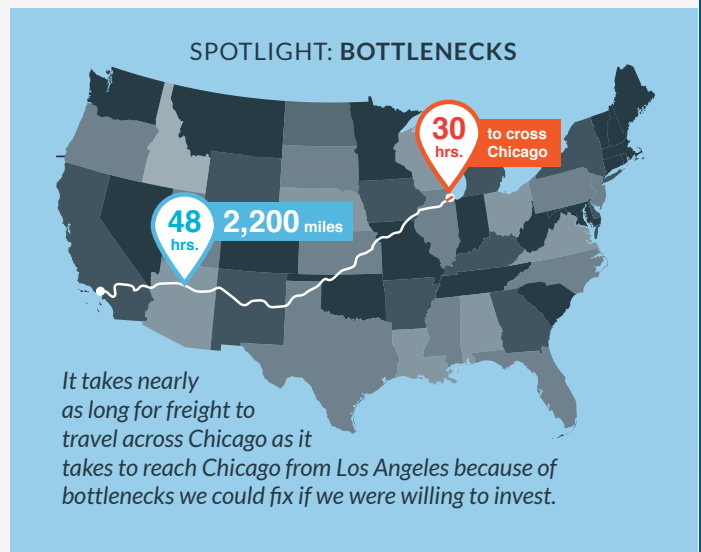
★ America must invest and innovate to strengthen our economy, our communities.★

Strong local economies are the foundation of a strong national economy. Across the country, business, civic and elected leaders understand that a strong transportation network drives the success of our local economies.

They know local employers need to be able to recruit and retain workers both within and from outside their home communities, and they need efficient ways to get their goods to market. Workers of all incomes need affordable, dependable access to jobs. And our cities, suburbs and towns must be able to attract talent and compete on a global scale.

In communities across the country, local leaders are responding to new economic challenges with innovative plans for their transportation networks. But alone, they lack the resources, and the control over them, to build and maintain the infrastructure their economies demand. At the same time, transportation funding at all levels of government is shrinking rather than growing, due to slackening gas tax receipts and budget cuts.

This situation threatens America's ability to compete economically. Transportation for America is bringing people together to change it, in Congress and state houses across the nation.



In the interstate era, the direction for change came from the federal government, along with most of the necessary funding. In the 21st century, our challenge is to promote positive change at the local and regional level, to stimulate innovation and ensure that the funding is there to bring it to life.

WHO WE ARE



Transportation for America is an alliance of elected, business and civic leaders from communities across the country, united to ensure that states and the federal government step up to invest in smart, homegrown, locally-driven transportation solutions. These are the investments that hold the key to our future economic prosperity.

WHAT WE DO

Transportation for America is working to empower cities, towns and suburbs to build strong economies and communities. We believe local leaders have the vision to make smart investments that promote economic success to benefit everyone, from the business community to the lowest-wage worker. We work with local leaders for advancement on five key fronts:

INVESTMENT. We are building a powerful new alliance that will help secure sufficient state and federal transportation funding for infrastructure to move freight to market and people to jobs.

LOCAL CONTROL. We advocate for federal and state policy changes that will give local communities more authority and funding to spur innovation and strengthen their economies.

INNOVATION. We provide research and peer-to-peer information sharing to help local communities develop and take advantage of new and “outside the box” approaches to solving their transportation planning, funding and financing challenges.

OPTIONS. We help communities adapt to changes in market preferences, technology and travel patterns that are driving a new consumer demand for a range of transportation options, from managed highway lanes to public transportation to walkable neighborhoods.

ACCESS TO JOBS. We advocate for transportation policies that help employers expand access to workers, attract new talent, and ensure that workers of all wage levels can reach their jobs with the lowest possible cost and stress.

WHAT IT MEANS TO SUCCEED


We envision a strong national economy in which federal and state governments team up to invest in infrastructure and innovation in our local communities – the true engines of economic success.

If we invest in creating a strong, modern transportation system for the 21st century, we will be creating prosperous cities, towns and suburbs where businesses thrive and people of all incomes and ages can live healthy and productive lives.



Learn more and join our alliance:

www.t4america.org

 @t4america

 facebook.com/transportationforamerica

Boston, Massachusetts



ABOUT THE REGION

The Boston MPO serves the Boston, Massachusetts region, which has a total estimated population of 5.8 million. The MPO membership is comprised of 22 voting members, including state and regional transportation agencies as well as municipalities.

TEAM MEMBERS

- Eric Bourassa, Director of Transportation Division, Metropolitan Area Planning Council
- Tom Kadzis, Senior Transportation Planner, Boston Transportation Department
- Anne McGahan, Chief Planner, Boston Region MPO
- Paul Regan, Executive Director, MBTA Advisory Board
- Thomas Ryan, Director of Public Policy & Government Affairs, A Better City
- Patrick Sullivan, Director of Policy & Outreach, 128 Business Council
- Trey Joseph Wadsworth, Manager of MPO Activities, Massachusetts DOT

CHALLENGES AHEAD

In their responses to the Transportation Leadership Academy survey, team members identified the following challenges as top concerns facing the region:

- State of good repair (how to preserve the current system, esp. the transit system)
- Transit (preserving and expanding the current system, as well as leveraging the transit system to address land development issues)
- Education of stakeholders around project selection

In addition, the region's current long-range transportation plan, [Charting Progress to 2040](#)¹, identifies several challenges facing the region, including the following:

- The region's transportation infrastructure is aging and maintenance has been deferred.
- Travel choices in the region need to be expanded, including transit options and additional bicycle and pedestrian facilities.
- Climate change is likely to impact the region and flooding could directly impact transportation systems.

¹ <http://www.ctps.org/lrtp>

CURRENT PROCESSES & VIEWS ON PERFORMANCE MEASURES

For *Charting Progress to 2040*, MPO staff scored 38 potential major infrastructure projects, with each project receiving one, two, or three points in each of six categories (representing low, medium, and high ratings respectively) for a total possible score of 18 points. The six categories included the following performance measures:

- Safety
 - Cost of project per “equivalent property damage only” index (EPDO) of crash history
 - Average annual EPDO per 100,000,000 vehicles (crash rate or risk)
 - Top 200 Crash Cluster Location
 - Highway Safety Improvement Program (HSIP) Cluster (Total EPDO)
 - MPO-identified Truck Cluster (Truck-involved EPDO)
 - HSIP Bicycle Cluster (bicycle-involved EPDO)
 - HSIP Pedestrian Cluster (pedestrian-involved EPDO)
- System Preservation - whether the project:
 - Improves substandard pavement
 - Improves a bridge
 - Improves sidewalk infrastructure
 - Improves bicycle facilities
 - Improves emergency response or ability to respond to extreme conditions
- Capacity Management and Mobility – Automobile impacts
 - Project is at an MPO-identified bottleneck location
 - Degree to which the bottleneck would be improved
- Capacity Management and Mobility – Bus impacts
 - Level of existing bus service in project area
 - Degree of service improvement
- Capacity Management and Mobility – Pedestrian / Bicyclist impacts
 - Expands bicycle network and closes gaps
 - Expands sidewalk network
 - Improves transit access and intermodal connections
- Economic Vitality
 - Provides access to target development area
 - Serves existing area of concentrated development
 - Facilitates new development

When asked in the introductory survey, team members are most interested in learning about and creating performance measures related to the following topics:

- Economic health and performance
- System performance
- Equity

Cleveland, Ohio



ABOUT THE REGION

The Northeast Ohio Areawide Coordinating Agency (NOACA) is the MPO for the Cleveland, Ohio metropolitan region, which has a total estimated population of 2.9 million. NOACA serves the counties of Cuyahoga, Geauga, Lake, Lorain, and Medina, including the communities within them.

TEAM MEMBERS

- Hon. Adam Friedrich, Commissioner, Medina County Board of Commissioners
- Grace Gallucci, Executive Director, NOACA
- Hon. Ted Kalo, Commissioner, Lorain County Board of Commissioners
- Nathan Kelly, Director of Development, Cuyahoga County
- Valarie McCall, Chief of Government and International Affairs, City of Cleveland
- Hon. Blake Rear, Commissioner, Geauga County Board of Commissioners
- Hon. Daniel Troy, Commissioner, Lake County Board of Commissioners

CHALLENGES AHEAD

In their responses to the Transportation Leadership Academy survey, team members identified the following challenges as top concerns facing the region:

- Repairing and maintaining current system (primarily roads, but also rail)
- Avoiding system expansion (additional road capacity has harmed region)

In addition, the region's current long-range transportation plan [Connections+ 2035](#)¹ identifies several challenges facing the region, including the following:

- The regional population is becoming less dense.
- Overall funding for the urbanized area has decreased.
- The region's population is aging resulting in changing transportation demands.
- The region's transportation infrastructure is aging and maintenance has been deferred.

¹ <http://www.noaca.org/index.aspx?page=71>

CURRENT PROCESSES & VIEWS ON PERFORMANCE MEASURES

To inform the *Connections+ 2035* plan, NOACA conducted a Congestion Management Process (CMP) analysis, which includes performance measures for all facilities on the National Highway System including the following for existing and build conditions:

- Level of Service (LOS)
- Volume to Capacity Ratio (V/C)
- Observed travel time, and travel speeds
- Safety-related measures
- Pavement condition
- Vehicle Miles of Travel (VMT)
- Vehicle Hours of Delay (VHD)

For future long-range transportation plans, NOACA also plans to define performance measures for performing Environmental Justice analysis of projects. Analysis categories include economic, community cohesion, land use, safety, and the natural environment.

When asked in the introductory survey, team members are most interested in learning about and creating performance measures related to State of Good Repair.

Des Moines, Iowa



ABOUT THE REGION

The Des Moines Area MPO (DMAMPO) serves the Des Moines-West Des Moines, Iowa metropolitan region, which has a total estimated population of 456,000. The MPO membership includes the counties of Dallas, Polk, and Warren as well as 16 voting communities and DART, the regional transit provider. DMAMPO has one additional county and three additional cities as non-voting members.

TEAM MEMBERS

- Hon. Tom Armstrong, Mayor, City of Grimes
- Todd Ashby, Executive Director, Des Moines Area MPO
- Joseph Jones, Senior Vice President of Government Relations & Public Policy, Greater Des Moines Partnership
- Dylan Mullenix, Assistant Director, Des Moines Area MPO
- Hon. Ruth Randleman, Mayor, City of Carlisle
- Ethan Standard, Transit Planner, Des Moines Area Regional Transit Authority

CHALLENGES AHEAD

In their responses to the Transportation Leadership Academy survey, team members identified the following challenges facing the region:

- Transit (both funding and ensuring it is a reliable system)
- Shifting to a multimodal transportation focus (increasing funding to help facilitate this shift and gathering data related to bicycle and pedestrian counts and returns on investment to help support multimodal initiatives)

In addition, the region's current long-range transportation plan, [Mobilizing Tomorrow](http://dmampo.org/mobilizing-tomorrow/)¹, identifies several challenges facing the region, including the following:

- Little investment in protecting open spaces has occurred since 1970.
- Gaps in on- and off-street bicycle facilities limit the number of users.
- There are gaps in the trail system that limit recreational and exercise opportunities.
- The region's transportation infrastructure is aging and maintenance has been deferred. 18% of DART's fleet is beyond its useful life.
- Transit service needs to be better coordinated with places where people live and work.
- Mode split is disproportionately focused on personal automobiles.

¹ <http://dmampo.org/mobilizing-tomorrow/>

- With no future capacity enhancements, the road network would still not experience unstable or broken flows by 2050, despite expected population increase. This hinders development of other transportation modes.

CURRENT PROCESSES & VIEWS ON PERFORMANCE MEASURES

DMAMPO utilized performance measures for evaluating the Iowa DOT project list to include in *Mobilizing Tomorrow*. The MPO used 26 evaluation criteria; each was worth one point except for two that deducted a point. The criteria were grouped under four broad goals:

1. Enhance multimodal transportation options
2. Transportation infrastructure and services are well-managed and optimized.
3. Improve the region's environmental health
4. Further the health, safety, and well-being of all residents in the region

In addition, criteria included evaluation of projects for contributions to the region's congestion management strategies.

Each project received three different total scores that were averaged to determine a final score, allowing certain criteria to be weighted in the scoring process. Transit and bridge projects, as well as maintenance work and TAP projects were not evaluated in this manner.

The MPO has also prepared draft performance measures for the overall *Mobilizing Tomorrow* long-range transportation plan. These are connected to the four goals identified above and include quantifiable targets for 2050 (the plan's horizon year). Example performance measures include mode split, transit ridership, and vehicle miles traveled.

When asked in the introductory survey, team members are most interested in learning about and creating performance measures related to the following:

- Congestion
- Equity
- System performance
- Economic health and performance

Indianapolis, Indiana



ABOUT THE REGION

The Indy MPO serves the Indianapolis, Indiana metropolitan region, which has a total estimated population of 1.6 million. The City of Indianapolis' Department of Metropolitan Development is the designated MPO. In addition to the City, the MPO's planning partners include more than 40 entities including local jurisdictions and transit agencies within the MPO's Metropolitan Planning Area, as well as state and federal transportation agencies.

TEAM MEMBERS

- Anna Gremling, Executive Director, Indianapolis MPO
- David Holt, Vice President of Operations and Business Development, Conexus
- Tom Klein, Town Manager, Town of Avon
- Melody Park, Acting Director for the Department of Public Works, City of Indianapolis
- Michael Smith, District Deputy Commissioner, Indiana Department of Transportation

CHALLENGES AHEAD

In their responses to the Transportation Leadership Academy survey, team members identified the following challenges as top concerns facing the region:

- Maintenance of the current transportation system (with some focus on roadways)
- Data (both knowing current assets and acquiring new data for performance measures)

In addition, the region's [2035 Long Range Transportation Plan](#)¹ identifies several challenges facing the region, including the following:

- Funding for transportation is declining at the federal, state, and local levels as revenue from taxes (particularly federal motor fuel tax) has failed to keep up with population and economic growth. Vehicles are also becoming more fuel-efficient. At the same time, operation and maintenance costs are rising.
- Existing transportation facilities require a significant percentage of available resources for maintenance.
- Diversification of investment beyond roadways into transit, bicycle, and pedestrian facilities is necessary both to provide choices for households owning cars and to provide reasonable mobility for households without cars.

CURRENT PROCESSES & VIEWS ON PERFORMANCE MEASURES

The Indy MPO utilized a performance-based framework for defining long-range transportation goals and objectives as well as evaluation criteria to measure contribution of planned investments towards goals. The performance measures were weighted and each project analyzed received a score in the following categories:

- Network analysis: Evaluation of impact of different funding allocations on transportation network performance.
- Corridor analysis: Identification of corridors of greatest strategic importance for region, based on objective criteria, to inform project evaluation for roadway projects.
- Project analysis: Evaluation and prioritization of proposed roadway & transit expansion projects
- Plan monitoring: On-going analysis to ensure long-range transportation plan is meeting goals

The following performance measures were used for the above levels of analysis for highway projects:

- Percent of pavement in good condition (network analysis & plan monitoring)
- Percent of bridges in good condition (network analysis & plan monitoring)
- Crash rates (corridor analysis)
- Reduction in peak-period delay (network analysis, project analysis & plan monitoring)
- Volume to capacity ratio (corridor analysis)
- Intercorridor connectivity (corridor analysis)
- Intracorridor connectivity (corridor analysis)
- Potential trips served by transit service (project analysis)
- Importance to freight mobility (corridor analysis)
- Changes in population and employment (corridor analysis)
- Industry cluster support (project analysis)
- Land use intensity (project analysis)

For transit, the following performance measures were used to analyze projects:

- Project service characteristics
- Project geography
- Operating statistics (computed)
- Potential trips served
- Capital and operations and maintenance costs

When asked in the introductory survey, team members are most interested in learning about and creating performance measures related to congestion as well as economic health and performance.

Lee County, Florida



ABOUT THE REGION

The Lee County MPO serves the Cape Coral–Fort Meyers, Florida metropolitan region, which has a total estimated population of 440,000. In addition to Lee County, the MPO’s voting members include the Cities of Bonita Springs, Cape Coral, Fort Myers, and Sanibel plus the Town of Fort Myers Beach.

TEAM MEMBERS

- Margaret Banyan, Associate Professor and MPA Coordinator, Florida Gulf Coast University
- Hon. Brian Hamman, Commissioner, Lee County Board of Commissioners
- Johnny Limbaugh, Project Manager, Lee County MPO
- Hon. Marni Sawicki, Mayor, City of Cape Coral
- Aaron Troyer, Operations Manager, Troyer Brothers Farms
- Janet Watermeier, SWFL Community Member

CHALLENGES AHEAD

In their responses to the Transportation Leadership Academy survey, team members identified the following challenges as top concerns facing the region:

- Congestion related to growth (including how to balance freight and passenger needs)
- Funding (how to work within funding constraints and how to increase funding levels).

In addition, the region’s [2035 Long Range Transportation Plan](http://www.leempo.com/CollierLeeMPO.shtml)¹, prepared for both Lee County and neighboring Collier County, as well as analysis for the [draft 2040 plan](http://2040transportationplan.leempo.com/)² identify several challenges facing the region, including the following:

- Additional funding sources need to be identified. There is a significant deficit between needs for all plan components and revenues. Choosing which projects to fund is a delicate balance between which projects align best with the future vision and which are most feasible.
- Changes in location of population and employment will potentially alter the transportation system’s needs. In the next 25 years, Lee County’s population and jobs are expected to grow by about 70 percent.
- LeeTran has cut back and deferred route improvements due to declining revenues.

¹ <http://www.leempo.com/CollierLeeMPO.shtml>

² <http://2040transportationplan.leempo.com/>

CURRENT PROCESSES & VIEWS ON PERFORMANCE MEASURES

In developing its 2035 Long Range Transportation Plan, Lee County MPO utilized evaluation criteria for selecting cost feasible projects. The following indicators were considered, with each worth between 0 and 2 points, depending on the indicator. If a project received negative public input, it could receive -1 point.

- Sidewalk or Bicycle Facility Gap
- Project connects directly to:
 - Airport
 - Park & Ride Lot
 - Transit Center
 - Regional Intermodal Hub
 - Regional Activity Center
 - Freight Activity Center
- Project is within:
 - Environmental Justice Area
 - Transit Supportive Development Area
- Potential Cumulative Degree of Effect (FDOT Efficient Transportation Decision Making [ETDM] and Environmental Screening Tool [EST] streamlining process for environmental review and permitting)
- Project Enhances or Improves:
 - Evacuation Route
 - Regional Road Network
 - Regional Transit Route
 - Strategic Intermodal System (SIS) Roadway
 - Major Truck Route
 - Major Road Network Connectivity
 - Congested Corridor (LOS)
 - Crash Data
- Public Input

When asked in the introductory survey, team members are most interested in learning about and creating performance measures related to congestion.

Seattle, Washington



ABOUT THE REGION

The Puget Sound Regional Council (PSRC) is the MPO for the Bremerton-Silverdale and Seattle-Tacoma-Bellevue, Washington metropolitan regions, which represent a total estimated population of 3.5 million. These metropolitan regions include the counties of King, Pierce, Snohomish, and Kitsap in the central Puget Sound. In addition to the county governments, PSRC works closely with the region's 82 cities and towns, as well as ports, tribes, transit agencies, and the state of Washington to create regional policies.

TEAM MEMBERS

- Hon. Robert Gelder, Commissioner, Kitsap County
- Mary Pat Lawlor, Program Manager, Puget Sound Regional Council
- Hon. Robert Johnson, Councilmember District 4, City of Seattle
- Robin Mayhew, Program Manager, Puget Sound Regional Council
- Hon. Debora Nelson, Councilmember, City of Arlington
- Kimberly Scrivner, Senior Planner, Puget Sound Regional Council
- Hester Serebrin, Policy Analyst, Transportation Choices Coalition
- Hon. Derek Young, Councilmember, Pierce County

CHALLENGES AHEAD

In their responses to the Transportation Leadership Academy survey, team members identified the following main challenge facing the region:

- Balancing numerous issues amidst given funding and space constraints (including balancing expectations, urban and rural needs, and addressing future growth).

In addition, the region's [Transportation 2040](#)¹ long range transportation plan identifies several challenges facing the region, including the following:

- By 2040, the region is projected to add 1.5 million new residents (36% increase from 2006) and 1.2 million new jobs, a 51% increase. This will increase travel within the region by 40%.
- Daily Vehicle Miles Traveled (VMT) will increase by 30% from 80 million to 102 million unless dramatic changes in travel options and behavior occur.
- The population of seniors over the age of 65 is increasing.

- Financing concerns, including how to share the burden across user groups like freight and how to prioritize investments while maintaining geographic equity for statewide and regional funding sources.

CURRENT PROCESSES & VIEWS ON PERFORMANCE MEASURES

Transportation 2040 identifies investments to support expected growth in the region and provides a financing plan to pay for it. It also focuses on strategies to reduce the contribution of transportation to climate change and other issues facing the region.

PSRC developed a prioritization process to provide a mechanism for comparing system improvement projects considered for inclusion in the constrained funding plan. For each of the nine prioritization areas listed below, PSRC measured the impact of each project using specific performance measures and awarded up to 10 points for each prioritization area. The prioritization areas were:

- Air Quality
- Freight
- Jobs
- Multi-Modal
- Puget Sound Land and Water
- Safety and System Security
- Social Equity and Access to Opportunity
- Support for (Regional Employment and Housing) Centers
- Travel

While use of this Prioritization Framework was limited in this version of *Transportation 2040*, it may be more fully implemented into future updates of *Transportation 2040*.

In its 2014 update of *Transportation 2040*, PSRC evaluated changes to the package of projects adopted in the original 2010 plan by comparing the original and revised packages to the base years of analysis. Measures analyzed included Daily Vehicle Miles Traveled, Travel mode share (driving alone, carpool, transit, and non-motorized) and Air Quality

PSRC will also develop a performance-based monitoring program for *Transportation 2040* incorporating the MAP-21 performance measures and those included in *Vision 2040*, the long-range regional plan.

When asked in the introductory survey, team members are most interested in learning about and creating performance measures related to equity as well as economic health and performance.

South Bend, Indiana



ABOUT THE REGION

The Michiana Area Council of Governments (MACOG) serves the South Bend-Mishawaka and Elkhart-Goshen, Indiana metropolitan regions, which has a total estimated population of 265,000. The four-county MACOG region includes Elkhart and St. Joseph Counties as well as rural Kosciusko and Marshall Counties. There are 35 cities and towns in the region.

TEAM MEMBERS

- David Cangany, General Manager & CEO, South Bend Public Transportation Corp
- Mary Cripe, Civil City Engineer, Goshen Engineer and MACOG TTAC Vice-Chair
- Chris Godlewski, Director, Elkhart Co Plan Commission
- Jitin Kain, Director of Planning, City of South Bend Community Investment representing Mayor Pete Buttigieg
- Diana Lawson, Executive Director, Elkhart Co Convention and Visitors Bureau
- Jeff Rea, President & CEO, St Joseph Chamber of Commerce and former Mayor of Mishawaka
- Hon. Joseph Thallemer, Mayor, City of Warsaw, and incoming MACOG Policy Board Chair
- James Turnwald, Executive Director, MACOG

CHALLENGES AHEAD

In their responses to the Transportation Leadership Academy survey, team members identified the following as challenges facing the region:

- Economic growth
- Social and regional connectivity
- The need to address all transportation modes

In addition, the region's [Michiana on the Move: 2040 Long Range Transportation Plan](#)¹ identifies several challenges facing the region, including the following:

- The region's transportation infrastructure is aging and maintenance has been deferred.
- Population expected to increase by 10% between 2010 and 2040.
- Freight traffic expected to increase dramatically on interstate highways and arterials.
- Travel choices in the region need to be expanded including transit, bicycle, and pedestrian choices

¹ <http://www.macog.com/MACOGHOM/TransportationPlanning/LRTP.HTM>

CURRENT PROCESSES & VIEWS ON PERFORMANCE MEASURES

The *Michiana on the Move* plan notes the national performance measures required under MAP-21 and provides actions that MACOG will take to implement them. It also leaves placeholders for state and local performance measures that the MPO will be required to implement under MAP-21. The MPO has expressed an interest in implementing traditional and non-traditional performance measures to its future long-range transportation plan updates.

In creating *Michiana on the Move*, a consultant performed a regional travel study to better understand existing travel behavior of both residents and university students. Data collected included average drive times, trip purposes, mode share, and trip departure times. The team also documented the region's existing transportation conditions and performed a needs analysis for the future. The analysis made extensive use of travel demand forecasting to identify problem areas (using a no-build scenario model with projected socioeconomic data), predict future travel patterns and mode share. MACOG utilized a red flag analysis using GIS to determine the impact of roadway projects on environmental and infrastructure concerns within ½ mile radius of each project location. MACOG also performed an Environmental Justice analysis for projects to identify impacts on these vulnerable populations at the Census tract level. Throughout the process, MACOG performed public outreach to stakeholders. These tools all contributed to MACOG's analysis of problems and selection of projects for inclusion.

When asked in the introductory survey, team members are most interested in learning about and creating performance measures related to safety as well as economic health and performance.

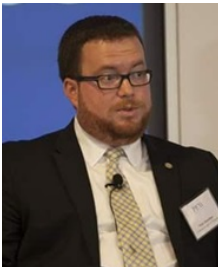
Meet Our Esteemed Speakers



James Corless

James Corless is the Director of Transportation for America (T4America), an alliance of elected, business and civic leaders from communities across the country, united to ensure that states and the federal government step up to invest in smart, homegrown, locally-driven transportation solutions. Prior to T4America, James served as a senior planner for the Metropolitan Transportation Commission (MTC) in the San Francisco Bay Area where he managed the agency's efforts to partner with the private sector and local governments to promote jobs, retail and residential construction along public transportation corridors.

James helped author several pieces of groundbreaking state legislation in California that have helped encourage coordination of transportation, growth and economic development and has served as a visiting lecturer at the University of California at Berkeley in the Department of City and Regional Planning.



Nicholas Donohue

Nicholas Donohue serves as Deputy Secretary of Transportation for the Commonwealth of Virginia. As Deputy Secretary, Nick serves as the Director of the Office of Intermodal Planning and Investment, which encourages the coordination of multimodal and intermodal planning across the various transportation modes within the Commonwealth. Currently, the OIPI leads the development of VTrans2040, the Commonwealth's long-range multimodal transportation plan.

Prior to VDOT, Nick served as the Policy and Legislative Director for the Transportation for American Campaign and as Assistant Secretary of Transportation and Special Assistant to the Secretary of Transportation in the administration of Governor Tim Kaine. Nicholas holds a Bachelor's Degree in Urban Studies and Geography from Virginia Commonwealth University.



Mark Fisher

Mark Fisher serves as the Vice President for Government Relations & Policy Development for the Indy Chamber. In this role, Mark is responsible for the overall public policy activities of the Chamber, while focusing his efforts on Economic & Community Development, Transportation, Local Government and Fiscal Policy Matters. Prior to joining the Chamber as Vice President, Mark served as Director of Engagement and Interim President of Develop Indy through its merger with the Indy Chamber as well as serving in various roles within the Chamber's public policy team.

A native of Bloomington, Indiana, Mark has a Bachelor's degree in Sociology, certificate in Business and Economics from Indiana University- Bloomington and

a Master's of Public Affairs from Indiana University- Indianapolis. Mark currently lives in the Butler-Tarkington neighborhood of Indianapolis with his wife and three sons and stays active in a variety of community-based initiatives including Lacy Leadership Association as well as serving as a member of the board for Employ Indy, Midtown Indy, Indiana INTERNnet and the Central Indiana Regional Transportation Authority.



Anna Gremling

As Executive Director of the Indianapolis Metropolitan Planning Organization, Anna Gremling leads the organization that oversees transportation planning for the Indianapolis Metropolitan Planning Area. In this role, she is responsible for an annual distribution of \$47 million for transportation projects in an area that encompasses 1,520 square miles and includes eight counties and 27 cities and towns. She oversees a staff of 15 professional planners and brings experience from both the public and private sectors. Before taking on her current role, she worked in marketing and sales for The Schneider Corporation, where she was responsible for responding to RFPs and issuing proposals for seven offices in four states. Previously she also served as a Transportation Planner for the Grand Valley Metro Council, which is the MPO for the Greater Grand Rapids area. Personally and professionally, much of her time is spent engaged in transportation planning initiatives to enhance mobility in Central Indiana, including the Indy Connect public education process.

Anna earned both her B.A. and Master's degrees in Public Administration at Grand Valley State University, where she serves on the Alumni Board of Directors. She's also a member of the Mayor's Bike Advisory Committee and the advisory board of the National Institute for Fitness and Sport. She is also the team lead for the Transportation Leadership Academy Indianapolis regional team.



Tameka Macon

Tameka Macon is on the Stewardship and Oversight Team with the Federal Highway Administration's (FHWA) Office of Planning and is leading FHWA's partnership with T4America on the Transportation Leadership Academy on performance measures. She has over 10 years of federal experience and subject matter expertise in the laws, regulations, and policies governing the federal-aid program.

Tameka has a Masters in Regional Planning from the University at Albany, State University of NY.



William Murdock

William Murdock serves as Executive Director of the Mid-Ohio Regional Planning Commission (MORPC), a voluntary association of more than 60 Central Ohio local governments and regional organizations serving the fastest growing region in Ohio. As Executive Director, William oversees innovative planning, services, and policies in transportation, energy, housing, land use, environment, and data.

William is a longtime resident of Central Ohio and proud Buckeye with multiple degrees from the Ohio State University.



John W. Myers

John Myers is Associate Vice President of HNTB and is both a registered professional engineer and certified planner with a long involvement with transportation in Indiana. His experience ranges from planning to construction for roadway, transit and airport projects. Recently he has devoted most of his time to advancing transit in Central Indiana. He is currently managing the HNTB team supporting the Indianapolis MPO in their LRTP update.

John holds a bachelor degree from Rose Hulman Institute of Technology and a masters degree from Purdue.



Michael Nesbitt

Michael Nesbitt is a Senior Transportation Specialist with the Federal Highway Administration (FHWA). He assists the Office of Transportation Performance Management (TPM) with preparing stakeholder and partner agencies to implement federal-aid highway TPM provisions. For the past year, Michael has been leading efforts to standardize the TPM state-of-practice and further the adoption of change management and process improvement tools.

Michael earned a BA in Sociology/Anthropology from Carleton College and a Master's in Transportation Policy, Operations, and Logistics from George Mason University.

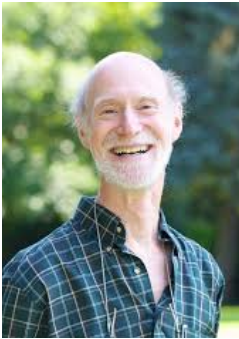


Beth Osborne

Beth Osborne joined Transportation for America as the senior policy advisor and to direct a newly created mission-driven technical assistance service. Beth came to Transportation for America from the U.S. Department of Transportation (USDOT) where she served as the Acting Assistant Secretary for Transportation Policy and the Deputy Assistant Secretary for Transportation Policy since 2009. At USDOT, Beth managed the TIGER Discretionary Grant program, the Secretary's livability initiative, and the development of the Administration's surface transportation authorization proposal.

Before joining USDOT, Beth worked for Sen. Tom Carper (DE) as the legislative

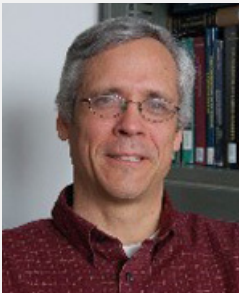
assistant for transportation, trade and labor policy, as the policy director for Smart Growth America and as legislative director for environmental policy at the Southern Governors' Association. She began her career in Washington, DC, in the House of Representatives working as a legislative assistant for Rep. Ron Klink (PA-04) and as legislative director for Rep. Brian Baird (WA-03).



Sam Seskin

For over forty years Sam Seskin has worked on projects and plans that integrate transportation, smart growth and sustainable development. He has developed guidance and training programs on transportation, land use planning and the economic impact of sustainable infrastructure projects at the local, regional, state, national, and international levels. He has led a large number of distinctive assignments that have advanced the state of the art and the state of the practice. His work has have won awards from the American Planning Association, the US Environmental Protection Agency, the Congress for the New Urbanism, ESRI (developer of ArcView GIS software) , as well as a CEO Award for Excellence for the development of Greenroads, a global rating system for sustainable roadway design and construction.

Sam holds a Master of Public Affairs and Urban Planning from the Woodrow Wilson School of Public and International Affairs at Princeton University, and Bachelor's Degree in American Studies from Yale University.



Eric Sundquist

Eric Sundquist is managing director of the State Smart Transportation Initiative. In that position he has organized a community of practice that includes many of the nation's most forward-thinking DOT CEOs and sustainability directors. He has led numerous technical assistance efforts, including an industry-leading project to assess tripmaking in order to reduce SOV demand, and a two-year hands-on review of transportation practice and policy in California. Before assuming leadership of SSTI in 2010, he was a senior associate and policy analyst focusing on transportation and clean energy at the Center on Wisconsin Strategy (COWS) based at the University of Wisconsin-Madison. Previous to his work at COWS in 2007, he worked as a transportation researcher at Georgia Tech, as an instructor at Georgia State University, as an editor for the Journal of the American Planning Association, and as an editor at the Atlanta Journal-Constitution and several other newspapers.

Eric holds a PhD in city and regional planning as well as a MS in public policy from Georgia Tech. In addition, he holds a MH in humanities from the University of Richmond and a BA in English from Miami University.



Lyle Wray

Lyle Wray is the Executive Director of the Capitol Region Council of Governments, which serves Hartford, Connecticut and a total of 30 cities and towns with a metropolitan population just under 1 million. Previously, he served as County Administrator and Human Services Director for Dakota County, Minnesota and as a division director in the Minnesota Department of Human Services. He has also served as Executive Director of the non-partisan Citizens League in Minnesota, Director of the Ventura County Civic Alliance in California, and is a Board Member of the National Civic League.

He has been active in performance measurement with management indicator systems in local government, advised a Governor on performance measurement for state agencies, teaches outcomes and performance measurement, and has done a series of speaking tours in Asia and elsewhere on the topic and co-authored the book “Results That Matter” on improving communities through citizen engagement and performance measurement and has published on these topics in ICMA’s Public Management. He serves as vice-president of the Community Indicator Consortium. He co-authored

Dr. Wray holds a Bachelor of Arts, Master of Arts and PhD in psychology from the University of Manitoba, Winnipeg, Canada. He completed the State and Local Government executive program at the Kennedy School of Government at Harvard University.

Greater Greater Washington

The Washington, DC area is great. But it could be **greater**.

VIRGINIA TAKES THE POLITICS OUT OF TRANSPORTATION SPENDING

by [Canaan Merchant](#) • March 20, 2015

A newly-passed General Assembly bill will make transportation spending in Virginia more practical and less political, by replacing ad-hoc funding decisions with more transparent performance measures.

[HB1887](#), the "omnibus transportation bill" which the General Assembly passed this session, makes dozens of changes to the complicated web of formulas and regulations that govern Virginia's transportation budget.



Photo by Virginia Guard Public Affairs on Flickr

The biggest change completely replaces the state's system for deciding which local road projects to build. Other changes set aside more money to maintain existing roads and bridges, and add more money to transit.

The new legislation will "revolutionize the way Virginia invests taxpayer dollars to restore aging roads, build new capacity and increase transit," says Virginia secretary of transportation Aubrey Layne in an [op-ed](#) for the Richmond Times-Dispatch.

Funding decisions should become less political

Proponents of HB1887 argue it will make transportation planning and budgeting far less political.

Currently, a group called the Commonwealth Transportation Board (CTB) makes decisions about what projects to advance, and where to spend money. But CTB members are appointed by the governor, and it's common for governors to fire and replace any CTB members who don't toe the party line, or who toe the wrong party's.

HB1887 changes that. Not only does it restrict governor's ability to fire CTB members without cause, it also requires the CTB to follow objective performance measures when allocating certain pots of money.

Money for repairs and key projects

Once signed into law, HB1887 will direct a larger percentage of Virginia's transportation budget to maintaining and replacing old bridges and roads, as opposed to building completely new highways. The CTB will develop a priority ranking system to distribute those funds, so the money will go where it can do the most good.

Still, a lot of money will go towards projects to expand interstates, major roadways, and rail lines across Virginia. The CTB is also responsible for distributing these funds, but under new, more mode-agnostic criteria mandated under last year's HB2 legislation.

Improvements to local project funding

Another large pot of money will go to road projects that local jurisdictions request funding for directly, via Virginia's nine road construction districts. Any county, city, or town can apply to its VDOT construction district for a grant. VDOT will analyze each request according to pre-determined performance measures, and fund as many as it can each year.

Northern Virginia's district includes the cities of Alexandria, Falls Church, Manassas, and Manassas Park, along with Arlington, Fairfax, Loudoun, and Prince William counties.

"Projects selected will receive full funding for all phases, allowing projects to proceed more quickly from design to construction," wrote Layne. He adds, "this is a significant improvement from the old system" which guaranteed a small amount of money to each jurisdiction every year, and "in which communities often "banked" funds for five to ten years so they had enough money to build the projects they wanted."

\$40 million for transit

The bill also moves \$40 million statewide from highways, ports, and aviation toward transit projects, such as new buses or railcars, and rehabilitating track. This transfer is key, because without it Virginia's transit capital funding would drop 62% in the coming years.

That's only a partial win. The coming drop in transit funding is close to \$100 million, so there will still be less money for transit in the future than there's been in the past. But \$40 million is better than nothing.

By comparison, individual highway interchanges frequently cost over \$40 million each.

Other good transportation bills also passed

In other good news, legislators amended HB1915/SB1314, which would have forced officials to use highway-favoring "congestion metrics" in choosing transportation projects, to be less damaging to transit, bike, and pedestrian projects. And HB1886 passed, which partially reforms the Public Private Transportation Act, meaning Virginia should see even more accountability and transparency.

MEMBERS ONLY

DIVING INTO PERFORMANCE MEASURES WITH T4'S RESIDENT EXPERT

21 Aug 2015 | posted by [Stephen Lee Davis](#) ([original posting here](#))

Feel a little lost when it comes to the concept of transportation performance measures? In the first post of a short series expressly for T4A members, our resident expert and USDOT veteran will help bring you up to speed with a high-level overview of the concept and a quick look at the current state of practice.

This is the first post in a series on performance measures by Beth Osborne, T4America Senior Policy Advisor. -Ed.

[As Congress debates a new surface transportation reauthorization bill](#), it is easy to forget that the transition to performance measurement required by MAP-21 has not yet been fully implemented. The language in MAP-21 required that states and metropolitan planning organizations (MPOs) determine the success or failure of their transportation system by measuring the performance of their investments against federally-required measures, but USDOT has been slow to finalize those benchmarks and kickstart this new process for states and MPOs.

While USDOT continues to work their way through this process via three rulemakings, there are two big issues with

which everyone will grapple.

First, though MAP-21 requires specific areas to be measured, the areas were limited to those on which Congress could agree – measures including safety, system condition, system performance, mobile source emissions, and freight movement on interstates and congestion, among others. MAP-21 did not address other measures like economic impact, access to opportunity, transportation cost, freight movement (beyond interstates) and other environmental impacts beyond air quality.

T4A members should be concerned about these missing areas. Regions that fail to consider them may end up only building projects that address Congress' priorities and not the priorities of their constituents. If you or your community want to consider other factors and measures when picking projects and choosing where to invest, it is time to confer with political and civic leaders, stakeholders and the public to identify those priority areas and the measures that go with them.



**Beth Osborne,
T4America**

Nationwide, states and MPOs are discussing this issue now – before the rule is completed by USDOT and everyone is forced to get moving on USDOT’s tight implementation timeline. *We will talk more about how this can be done in the next post, with some specific examples.*

Second, regions should pay close attention to the development of each performance measure rule by USDOT because those rules will establish exactly what each state and region will measure. There are more ways to measure “National Highway System performance” and even “congestion,” for example, than you may realize, with a wide range of impacts based on how each issue is measured.

Congestion could be a measure, as engineers have traditionally treated it, of moving cars through an area as fast as possible. Or we could focus on moving people instead of cars. Keeping cars moving so that traffic never slows – no matter how many cars are on the road – is an extremely expensive, if not impossible, proposition. If your goal is moving people, the solution will be much more affordable, flexible and tailored to the overall community goals.

We will dig in deeper to the issue of how the wrong measures can send a community in the wrong direction in an upcoming post.

USDOT split their full rule for performance measurement into three parts. [Their first part covered safety measures](#); the second, [system condition measures \(i.e., road and bridge condition\)](#); and the third contains all the other measures mentioned above. The first two parts of the rule have already been released, commented upon and closed. The third (the biggest one) is still pending and will probably be released to the public for comment toward the end of this year.

Stay tuned right here, T4A members! Over the next few weeks, we will unpack the thorny issue of performance measures and provide you with insights into preparing for this new decision-making system and how you can use it to build support for your programs and help make a case for needed funding.

For more information, feel free to check out our report on performance measures, [Measuring What We Value](#).

MEMBERS ONLY

DON'T SETTLE FOR THE LIMITED THINGS CONGRESS COULD AGREE ON: PERFORMANCE MEASURES FOR MEMBERS, PART II

27 Aug 2015 | posted by [Beth Osborne](#) ([original posting here](#))

If states and metro areas don't act now to establish their own priorities for their transportation system, they'll end up only measuring what Congress deemed important in MAP-21. The time is now to start the conversation of what else also matters to the leaders and citizens in your area.

This is the second post in a series on performance measures by Beth Osborne, T4America Senior Policy Advisor. -Ed.

With federal performance measures rolling out, what happens next?

The transition to a new system of "performance measurement" represents an attempt by Congress to get a better sense of how our transportation system is performing nationally, to allow states and regions to be compared with against another, and to communicate with the public about what they are getting for their tax dollars.

[With USDOT nearing the end of the rulemaking process](#) for establishing new performance measures for our transportation dollars, attention will turn to state DOTs and MPOs which will soon need to establish accompanying goals for their transportation system in these limited priority areas set by Congress, including safety, infrastructure condition, air pollution and congestion.



**Beth Osborne,
T4America**

Each state DOT and MPO will set a target for each of USDOT's measures. For example, State A may currently have 700 highway fatalities a year and want to bring this down to 650. The state would announce that goal, describe which projects will help them attain it and then report back to USDOT and the public about whether they hit their target.

In the case of the safety and infrastructure conditions measures, if a state or MPO fails to hit their target then they'll have to spend a minimum amount of funding in that area. In the case of the other measures, there is no specific implication or consequence if targets are missed. But the process should still help improve accountability and transparency for

priorities and spending: the public will have the chance to help set those targets, scrutinize whether or not the projects being chosen are likely to help meet the state and/or regional goals and to hold leadership responsible for the results.

Should we do more? Why won't these federal measures alone be enough for our state or MPO?

If you have other important priorities and big picture goals for your transportation dollars outside of the limited set of measures agreed to by Congress — and many of you do — **you need to begin work now to establish your own system.** If not, with all the time and attention going into Congress' limited measures, they could easily overwhelm your other priorities not addressed by them.

If your other priorities are to get the same emphasis, they need to receive the same treatment, including a system for measuring and setting goals for those priorities. Failing to have your other measures in place could easily lead to a system where projects get funded to satisfy federal measures but neglect certain regional priorities or even do damage to them. For example, building a highway expansion to address auto congestion (federal measure) that cuts off local access to jobs in a commercial center (metro priority).

One example of how to ensure your priorities are in the mix

The Salt Lake City region has conducted extensive outreach to the public and stakeholders to identify goals for the region with excellent results. Through a (widely admired and emulated) visioning process called “Envision Utah” that engaged thousands of citizens in its feedback process, the booming Salt Lake City region looked at future challenges and considered different ways to grow, including the infrastructure needs associated with each vision. They developed several approaches and evaluated them against their valued priority outcomes, like protection of open space, household transportation cost, and disaster resilience — **all measures that the federal performance measure system will not take into account.**

By doing this a decade ago, the region chose a growth pattern that saved \$4.5 billion in avoided infrastructure costs over 10 years. And the public involvement led to strong support and excitement for the eventual projects selected based on this process. Citizens see their views reflected in the vision, and feel included in the process — which, incidentally, makes it easier to raise new revenue to invest in transportation, [as the state recently did.](#)

Transportation is just a mechanism to reach your shared vision and goals, so focus on the goals first

What is particularly exciting about Utah's approach is that it isn't rooted in the notion that transportation is a separate thing; an end unto itself. Their analysis of transportation needs flow from the shared vision for the region overall and aren't simply reactive to current traffic conditions. The region believes that transportation should be planned to support

economic development in the area and that traffic flow alone does not equal economic development.

Remember almost no one travels just to travel. There's always a destination in mind. The goal is to get to work in order to earn money or to get to school to pick up your kids or to get to the doctor for medical care. The end goal isn't just to drive the designed speed of the roadway [or never spend a minute in congestion](#), though that is often where traditional engineering standards can take you. On the other hand, it is not the job of the engineers to decide our values or choose the community's broader goals and outcomes. That is the job of the political and civic leadership.

And performance measures are where that process happens.

Now is the time to start the conversations with stakeholders and the public to ensure all regional priorities are being considered and measures are chosen to address those goal areas. And if you want your regional and local priorities to be reflected in the state DOT's performance management system, a discussion about how to align those priorities should occur **before** the federal rules are pushing states to implement the new system.

For more information, feel free to check out our report on performance measures, [Measuring What We Value](#).