

FHWA Webinar on Target Setting: *Findings from AASHTO/FHWA Peer Exchange*

September 9, 2014



Introductions and Overview

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- Matt Hardy, AASHTO
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Agenda

- Opening and introductions
- Presentation by Arizona DOT and Flagstaff MPO followed by Q&A
- Presentation by Texas DOT and Houston-Galveston Area Council followed by Q&A
- Presentation by Caltrans and San Diego Association of Governments followed by Q&A
- High Level Findings from Target Setting Peer Exchange

Overview of Presentations

- Background
- Successes Achieved
- Challenges to Date
- Challenges Anticipated
- Next Steps

Collaborating in Target Setting: Arizona DOT and Flagstaff MPO

Presentation at FHWA/AASHTO Target Setting Webinar
September 9, 2014



Arizona DOT

Scott Omer



Background

- 2 TMA's
- 6 MPO's
- 4 COG's (RTPO's)

- Total NHS (MAP-21) is 4133 miles (2768 original)
- Expanded NHS added 950 miles of PA in just MAG and PAG. (1348 total added)
- NHS increased by 48%

Successes Achieved

- In the Beginning, the boss said Create a Vision, and the Vision was Good.
- Building a Quality Arizona (bqAZ)
 - Transportation Planning Framework (Vision)
- What Moves You AZ
 - State LRTP (Plan)
- Linking the Long Range Plan and the Capital Program (P2P)
 - To create a performance-based process that links planning to programming (Implementation)
 - Goal is to be transparent, defensible, logical, and reproducible
 - System Performance is the Foundation for Project Selection
- Collaboration with our Partners. MAG and FMPO set on our Project Management Committees for the LRTP, and all of our MPO's participated in bqAZ and P2P.

Challenges to Date

- When are we going to see those GOALS we have to set Targets for?????
- Arizona is a large, diverse state. Mostly Rural, but some very large Urban Areas.
- 23 Tribes and Two Staff to Coordinate and Consult with.
- We have a great Tribal Consultation Process we will follow, but it isn't based on speed.

Challenges Anticipated

- The Transportation Planning Process by nature is an Iterative Process. Things will CHANGE, and CHANGE IS GOOD.
- Folks other than Planners may not agree with the previous statement.
- Should we set Aspirational Targets or Practical Targets?
- Should we be setting Tiered Targets?
- The Decisions the State DOT makes, can impact an MPO or local Municipality, and Vice-Versa.
- Coordination of Targets may not be a win-win.

Next Steps

- Collaboration
- Consultation
- Coordination
- Cooperation
- Wait and See

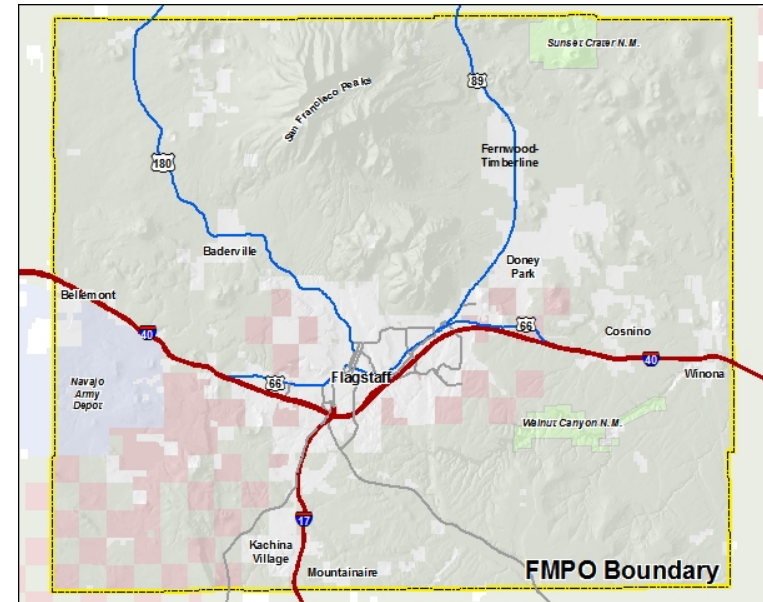
Flagstaff MPO

David Wessel



Background

- Flagstaff MPO
 - 525 Square Miles
 - 85,000 people
 - Walk Friendly City
 - Bike Friendly City
 - National Award winning transit system
 - Arterial network largely state system
- Staff
 - FT Manager
 - FT Multimodal Planner
 - PT Administrative Specialist



Successes Achieved

- **Strong planning & Collaboration**
 - Regional planning between City and County is the norm
 - ADOT and Regions expect participation in statewide efforts
 - ADOT HQ and District participation in MPO processes
- **“Migration” to performance-based planning**
 - “Transportation Decision 2000”: sales taxes supporting modes
 - 2009 RTP: Standards and performance expectations for area and place types (i.e., urban to rural, activity centers, etc.)
- **Promises Made – Promises Kept**
 - Investments in all modes and results have been as described

Challenges to Date

- Time and effort – is collaboration deep enough?
- Balance– are results representative?
- Measures & targets: Vision > Plan > Program
- Elephants in the Room –the whole herd
 - Regional vs. extra-regional and jurisdictional priorities
 - Funding available / PBPP effect on funding distribution
 - Whose road is it? Whose should it be?
- Ever-elusive Economic Development measures
- Mode Neutral vs. Mode Dependent

Lessons Learned

- This isn't easy
- This matters
- We're all in the same boat
- There are people out there willing to help
- Diversity within the FMPO community is nothing compared to the diversity of communities ADOT serves
- Diversity warrants respect

Challenges Anticipated

- Setting targets in time: Now > TIP > Plan > Vision
- Connecting target measures and real-life experience
- Relationships between targets
- Determining price curves to achieve different targets
- Moving the Needle – and reporting it - in a slow growth environment
- Targets and priorities changing with election cycles
- Monitoring – particularly field data

Next Steps

- Peer Cities comparison:
 - Current and future population
- Models and Case Studies
- Sharpening the Tools
- Engaging the Public
 - Weighting criteria
 - “Trends as targets” or “Targets as Aspirations”
- 3 C’s with our Partners

Integration of Performance Measures and Targets in the Transportation Planning Process: Texas DOT and Houston-Galveston Area Council (HGAC)

Presentation at FHWA/AASHTO Target Setting Webinar
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U.S. Department of Transportation
Federal Highway Administration

TxDOT/TEMPO – Core Principles

TxDOT and TEMPO developed, and jointly recommended a set of core principles to shape the national transportation performance management process:

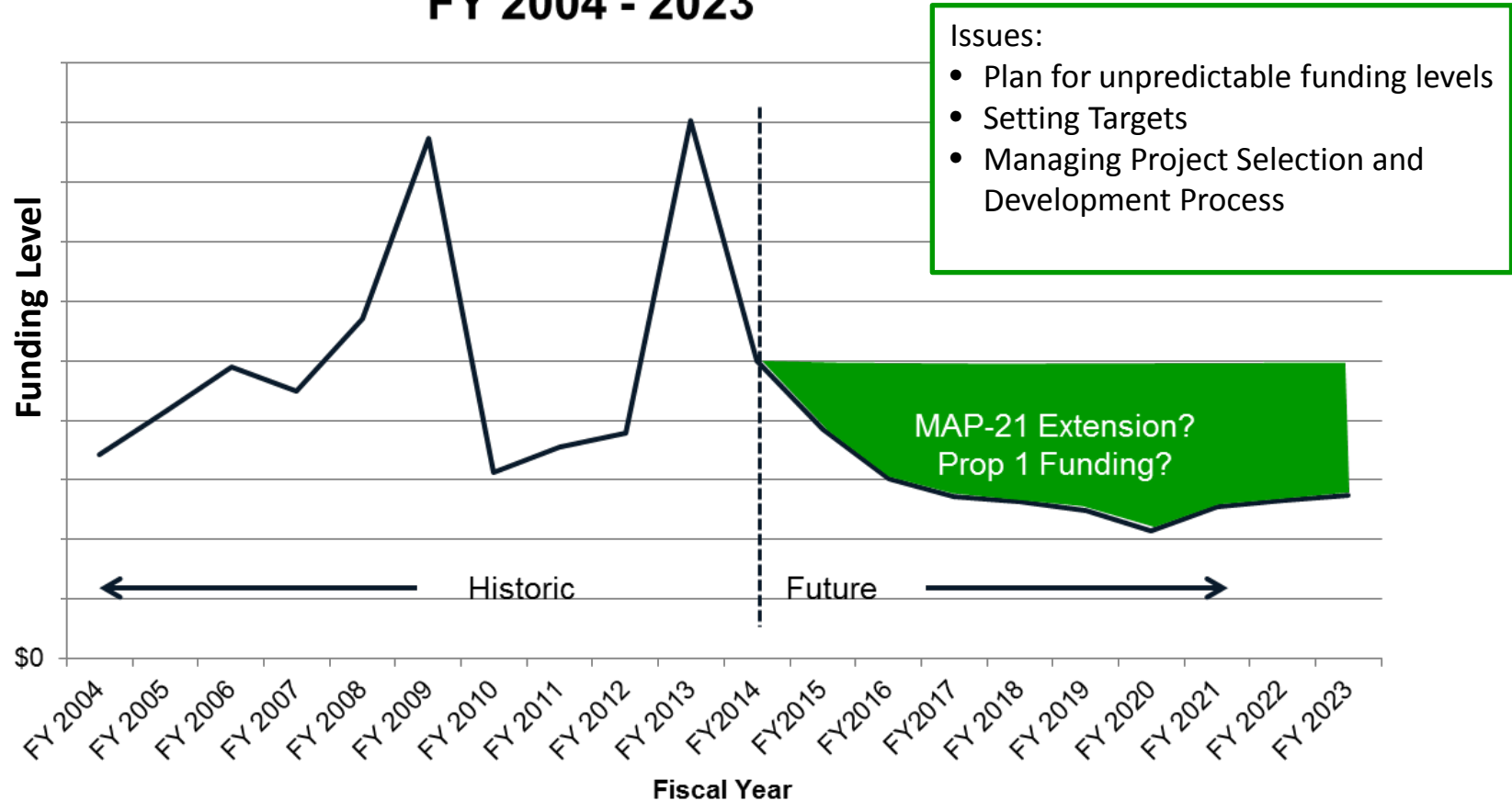
- Flexibility for calculations and reporting;
- Allowance for diversity of conditions among areas;
- Reasonableness of measures;
- Measurements based on trends;
- Incorporation of existing public involvement efforts;
- Allowance for reassessments and improvement;
- Application to federally funded programs;
- Provision of additional resources; and,
- Consideration of yet-to-be-developed metrics.

Progress to Date: Strategic Approach

- TxDOT and the MPOs collaborated on a strategic approach to performance management implementation that includes:
 - TxDOT sharing state data with MPOs
 - TxDOT and MPOs using the same data to the extent practicable
 - TxDOT and the MPOs establishing a baseline set of statewide performance measures for common use
 - MPOs sharing system performance targets with TxDOT
- Approach provides better use of resources
 - TxDOT can focus on broader data collection efforts and statewide coordination.
 - MPOs can focus more resources on planning

Issue: Addressing Fiscal Constraint within Planning Process

Unified Transportation Program Statewide Funding FY 2004 - 2023

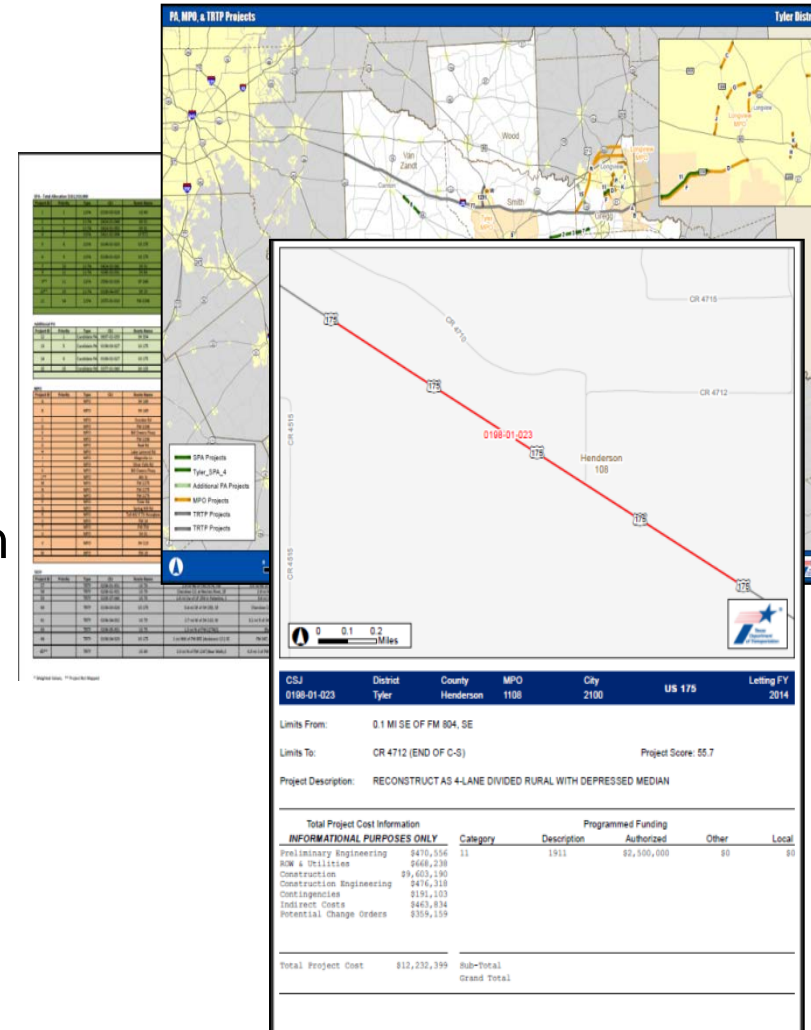


Issue: Improving Project Information for Plan Integration

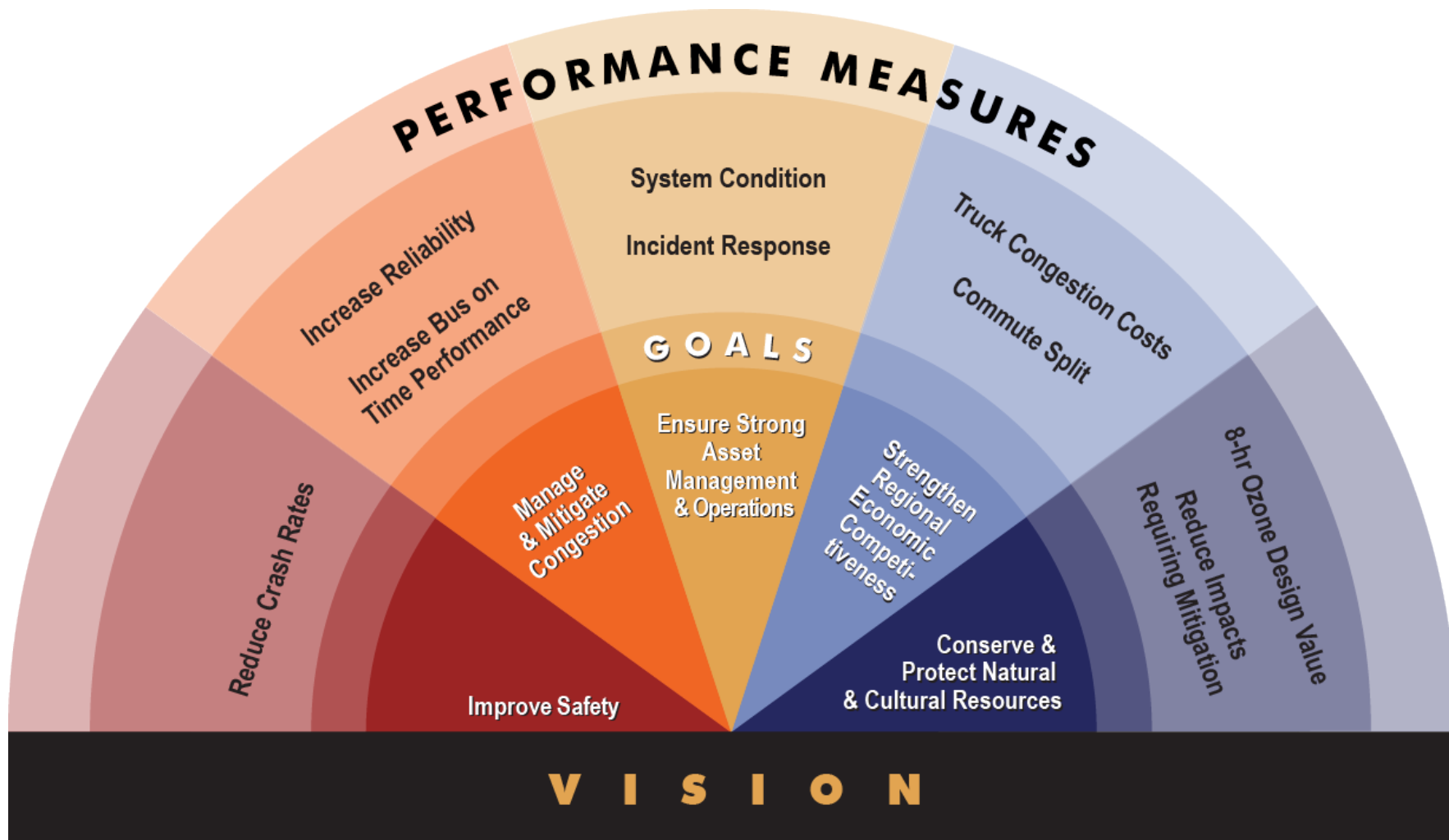
To better integrate plans across various planning levels (LRTP/MTPs, TxDOT's UTP, STIP/TIP) improving the availability, accuracy and reliability of project data has been a necessity.

What we have done...

- Better inform districts of the planning, and programming processes
- Automate and improve data collection process on projects
- Geospatial mapping of projects and data
- SharePoint collaboration tool to manage and assess project information real-time with staff and leadership



H-GAC RTP



Lessons Learned

- Accurate and comprehensive project and system performance data is critical to successful integration of performance measures across the planning spectrum.
- Transportation stakeholders/public involvement is vital in shaping measures, goals and targets, but can be difficult for non-technical individuals to understand the performance management process.
- Maintaining objective performance measure and target setting process when working with groups who have specific agendas can be challenging at times;
 - Measures and targets of some groups/individuals may conflict with those of others (e.g. local vs. state and rural vs. urban);
 - Competing goals can create difficulty with fiscal constraint; and
 - At times local/short range priorities may not optimally align with long-range transportation plans.

Next Steps

- Data, Processes and Plans will continue to evolve as the following activities progress:
 - Rulemaking process
 - Plan development activities (State and Local)
- TxDOT, MPOs and other partners will continue to work collaboratively to:
 - Ensure a common Texas response to the federal rulemaking on performance measures
 - Coordinate through quarterly Texas MPO (TEMPO) meetings and through ad-hoc working groups (Core Principles, Congestion, Air Quality, etc.)

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Coordinating Target Setting Requirements: Caltrans and San Diego Association of Governments (SANDAG)

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Background and Experiences

- Green House Gas (GHG) Emissions and California legislation (AB 32, SB 375, AB 391)
- Sustainable Communities Strategy and Long Range Transportation Plan
- Regional GHG reduction targets
- Statewide efforts to identify a set of common performance measures

RTP/SCS Performance Measures

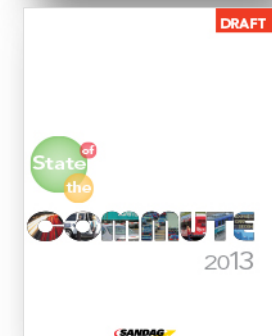
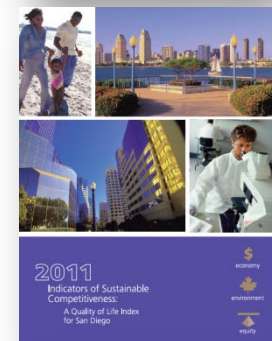


MPO	Performance-Based Planning Activities
	<ul style="list-style-type: none"> • Plan Bay Area adopted July 2013 – 10 performance measures with associated numeric targets; rigorous project performance analysis • Initiating “State of the Region” performance monitoring effort
	<ul style="list-style-type: none"> • 2050 RTP/SCS: Our Region, Our Future adopted October 2011 – 38 performance measures with enhanced project evaluation process • Second RTP/SCS process underway (San Diego Forward: The Regional Plan); streamlining performance measures • Ongoing performance monitoring efforts and reporting
	<ul style="list-style-type: none"> • 2035 RTP/SCS adopted April 2012 – 40 performance measures with detailed reporting on scenario impacts • Developed online regional performance monitoring tools
	<ul style="list-style-type: none"> • 2035 MTP/SCS adopted April 2012 – >70 performance measures with emphases on land use, transportation, environment, and equity • Biannual releases of Performance Monitoring Report



SANDAG: Performance Based Planning

- **Regional Transportation Plan Performance Measures**
- **Regional Comprehensive Plan Performance Monitoring Report:** urban form, transportation, housing, natural habitats, water and air quality, economic prosperity, water supply, energy, and San Diego region-Mexico border transportation
- **Indicators of Sustainable Competitiveness:** compare the San Diego region to 19 other metropolitan regions and the U.S. as a whole in the three E's
- **State of the Commute:** major commute routes from the traveler's perspective, including travel time and delay

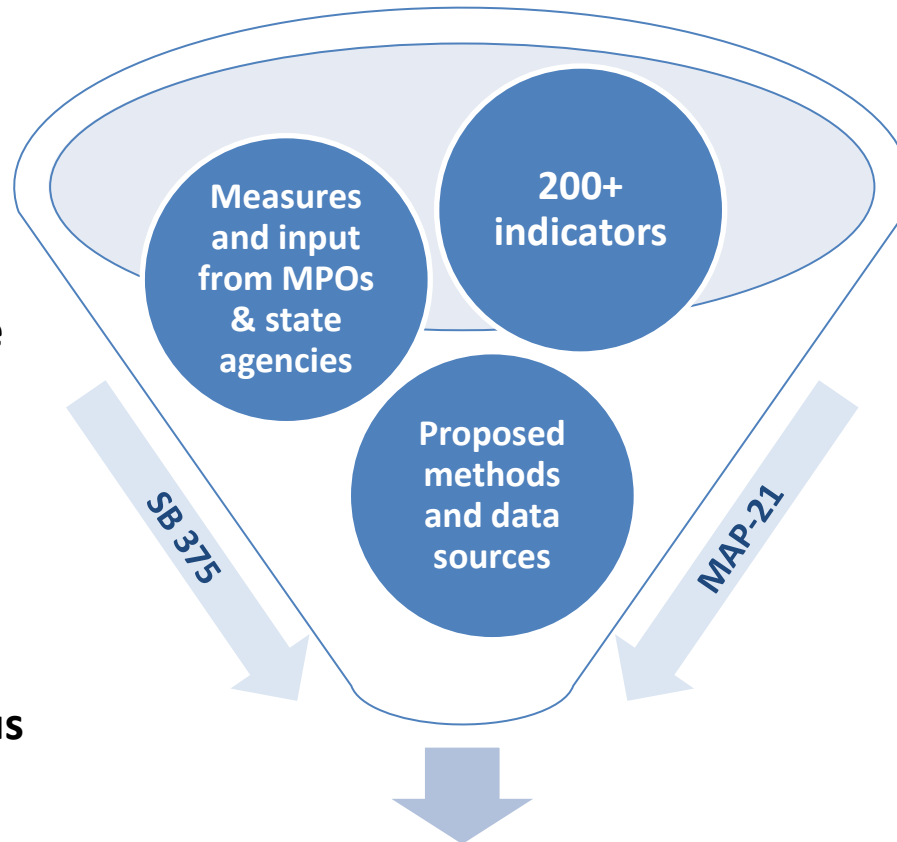


STATE LEVEL



Indicators: Selection Process

- Total and congested VMT per capita
- Commute mode share
- State of good repair
- Highway buffer index
- Fatalities/serious injuries per capita and per VMT



- Transit accessibility
- Travel time to jobs
- Change in agricultural land
- CO2 emissions per capita

**Set of up to 10
statewide indicators**

STATE LEVEL



California Transportation Plan 2040

MAP-21 National Goals	CTP 2040 Goals
1. Safety	Goal 4 – Improve Public Safety & Security
2. Infrastructure Condition	Goal 2 – Preserve the Multimodal Transportation System
3. Congestion	Goal 1 – Improve Multimodal Mobility & Accessibility for All Users
4. System Reliability	Goal 1 – Improve Multimodal Mobility & Accessibility for All Users <i>* Policy 1 – Manage & Operate an Efficient Integrated System</i>
5. Freight Movement & Economic Vitality	Goal 3 – Support a Vibrant Economy <i>* Policy 2 – Enhance Freight Mobility, Reliability and Global Competitiveness.</i>
6. Environmental Sustainability	Goal 6 – Practice Environmental Stewardship
7. Reduce Project Delays	

Successes Achieved

- Close coordination and collaboration among State agencies and MPOs on regional GHG target setting
 - Standing State agency-MPO working group meets every other month
 - Early U.S. DOT/Caltrans kick-off workshop with regional agencies, transit operators, tribal representatives in November 2013.
 - Data made available to State and MPOs through State funding

Challenges to Date

- A diverse state: highly urbanized, small urban and rural areas
- Limited data availability for various modes
- Data governance

Challenges Anticipated

- Single targets or multiple targets (state and regions)?
- How to develop multi-modal and active transportation data
- Limited resources for data collection – staff and dollars
- Alignment of MAP-21 targets, State and regional goals with investment decisions

Next Steps

- Continue to coordinate and collaborate among federal, state, regional agencies, transit operators and tribal governments
- Developing rural target-setting
- Continue to coordinate on implementation of MAP-21 performance provisions through review and comment on Notices of Proposed Rule Making

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Peer Exchange Findings



Survey



State of the Practice Survey

- Informed organization of the peer exchange
- Survey – based on 50 practitioner responses
 - General findings
 - Findings related to coordination, collaboration, and integration of targets
- Detailed results available in summary report

Implementation Framework



Process

Needs:

- Clear identification of roles and responsibilities
- Internal and external working groups (all levels)
- Structure for stakeholders
- Process for establishing baseline
- Communication plan

Challenges and Opportunities:

- Lack of alignment between agencies
- Lag time in investment effects on performance
- Additional guidance for bi- and multi-state areas
- Tools to assess and visualize tradeoffs

Data sharing

Needs:

- Improved data sharing and governance
- Focus on relevance and importance of data
- Understanding of methodologies and assumptions
- Improved coordination and tools
- Involvement of local agencies (e.g. owners of system)

Opportunities:

- Establish standards
- Develop improved tools for protecting and sharing data
- Explore nontraditional data sources

Managing Expectations

Challenges:

- Specialized interests
- Stakeholders' lack of understanding of tradeoffs

Ideas for better expectation management:

- Improved discussions of tradeoffs
- Relate actions taken to public input-driven priorities
- Continuous engagement and periodic surveys
- Staff training

Opportunities:

- Improve understanding of appropriate stakeholder role in various situations
- Improved visualization tools

Partnerships

Needs:

- Improve internal partnerships
- Strengthen existing partnerships – most already exist
- Identification of new partners
- Better urban-rural partnerships
- Engage Federal partners

Opportunities:

- Case studies to share best practices
- Process guidance on resolving differences

Training and Education

Needs vary, but additional training and education is needed for nearly all agencies, partners, and stakeholders.

Opportunities for technical assistance:

- Understanding of final requirements
- Workshops
- Analysis techniques training
- Checklists
- Research syntheses
- Guidance on working with tribal governments

Safety Rulemaking Implementation Discussion

- Addresses need for tangible guidance
- Report identifies opportunities for refinement of implementation framework
- Summary report includes steps identified by this group for each implementation area (process, data sharing, etc.)

“Choose Your Own Adventure” in Collaboration



Strategies Identified for Using Collaboration to Prioritize Achievement of Various Targets

- Communication Plans
- Identification of direct and “ripple” benefits
- Identify projects that can be supported by different stakeholder groups
- Frame conversations around executive’s objectives
- Build relationships
- Articulate ties to economic development

Research and Technical Assistance Opportunities



Top Priorities for Research and Technical Assistance

- Bi- or multi-state collaboration with MPOs to set targets (topic)
- International experiences and best practices (topic)
- Guidance on new requirements and methodologies (e.g. target setting guidebook)
- Training on facilitation techniques or communication tools (for use with public and decision-makers)
- Guidance on data management and governance
- Guidance on mechanisms for integrating existing plans into target setting processes
- Clarification of rules and requirements
- Mechanism for sharing information between agencies
- Information about effective visualization techniques

Final Summary Report



Final Report Contents

- Complete list of notable practices identified by participants
- Comprehensive list of research and technical assistance requests identified by participants – general and by implementation topics
- Additional information about implementation framework
- Detailed survey findings on the current state of the practice