Appendix A:
State DOT/MPO and
CSS-Related Professional Organizations
Contact Lists

Contact Information for CSS, State DOTs

STATE NAME	DOT WEBSITE	CSS CONTACT	TITLE	PHONE	E-MAIL
Alabama	www.dot.state.al.us			334-242-6358	arkled@dot.state.al.us
Alaska	www.dot.state.ak.us	Duane Doerflinger	Preconstruction Standards Engineer, DOT&PF		duane_doerflinger@dot.state.ak.us
Arizona	www.dot.state.az.us	Rick Duarte	Manager, Environmental & Enhancement Group	602-712-7767	rduarte@dot.state.az.us
Arkansas	www.arkansashighways.com	Phil McConnell	Assistant Chief Engineer-Design	501-569-2301	
California	www.dot.ca.gov	Carolyn Dudley	Senior Landscape Architect	916-654-5505	Carolyn.Dudley@dot.ca.gov
Colorado	www.dot.state.co.us	Dean Van De Wege		303-757-9040	
Connecticut	www.ct.gov/dot	Richard Jankovich		860-594-2702	Richard.Jankovich@po.state.ct.us
Delaware	www.deldot.net	Carolann Wicks	Director - Transportation Solutions	302-760-2080 or 800-652-5600	dot-public-relations@state.de.us
Florida	www.dot.state.fl.us	Brian Blanchard, P.E	State Roadway Design Engineer	850-414-4377	brian.blanchard@dot.state.fl.us
Georgia	www.dot.state.ga.us	Joseph P. Palladi, P.E.	State Transportation Planning Administrator	404-656-5267	joe.palladi@dot.state.ga.us
Hawaii	www.hawaii.gov/dot/highways/index.htm	Gary Choy	Assistant Chief of Engineering	808-692-7559	gary.choy@hawaii.gov
Idaho	www.itd.idaho.gov	L. Thomas	Roadway Design	208-334-8488	
Illinois	www.dot.state.il.us	Kathy Ames	Deputy Director	217-782-6332	amesks@dot.il.gov
Indiana	www.in.gov/dot	Janice Osadczuk	Division of Environment, Planning and Engineering	317-232-5468	
Iowa	www.dot.state.ia.us	Deanna Maifield	Design Methods Engineer	515-239-1402	Deanna.Maifield@dot.iowa.gov
Kansas	www.ksdot.org	James O. Brewer	Bureau of Design	785-296-3901	
Kentucky	www.kytc.state.ky.us	Bill Gulick		502-564-3730	
Louisiana	www.dotd.louisiana.gov	Vincent Russo, Jr.	Environmental Section	225-242-4502	
Maine	www.maine.gov/mdot	Kathleen B. Fuller, AICP	Director, Environmental Office	207-624-3100	Kathy.Fuller@maine.gov
Maryland	www.marylandroads.com	Dennis German	MDSHA	410-545-8900	Dgerman@sha.state.md.us
Massachusetts	www.state.ma.us/mhd/home.htm	George Batchelor	Supervisor of Landscape Design	617-973-7857	george.batchelor@state.ma.us
Michigan	www.michigan.gov/mdot	Mark A. Van Port Fleet	Engineer of Design Support	517-373-0030	vanportfleetm@michigan.gov
Minnesota	www.dot.state.mn.us	Scott Bradley	Landscape Architecture Chief	651-284-3758	scott.bradley@dot.state.mn.us
Mississippi	www.gomdot.com	Claiborne Barnwell	Environmental/Location Division	601-359-7920	
Missouri	www.modot.org	David T. Silvester, PE	Design	573-526-2903	David.Silvester@modot.mo.gov
Montana	www.mdt.state.mt.us	Paul Ferry		406-444-6244	pferry@mt.gov
Nebraska	www.dor.state.ne.us	Eldon Poppe		402-471-4567	epoppe@dor.state.ne.us
Nevada	www.nevadadot.com	Wayne Kinder	Chief Road Design Engineer	775-888-7490	wkinder@dot.state.nv.us
New Hampshire	webster.state.nh.us/dot/index.htm	Craig Green	Administrator, Bureau of Highway Design, New Hampshire Department of Transportation (NHDOT)	603-271-2784	cgreen@dot.state.nh.us
New Jersey	www.state.nj.us/transportation/	Tony Davis	Project Manager, Division of Project Planning and Development	609-530-3643	Anthony.Davis@dot.state.nj.us
New Mexico	www.nmshtd.state.nm.us	Joe Sanchez	Context Sensitive Solutions Bureau Chief	505-827-5249	Joe.Sanchez@nmshtd.state.nm.us
New York	www.dot.state.ny.us	Philip Bell, RLA	Chair, CSS Implementation Team, Design Division	518-485-8219	
North Carolina	www.ncdot.org	Julie Hunkins	Director, Office of Environmental Quality	919-733-1175	
North Dakota	www.state.nd.us/dot	Terry Udland	Bridge Division	701-328-1969	
Ohio	www.dot.state.oh.us	Timothy M. Hill	Administrator, Office of Environmental Services	614-466-7100	Tim.Hill@dot.state.oh.us
Oklahoma	www.okladot.state.ok.us	John Hartley	Environmental Studies, Planning & Research	405-521-3050	
Oregon	www.odot.state.or.us	James B. Cox Jr.	Interim Manager, Environmental Project Management Unit	503-986-3013	jim.b.cox@odot.state.or.us

Pennsylvania	www.dot.state.pa.us	Daniel B. Stewart, P.E		717-787-0456	danistewar@state.pa.us
Rhode Island	www.dot.state.ri.us	Barbara A. Petrarca	Landscape Architecture Unit	401-222-2023 x 4090	bptrarca@dot.state.ri.us
South Carolina	www.dot.state.sc.us	Rob Bedenbaugh	SCDOT Preliminary Design Engineer	803-737-1134	bedenbaugr@scdot.org
South Dakota	www.sddot.com	Joel W. Gengler		605-773-3433	joel.gengler@state.sd.us
Tennessee	www.tdot.state.tn.us	Ed Cole	Chief of Environment and Planning	615-741-2848	
Texas	www.dot.state.tx.us	Aurora (Rory) Meza, P.E	Design Division	512-416-2678	
Utah	www.dot.state.ut.us	Angelo Papastamos	Project Development – CSS Director	801-965-4561	apapastamos@utah.gov
Vermont	www.aot.state.vt.us	Robert F. Shattuck, P.E.	Roadway Design	802-828-2664	
Virginia	www.virginiadot.org	Emmett R. Heltzel, P.E.	Assistant State Location and Design Engineer	804-786-2949	Emmett.Heltzel@VirginiaDOT.org
Washington	www.wsdot.wa.gov	Dave Olson	Design Office: Safety, Aesthetics, and Context Sensitive Design	360-705-7952	OlsonDa@wsdot.wa.gov
West Virginia	www.wvdot.com	Randy Epperly	Deputy State Highway Engineer, Development	304-558-6266	
Wisconsin	www.dot.wisconsin.gov	Beth Cannestra P.E.	Chief Roadway Development Engineer	608-267-7943	beth.cannestra@dot.state.wi.us
Wyoming	wydotweb.state.wy.us	x			
Federal Lands	x				
Puerto Rico	x				
District of Columbia	ddot.dc.gov	Faisal Hameed	Infrastructure Project Management Administration	202-671-4607	faisal.hameed@dc.gov

Contact Information for CSS, MPOs

Note: Complete contact information verified when response received to MPO Questionnaire.
Otherwise, generic agency contact information listed.

STATE	MPO	CITY	E-MAIL	CONTACT	ADDRESS OR TITLE	TELEPHONE
Alabama	Birmingham RPC	Birmingham, AL	mpo@rpcgb.org			
	Dothan MPO	Dothan, AL				
	East Alabama Regional Planning and Development Commission	Anniston, AL	earpdc@adss.state.al.us			
	Gadsden-Etowah MPO	Gadsden, AL	gadplan@internetpro.net			
	Huntsville MPO	Huntsville, AL				
	Lee-Russell COG	Auburn, AL				
	Montgomery MPO	Montgomery, AL				
	North-Central Alabama Regional COG	Decatur, AL	Rmatthews@coa.state.al.us			
	Northwest Alabama COLG	Muscle Shoals, AL	kjones@nwscc.cc.al.us			
	South Alabama RPC	Mobile, AL				
	West Alabama PDC	Northport, AL	warc@adss.state.al.us			
Alaska	Anchorage MATS	Anchorage, AK	lyonch@muni.org	Craig Lyon	MPO Coordinator	907-343-7996
	Fairbanks MPO	Fairbanks, AK	jeff_roach@dot.state.ak.us	Jeff Roach	Fairbanks Area Transportation Planner	907-451-2382
Arizona	Central Yarapai	Prescott, AZ				
	Flagstaff MPO	Flagstaff, AZ				
	Maricopa AOG	Phoenix, AZ	mag@mag.maricopa.gov			
	Pima AOG	Tucson, AZ				
	Yuma MPO	Yuma, AZ	pmelcher@ympo.org	Paul Melcher	Transportation Planner	928-783-8911
Arkansas	Bi-State MPO	Fort Smith, AR				
	Hot Springs Area Metropolitan Planning Organization	Hot Springs, AR	abyrne@cityhs.net			
	Jonesboro Area Transportation Study	Jonesboro, AR	mpo@jonesboro.org			
	Metroplan	Little Rock, AR	comments@metroplan.org			
	Northwest Arkansas RPC	Springdale, AR	donna-marrs@hotmail.com			
	Southeast Arkansas RPC	Pine Bluff, AR				
	West Memphis MPO	West Memphis, AR	bce@sbcglobal.net			
California	AMBAG	Marina, CA	info@ambag.org			

	Butte County Association of Governments	Chico, CA				
	Council of Fresno County Governments	Fresno, CA	todds@fresnocog.org	Todd Sobrado	Planning Coordinator	559-233-4148
	Kings County Association of Governments	Hanford, CA				
	Kern COG	Bakersfield, CA	mbeardslee@kerncog.org	Marilyn Beardslee	Senior Planner	661-861-2191
	Madera CA MPO					
	Merced County Association of Governments	Merced, CA	feedback@cag.mcag.cog.ca.us			
	Metropolitan Transportation Commission	Oakland, CA	info@mtc.ca.gov			
	Sacramento Area COG	Sacramento, CA				
	San Diego AOG	San Diego, CA	sva@sandag.org	Stephan Vance	Senior Planner	619-699-1924
	San Joaquin County COG	Stockton, CA	rmontes@sjcog.org			
	San Luis Obispo COG	San Luis Obispo, CA	info@slocog.org			
	Santa Barbara Cnty AOG	Santa Barbara, CA	bderrick@sbcag.org			
	SCAG	Los Angeles, CA				
	Shasta County Regional TPA	Redding, CA	shasroad@snowcrest.net			
	Stanislaus AOG	Modesto, CA	sa@mail.co.stanislaus.ca.us			
	Tulare County AOG	Visalia, CA				
Colorado	DRCOG	Denver, CO	drcog@drcog.org			
	Mesa County Regional Transportation Planning Office	Grand Junction, CO	tfisher@mesacounty.us			
	North Front Range Transportation & Air Quality Planning Council	Fort Collins, CO	cdavidson@nfrmpo.org			
	Pikes Peak Area COG	Colorado Springs, CO	ccasper@ppacg.org	Craig Casper	Transportation Director	719-471-7080
	Pueblo Area COG	Pueblo, CO	bmoore@pueblo.us			
Connecticut	Capital Region COG	Hartford, CT	jcarrier@crcog.org	Jennifer Carrier	Principal Transportation Engineer	860-522-2217 ext 12
	Central Connecticut RPA	Bristol, CT	ccrpa@ccrpa.org			
	COG of Central Naugatuck Valley	Waterbury, CT	cogcnv@cogcnv.org			
	Greater Bridgeport RPA/MPO	Bridgeport, CT	info@gbrpa.org			
	Housatonic Valley Cncil Elected Officials	Brookfield, CT	info@hvceo.org			
	South Central Regional COG (CT)	North Haven, CT	dgoodman@scrcog.org			
	South Western RPA (CT)	Stamford, CT	jgott@scrcog.org			
	Southeastern Connecticut COG	Norwich, CT	seccog@snet.net			
Delaware	Dover/Kent MPO	Dover, DE	doverkentmpo@mail.dot.state.de.us			

	Wilmington Area Planning Council	Newark, DE	wilmapco@wilmapco.org			
Florida	Brevard MPO	Melbourne, FL	Mpostaff@brevardmpo.com			
	Broward County MPO	Fort Lauderdale, FL	bcmpo@broward.org			
	Charlotte County-Punta Gorda MPO	Punta Gorda, FL	office@ccmpo.com			
	Collier County MPO	Naples, FL	charlesbarmby@colliergov.net			
	First Coast MPO	Jacksonville, FL	dbunnewith@fcmpo.com	Denise Bunnewith	Executive Director	904-306-7510
	Florida MPO Advisory Council	Tallahassee, FL				
	Florida-Alabama TPO	Pensacola, FL	mail@wfrpc.dst.fl.us			
	Gainesville MPO	Gainesville, FL				
	Hernando County MPO	Brooksville, FL	mpo@co.hernando.fl.us			
	Hillsborough County MPO	Tampa, FL				
	Indian River County MPO	Vero Beach, FL	pmatson@ircgov.com			
	Lee County MPO	Fort Myers, FL	mpo@swfrpc.org			
	Martin County MPO	Stuart, FL				
	METROPLAN Orlando	Orlando, FL	info@metroplanorlando.com			
	Miami-Dade County MPO	Miami, FL	susans@miamidade.gov	Susan Schreiber	Transportation Analyst	305-375-4507
	Ocala/Marion County MPO	Ocala, FL	ocalamariontpo@ocalamriontpo.org			
	Palm Beach MPO	West Palm Beach, FL	MPOPBC@pbcgov.com			
	Bay County TPO	Pensacola, FL	mail@wfrpc.dst.fl.us			
	Pasco County MPO	New Port Richey, FL	duden@pascocountyfl.net			
	Pensacola MPO	Pensacola, FL	mail@wfrpc.dst.fl.us			
	Pinellas County MPO	Clearwater, FL				
	Polk Transportation Planning Organization	Bartow, FL	tpo@polk-county.neT			
	Sarasota/Manatee MPO	Sarasota, FL	mhowe@sarasota-manateempo.org	Michael P. Howe	Executive Director	941-359-5772
	St. Lucie MPO	Fort Pierce, FL				
	Tallahassee-Leon County MPO	Tallahassee, FL	planning@talgov.com			
	Volusia County MPO	Daytona Beach, FL	mneidhart@co.volusia.fl.us	Mike Neidhart	Senior Transportation Planner	386-322-5160 ext 35
Georgia	Athens-Clarke County MPO	Athens, GA	macorts@co.clarke.ga.us			
	City of Albany Planning & Community Development	Albany, GA				

	Atlanta Regional Commission	Atlanta, GA	infoctr@atlantaregional.com			
	Augusta-Richmond County PC	Augusta, GA	pdecamp@augusta.gov			
	Chatham County-Savannah MPC (Savannah MPO)	Savannah, GA	wilkesm@thempc.org	Mark Wilkes	Director of Transportatin	912-651-1451
	City of Albany Planning & Community Development	Albany, Georgia				
	Columbus-Phenix City MPO	Columbus, Georgia	cpcmpo@columbusga.org			
	Brunswick Area Transportation Study	Brunswick, GA				
	Hinesville GA MPO	Hinesville, GA				
	Macon-Bibb County Planning & Zoning	Macon, GA				
	North Georgia Regional Development Center	Dalton, GA	ngrdc@ngrdc.org			
	Planning & Dev Services (Albany, GA)	Albany, GA				
	Rome/Floyd CPC	Rome, GA				
	Valdosta GA MPO	Valdosta, GA				
	Warner Robins MPO	Warner Robins, GA				
Hawaii	Oahu MPO	Honolulu, HI	ompo001@hawaii.rr.com			
Idaho	Bannock Planning Organization	Pocatello, ID	mori@bplan.org			
	Bonneville MPO	Idaho Falls, ID	bmpo@ci.idaho-falls.id.us			
	Community Planning Association of Southwest Idaho	Meridian, ID				
	Kootenai MPO	Coeur d'Alene, ID				
Illinois	Bi-State Regional Commission	Rock Island, IL	bi-state@bi-state-ia-il.org			
	Chicago Area Transporetation Study	Chicago, IL	tmurtha@catsmpo.com	Tom Murtha	Chief Transportation Planner	none
	Champaign County Regional Planning Commission	Urbana, IL				
	Danville Area Transportation Study (DATS)	Danville, IL	aaull@cityofdanville.org			
	DeKalb-Sycamore Area Transportation Study	DeKalb, IL				
	Kankakee County RPC	Kankakee, IL				
	Macon County RPC	Decatur, IL	RPC@co.macon.il.us			
	McLean County RPC	Bloomington, IL	webmaster@mcplan.org			
	Rockford Area Transportation Study MPO	Rockford, IL	steve.ernst@ci.rockford.il.us	Stephan K. Ernst	Study Director	815-967-6734
	Springfield-Sangamon Cty RPC	Springfield, IL	sscrpc@fgi.net			
	Tri-County RPC (IL)	Peoria, IL	info@tricountyrpc.org			

Indiana	Bloomington City Planning Commission	Bloomington, IN	planning@city.bloomington.in.us			
	Columbus Area MPO	Columbus, IN	kanderson@campo.in.gov	Kent Anderson	Director	812-376-2502
	Delaware-Muncie MPO	Muncie, IN				
	Evansville Urban Transp. Study	Evansville, IN	euts@evansville.net			
	Greater Lafayette Area Transportation and Development Study	Lafayette, IN	apc@county.tippecano.in.us			
	Indianapolis MPO	Indianapolis, IN				
	Kokomo/Howard County Governmental Coordinating Council	Kokomo, IN	khcgcc@aol.com			
	Madison County COG	Anderson, IN	mccog@mccog.net			
	Michiana Area COG	South Bend, IN	macogdir@macog.com			
	Northeast Indiana RCC	Fort Wayne, IN	transp.plng@acdps.org			
	Northwestern Indiana RPC	Portage, IN	kdallmeyer@nirpc.org	Kenneth E. Dallmeyer	Director of Transportation Planning	219-763-6060
	West Central Indiana EDD, Inc	Terre Haute, IN				
Iowa	Ames IA MPO	Ames, IA	pwiegand@city.ames.ia.us			
	Des Moines Area MPO	Urbandale, IA	dmampo@dmampo.org			
	Dubuque Metropolitan Area Transportation Study (DMATS)	Dubuque, IA	ecia@ecia.org			
	Iowa Northland Regional COG	Waterloo, IA	inrcog@inrcog.org			
	Johnson County COG	Iowa City, IA				
	Linn County RPC	Cedar Rapids, IA				
	Siouxland Interstate MPC	Sioux City, IA	simpco@simpco.org			
Kansas	Lawrence-Douglas County Planning Office	Lawrence, KS				
	Topeka-Shawnee County MPD	Topeka, KS	tgirdler@topeka.org	Todd Girdler	MPO Director	785-368-3728
	Wichita-Sedgwick Cnty MAPD (WAMPO)	Wichita, KS	nharvieux@wichita.gov	Nancy Harvieux, AICP	Tranportation Planning Manager	316-352-4854
Kentucky	Bowling Green KY MPO	Bowling Green, KY				
	Green River ADD	Owensboro, KY				
	Kentuckiana RP&DA	Louisville, KY	kipda.trans@ky.gov			
	Lexington Area MPO	Lexington, KY				
	Lincoln Trail Area Development District (LTADD)	Elizabethtown, KY	director@ltadd.org			
	Radcliff--Elizabethtown KY MPO	Radcliff, KY				
Louisiana	Capital Region Planning Commission	Baton Rouge, LA	crpc@ci.baton-rouge.la.us			

	Imperial Calcasieu Regional P & DC	Lake Charles, LA	imcal@imcal.org
	Lafayette Consolidated Government	Lafayette, LA	
	New Orleans Regional Planning Commission	New Orleans, LA	rpc@norpc.org
	North Delta RP&DD	Monroe, LA	office@northdelta.org
	Northwest Louisiana COG	Shreveport, LA	nlcog@nlcog.org
	Rapides Area Planning Commission	Alexandria, LA	rapc@cox-internet.com
	South Central Planning and Development Commission	Gray, LA	scott@scpdc.org
Maine	Bangor ACTS	Bangor, ME	bacts@emdc.org
	Kittery Area Comprehensive Transportation Study	Springvale, ME	info@smrpc.org
	Lewiston-Auburn Comprehensive Trans. Study	Auburn, ME	
	PACTS	Portland, ME	
Maryland	Allegany County Dept. of Planning & Zoning	Cumberland, MD	planning@allconet.org
	Baltimore Regional Transportation Board	Baltimore, MD	hbloom@baltometro.org
	Hagerstown Area MPO	Hagerstown, MD	
	St. Charles MD MPO	St. Charles, MD	
	Salisbury MD/DE MPO	Salisbury, MD	
Massachusetts	Berkshire Regional Planning Commission	Pittsfield, MA	brpc@berkshireplanning.org
	Boston MPO	Boston, MA	cbucklewis@ctps.org
	Cape Cod Commission	Barnstable, MA	trans@capecodcommission.org
	Central Massachusetts RPC	Worcester, MA	cmrpc@cmrpc.org
	Merrimack Valley PC	Haverhill, MA	info@mvpc.org
	Montachusett RPC	Fitchburg, MA	mrpc@mrpc.org
	Northern Middlesex COG	Lowell, MA	mail@nmcog.org
	Old Colony Planning Council	Brockton, MA	ocpc@ocpcrpa.org
	Pioneer Valley PC	West Springfield, MA	
	Southeastern RP & EDD (MA)	Taunton, MA	info@srpedd.org
Michigan	Battle Creek ATS	Battle Creek, MI	bcatsmpo@aol.com
	Bay County Board of Commissioners	Bay City, MI	
	Flint/Genesee County Metropolitan Alliance	Flint, MI	gcmpc@co.genesee.mi.us
	Grand Valley Metropolitan Council	Grand Rapids, MI	

	Kalamazoo ATS	Kalamazoo, MI	info@katsmpo.org			
	Macatawa Area Coordinating Council	Holland, MI	sus@freenet.macatawa.org			
	Midwestern Consulting	Ann Arbor, MI	clw@midwesternconsulting.org			
	Region 2 Planning Commission (Jackson, MI)	Jackson, MI	region2@dmci.net			
	Saginaw County MPC	Saginaw, MI				
	Southeast Michigan COG	Detroit, MI	palombo@semcog.org			
	Southwestern Michigan Commission	Benton Harbor, MI	swmicomm@swmicomm.org			
	Tri County RPC (MI)	Lansing, MI	phamilton@mitcrpc.org	Paul Hamilton	Chief Planner	517-393-0342
	West Michigan Shoreline RDC	Muskegon, MI	wmsrdc@wmsrdc.org			
Minnesota	Arrowhead RDC	Duluth, MN	info@ardc.org			
	Metropolitan Council of the Twin Cities	Saint Paul, MN	data.center@metc.state.mn.us			
	Rochester-Olmsted COG	Rochester, MN	planningweb@co.olmsted.mn.us			
	St. Cloud Area Planning Org.	Saint Cloud, MN	mareck@stcloudapo.org	Scott Mareck	Transportation Planning Manager	320-252-7568
Mississippi	Central Mississippi P&DD	Jackson, MS	lsmith@cmpdd.org	Larry Smith	Director of Planning	601-981-1511
	Gulf Regional Planning Commission	Gulfport, MS				
	Hattiesburg-Petal-Forest-Lamar MPO	Hattiesburg, MS				
Missouri	Columbia ATS	Columbia, MO	jef@gocolumbiamo.com	John Fleck	Senior Planner	573-874-7244
	East-West Gateway Coordinating Council	Saint Louis, MO	donna.day@ewgateway.org	Donna Day	Division Manager TCIG	314-421-4220
	Jefferson City MO MPO	Jefferson City, MO				
	Joplin ATS	Joplin, MO	tbolander@joplinmo.org			
	Mid-America RC	Kansas City, MO				
	Ozarks Transportation Organization	Springfield, MO				
	St. Joseph ATS	Saint Joseph, MO				
Montana	Great Falls City-County PB	Great Falls, MT				
	Missoula Office of Planning & Grants	Missoula, MT				
	Yellowstone County Planning Dept (Billings MPO)	Billings, MT				
Nebraska	Lincoln MPO/Public Works	Lincoln, NE	plan@ci.lincoln.ne.us			
	Omaha-Council Bluffs MAPA	Omaha, NE	mapa@mapacog.org			
Nevada	Carson City NV MPO	Carson City, NV	MDulude@ci.carson-city.nv.us			
	Regional Transportation Commission of Southern Nevada	Las Vegas, NV				

	Tahoe MPO	State Line, NV	jhannum@trpa.org	Jennifer Hannum	Transportation Planner	775-588-4547
	Washoe County RTC	Reno, NV	info@rtcwashoe.com			
New Hampshire	Nashua RPC	Nashua, NH				
	Salem-Plaistow-Windham MPO	Exeter, NH	email@rpc-nh.org			
	Seacoast MPO	Dover, NH	srpc@strafford.org			
	Southern New Hampshire PC	Manchester, NH	thwhite@snhpc.org	Tim White	Sr. Transportation Planner	603-669-4664
New Jersey	North Jersey Transportation Planning Authority, Inc.	Newark, NJ	njtpa@njtpa.org			
	South Jersey TPO	Vineland, NJ	sjtpo@sjtpo.org			
New Mexico	Farmington New Mexico MPO	Farmington, NM				
	Las Cruces MPO	Las Cruces, NM				
	Mid-Region COG	Albuquerque, NM				
	Santa Fe MPO	Santa Fe, NM				
New York	Adirondack-Glens Falls TC	Fort Edward, NY	info@agftc.org			
	Binghamton Metropolitan Transportation Study	Binghamton, NY	sgayle@co.broome.ny.us	Steven Gayle	Executive Director	607-778-2443
	Capital District Transportation Committee	Albany, NY	djukina@cdtcmpo.org	David Jukins PE. M. ASCE	Principal Engineer	518-458-2161
	Elmira-Chemung Transportation Council	Elmira, NY	jayschissell@stny.rr.com	Jay Schissell	Director	607-737-5510
	Genesee Transportation Council	Rochester, NY	contactgtc@gtcmpo.org			
	Greater Buffalo-Niagara RTC	Buffalo, NY				
	Herkimer-Oneida Counties Transportation Study	Utica, NY	planning@ocgov.net			
	Ithaca-Tompkins County TC	Ithaca, NY	itctc@tompkins-co.org			
	New York Metropolitan TC	New York, NY				
	Newburgh-Orange County TC	Goshen, NY	Planning@co.orange.ny.us			
	Poughkeepsie-Dutchess County TC	Poughkeepsie, NY	pdctc@co.dutchess.ny.us			
	Syracuse MTC	Syracuse, NY				
	Ulster County Transportation Council	Kingston, NY	planning@co.ulster.ny.us			
North Carolina	Asheville Urban Area MPO	Asheville, NC				
	Burlington-Graham MPO	Burlington, NC	burlmpo@ci.burlington.nc.us			
	Cabarrus/Rowan MPO	Concord, NC	info@crmpo.com			
	Capital Area MPO/LPA	Raleigh, NC	ed.johnson@ci.raleigh.nc.us	Ed Johnson	Executive Director	919-807-8511
	Durham-Chapel Hill-Carrboro MPO	Durham, NC	fnwoko@ci.durham.nc.us			

	Fayetteville Area MPO	Fayetteville, NC	rheicksen@co.cumberland.nc.us			
	Gaston Urban Area MPO	Gastonia, NC	hankg@cityofgastonia.com			
	Goldsboro Transportation AC	Goldsboro, NC				
	Greensboro Transportation Advisory Committee	Greensboro, NC	gdot@ci.greensboro.nc.us			
	Greenville Urban Area TAC	Greenville, NC				
	High Point Transportation Advisory Committee	High Point, NC				
	Jacksonville MPO (NC)	Jacksonville, NC				
	Mecklenburg - Union MPO	Charlotte, NC				
	The Rocky Mount, NC Urban Area MPO	Rocky Mount, NC	league@ci.rocky-mount.nc.us	Bob League	Transportation Planner	252-973-1129
	Western Piedmont COG	Hickory, NC				
	Wilmington MPO	Wilmington, NC	mike.kozlosky@ci.wilmington.nc.us			
	Winston-Salem/Forsyth Urban Area MPO	Winston-Salem, NC	grege@cityofwas.org			
	University of North Carolina	Charlotte, NC				
North Dakota	Bismark-Mandan MPO	Bismarck, ND	ssaunder@state.nd.us	Steve Saunders	Transportation Planner	701-222-6449 ext 207
	Fargo-Moorhead Metro COG	Fargo, ND	metrocog@fmmetrocog.org			
	Grand Forks/East Grand Fork MPO	Grand Forks, ND				
Ohio	Akron Metropolitan Area Transportation Study	Akron, OH	amats@ci.akron.oh.us			
	Brooke-Hancock-Jefferson MPC	Steubenville, OH	bhjmpc@bhjmpc.org			
	Clark-Springfield TS	Springfield, OH				
	Eastgate Regional COG	Youngstown, OH	moreinfo@eastgatecog.org			
	Licking County ATS	Newark, OH				
	Lima/Allen County RPC	Lima, OH	tmazur@lacrpc.com	Thomas M. Mazur	Director	419-228-1836
	Miami Valley RPC	Dayton, OH	mvrpc@mvrpc.org			
	Mid-Ohio RPC	Columbus, OH	rlawler@morpc.org			
	Northeast Ohio Areawide Coordinating Agency (NOACA)	Cleveland, OH				
	OKI Regional COG	Cincinnati, OH	plan@oki.org			
	Richland County RPC	Mansfield, OH	rplanning@rcrpc.org			
	Stark County Area Transportation Study	Canton, OH	pejaeger@co.stark.oh.us			
	Toledo Metropolitan Area COG	Toledo, OH				
Oklahoma	Assoc. of Central Oklahoma Govts.	Oklahoma City, OK				
	Indian Nations COG	Tulsa, OK	vputta@incog.org	Viplav Putta	Asst. Manager	918-584-7526

	Indian Nations COG	Tulsa, OK	tarmer@incog.org	Tim Armer	Transportation Planning Manager	918-584-7526
	Lawton MPO	Lawton, OK				
Oregon	Bend OR MPO	Bend, OR				
	Corvallis Area MPO	Corvallis, OR				
	Lane COG	Eugene, OR	mpo@lane.cog.or.us			
	Metro	Portland, OR	webmaster@metro-region.org			
	Mid Willamette Valley COG	Salem, OR	mwvcog@mailopen.org			
	Rogue Valley COG	Central Point, OR	admin@rvcog.org			
Pennsylvania	Centre County MPO	State College, PA				
	DVRPC	Philadelphia, PA				
	Erie Area Transportation Study	Erie, PA				
	Johnstown Area Transportation	Ebensburg, PA	bbeigay@co.cambria.pa.us			
	Lackawanna-Luzerne Transportation Study	Wilkes Barre, PA	Planzone@epix.net			
	Lancaster County TCC	Lancaster, PA	planning@co.lancaster.pa.us			
	Lebanon PA MPO	Lebanon, PA				
	Lehigh Valley Planning Commission	Allentown, PA	lvpc@lvpc.org			
	Lycoming County PC	Williamsport, PA	mark.marawski@lyco.org			
	Mercer County RPC	Hermitage, PA	mail@mcrpc.com			
	Blair County MPO	Altoona, PA	rthbcpc@csrlink.net			
	Reading Area Transportation	Reading, PA	planning@countyofberks.com			
	Southwestern PA Commission	Pittsburgh, PA	swalfoort@spcregion.org	Sara Walfoort	Transportation Planning Manager	412-391-5590 ext 339
	Tri-County RPC (PA)	Harrisburg, PA	hats@tcr-pc-pa.org			
	Uniontown--Connellsville PA MPO	Uniontown, PA				
	York County Planning Commission	York, PA	planner@ycpc.org			
Rhode Island	Rhode Island Statewide Planning Program	Providence, RI				
South Carolina	B-C-D Council of Governments	North Charleston, SC	danh@bcdcog.com	Dan Hatley	Planning Director	843-529-0400
	Central Midlands COG	Columbia, SC				
	City of Anderson MPA	Anderson, SC				
	Florence Municipal/County P&BI Dept	Florence, SC				
	Grand Strand MPO	Georgetown, SC	mhoeweler@yahoo.com			

	Greenville County PC	Greenville, SC				
	Rock Hill-Fort Mill ATS	Rock Hill, SC				
	Spartanburg County Plng & Dev Council	Spartanburg, SC				
	Sumter City-County Planning Comm	Sumter, SC	suatsmpo@yahoo.com			
South Dakota	Rapid City Area MPO	Rapid City, SD				
	Sioux Falls MPO	Sioux Falls, SD	lynne@secog.org			
Tennessee	Bristol MPO	Bristol, TN	rmontgomery@bristoltn.org			
	Chattanooga Hamilton County RPC	Chattanooga, TN				
	Clarksville-Montgomery County RPC	Clarksville, TN				
	Cleveland Area MPO	Cleveland, TN	gthomas@cityofclevelandtn.com			
	Jackson Urban Area MPO	Jackson, TN	kdonaldson@cityofjackson.net			
	Johnson City MPO	Johnson City, TN	jcmpo@yahoo.com			
	Kingsport MPO	Kingsport, TN	kptmpo@naxs.net			
	Knoxville Regional Transportatrion PO	Knoxville, TN	fred.frank.knoxtrans.org	Fred Frank	Transportation Planner II	865-215-4001
	Lakeway Area MTPO	Morristown, TN				
	Memphis MPO	Memphis, TN				
	Nashville MPO	Nashville, TN	contact@nashvileempo.org			
Texas	Abilene MPO	Abilene, TX	Robert.Allen@abilenetx.com			
	Amarillo MPO	Amarillo, TX	harold.mcdaniel@ci.amarillo.tx.us			
	Brownsville MPO	Brownsville, TX	bmpo@cob.us	Mark Lund	MPO Director	956-548-6150
	Bryan-College Station MPO	Bryan, TX	bcsmpo@bcsmpo.org			
	Capital Area Metropolitan Planning Organization	Austin, TX	campo@campotexas.org			
	Corpus Christi MPO	Corpus Christi, TX	ccmpo@swbell.net			
	El Paso MPO	El Paso, TX	rgilyard@elpasompo.org			
	Harlingen-San Benito MPO	Harlingen, TX	jsanchez@myharlingen.us			
	Hidalgo County MPO	Mcallen, TX	emolitor@lrgvdc.org			
	Houston Galveston Area Council	Houston, TX				
	Killeen-Temple Urban Transportation Study	Study, TX	smattingly@ctcogmpo.org			
	Laredo Metropolitan Planning Organization	Laredo, TX	laredompo@yahoo.com			
	Longview MPO	Longview, TX	mpo@longview.tx.us			
	Lubbock MPO	Lubbock, TX				
	North Central Texas COG	Arlington, TX				

	Permian Basin RPC	Midland, TX	pbrpcplanning@aol.com			
	San Angelo MPO	San Angelo, TX				
	San Antonio-Bexar City MPO	San Antonio, TX	geiger@sametroplan.org	Jeanne Geiger	Deputy Director	210-227-8651
	Sherman-Denison MPO	Sherman, TX	rwood@sdmpo.org			
	South East Texas RPC	Beaumont, TX	setrpc@setrpc.org			
	Texarkana MPO	Texarkana, TX	txkmpo@txkusa.org			
	Tyler MPO	Tyler, TX	mpo@tylertexas.com			
	Victoria MPO	Victoria, TX	jopiela@ci.victoria.tx.us			
	Waco MPO	Waco, TX	mpo@ci.waco.tx.us			
	Wichita Falls MPO	Wichita Falls, TX	Lin.Barnett@cwftx.net			
Utah	Cache MPO	Logan, UT				
	Dixie MPO	St. George, Utah	lelmer@fcaog.state.ut.us	Lowell Elmer	Director	435-673-3548 ext 122
	Mountainland AOG	Orem, UT	dnelson@mountainland.org			
	Wasatch Front Regional Council	Salt Lake City, UT	wofr@wfrc.org			
Vermont	Chittenden County MPO	South Burlington, VT	info@ccmpo.org			
Virginia	Central Virginia MPO (Region 2000 Regional Commission)	Lynchburg, VA	mail@regcomm.org			
	Blacksburg-Christiansburg-Montgomery Area MPO	Christiansburg, VA				
	Charlottesville-Albemarle MPO	Charlottesville, VA	tjpd@tjpdc.org			
	Fredericksburg Area MPO	Fredericksburg, VA				
	Hampton Roads Planning District Commisssion	Chesapeake, VA				
	Harrisonburg-Rockingham MPO	Staunton, VA				
	Winchester-Frederick MPO	Front Royal, VA	info@winfredmpo.org			
	Richmond Area MPO	Richmond, VA	richmondregional@richmondregional.org			
	Roanoke Valley Area MPO	Roanoke, VA	rvarc@rvarc.org			
	Tri-Cities Area MPO	Petersburg, VA	craterpd@cpd.state.va.us			
	West Piedmont PDC (Danville MPO)	Martinsville, VA	staff@wppdc.org			
Washington	Benton-Franklin COG	Richland, WA				
	Cowlitz-Wahkiakum COG	Kelso, WA	cwcog@cwcog.org			
	Lewis Clark Valley MPO	Asotin, WA	swatson@cityoflewiston.org			
	Puget Sound Regional Council	Seattle, WA	psrc@psrc.org			
	Skagit Council of Governments	Mt. Vernon, WA				
	Southwest Washington Regional Transportation Council	Vancouver, WA	info@rtc.wa.gov			

	Spokane Regional Council of Governments	Spokane, WA	srtc@srtc.org
	Thurston RPC	Olympia, WA	info@trpc.org
	Wenatchee Valley Transportation Council	Wenatchee, WA	emailbox@wvtc.org
	Whatcom COG	Bellingham, WA	wcog@wcog.org
	Yakima Valley Conference of Govts	Yakima, WA	staff@yvcog.org
West Virginia	BCKP Regional Intergovernmental Council	South Charleston, WV	ric@wregion3.org
	Bel-O-Mar RC	Wheeling, WV	bmuransky@belomar.org
	KYOVA Interstate Planning Comm.	Huntington, WV	
	Morgantown WV MPO	Morgantown, WV	
	Wood-Washington-Wirt Interstate PC	Parkersburg, WV	
Wisconsin	Bay-Lake RPC	Green Bay, WI	
	Brown County PC	Green Bay, WI	
	Madison Area MPO	Madison, WI	
	East Central Wisconsin RPC	Menasha, WI	staff@eastcentralrpc.org
	Fond du Lac MPO	Fond du Lac, WI	wrollin@ci.fond-du-lac.wi.us
	Janesville MPO	Janesville, WI	planning@ci.janesville.wi.us
	La Crosse APC	La Crosse, WI	
	Southeastern Wisconsin RPC	Waukesha, WI	sewrpc@sewrpc.org
	State Line ATS	Beloit, WI	soltaub@ci.beloit.wi.us
	Wausau MPO c/o Marathon County Planning Dept	Wausau, WI	infomarathon@mail.co.marathon.wi.us
	West Central Wisconsin RPC	Eau Claire, WI	wcwrpc@wcwrpc.org
Wyoming	Casper Area MPO	Casper, WY	brobinett@cityofcasperwy.com
	Cheyenne Area MPO	Cheyenne, WY	tmason@cheyennecity.org
Federal Lands	x	x	x
Puerto Rico	Puerto Rico DOT Public Works	San Juan, PR	
District of Columbia	Metropolitan Washington COG	Washington, DC	rkirby@mwcog.org

Professional Organizations, Government Entities, NGOs, and Media that Support CSS-Related Activities

American Association of State Highway & Transportation Officials (AASHTO)	http://www.aashto.org
American Planning Association	http://www.planning.org
American Planning Association (APA)	http://www.planning.org/
American Public Transit Association	http://www.apta.com
American Public Transportation Association (APTA)	http://www.apta.com
American Society of Landscape Architects (ASLA)	http://www.asla.org/
Association for Commuter Transportation (ACT)	www.actweb.org
Association of Metropolitan Planning Organizations	http://www.ampo.org
Boston Metropolitan Planning Organization	http://www.ctps.org/bostonmpo
Center of Excellence for Sustainable Development	http://www.sustainable.doe.gov
Citizen Planner Training Collaborative	http://www.umass.edu/masscptc
Community Transportation Association of America (CTAA)	http://www.ctaa.org/ntrc/is_coordination.asp
Coordinating Council on Access and Mobility	http://www.fta.dot.gov/CCAM/www/index.html
Cyburbia.org	http://www.cyburbia.org
Environmental Protection Agency (EPA)	http://www.epa.gov/
Federal Highway Administration (FHWA)	http://www.fhwa.dot.gov
Federal Transit Administration (FTA)	http://www.fta.dot.gov
Freight Stakeholders Coalition	http://www.freightstakeholders.org
Geospatial and Statistical Data Center	http://fisher.lib.virginia.edu
Institute of Transportation Engineers (ITE)	http://www.ite.org
International City/County Management Association (ICMA)	http://www2.icma.org/main/sc.asp?t=0
ITS America	http://www.itsa.org
Lincoln Institute of Land Policy	http://www.lincolninst.edu/index-high.asp
Local Officials for Transportation (LOT) Coalition	
Massachusetts Association of Planning Directors	http://www.massapa.org
Massachusetts Rural Transit Assistance Program	http://www.martap.org
MassGIS	http://www.state.ma.us/mgis
National Association of Counties (NACO)	http://www.naco.org/
National Association of Development Organizations (NADO)	http://www.nado.org/
National Association of Regional Councils	http://www.narc.org
National Association of Regional Councils (NARC)	http://www.narc.org
National Governor's Association (NGA)	http://www.nga.org/
National League of Cities (NLC)	http://www.nlc.org/
Massachusetts Chapter of the American Planning Association	http://www.massapa.org/
PLANetizen	http://www.planetizen.com
Planners Network	http://www.plannersnetwork.org
Project for Public Spaces	http://www.pps.org
Regional Planning Agencies	
Small Cities	http://www.smallcities.us
Smart Growth America (SGA)	http://www.smartgrowthamerica.com/
Smart Growth Network	http://www.smartgrowth.org
Smart Growth Network	http://www.smartgrowth.org/default.asp

Sprawl Watch Clearinghouse	http://www.sprawlwatch.org
Surface Transportation Policy Project (STPP)	http://www.transact.org/
Sustainable Communities Network	http://www.sustainable.org
Townboard.org	http://www.townboard.org
Transact: Transportation Action Network	http://www.transact.org
TRB Metro Planning Committee	http://trb.mtc.ca.gov/metroplan/
U.S. Conference of Mayors	http://www.usmayors.org/uscm/home.asp
Urban and Regional Information Systems Association	http://www.urisa.org
US Department of Transportation (USDOT)	http://www.dot.gov
US Department of Transportation (USDOT) Current News Releases	http://www.dot.gov/affairs/index2000-02.htm
World Foundation for Smart Communities	http://www.smartcommunities.org

Appendix B:
CSS and Planning MPO Questionnaire
Web-based Survey

Context Sensitive Solutions in Planning- MPO Questionnaire

1. Introduction

The Center for Transportation and the Environment at North Carolina State University is conducting a FHWA sponsored research project to determine best practices in the integration of Context Sensitive Solution (CSS) practices in the transportation planning process. As a part of this study, we are gathering input from Metropolitan Planning Organizations (MPO's) to assist us in this effort and to gather potential case studies to be incorporated into the "Integration of Context Sensitive Solutions in the Transportation Planning Process Report." Further evaluation criteria will be used in determining final case study selection.

For purposes of this survey basic CSS guiding principles can by summarized as follows:

Solutions will:
1. Address the transportation need
2. Be an asset to the community
3. Be compatible with the natural and human environment
(Source: Utah Dept. of Transportation)

See also:

"Thinking beyond the Pavement: Qualities and Characteristics"

(copy and paste link into separate browser)
http://www.fhwa.dot.gov/csd/qualities.htm

1. Which of the following CSS applications or policies does your MPO organization employ?
(Check all that apply.)

- ☐ Incorporate CSS into Local Transportation Plans
- ☐ Scenario Testing
- ☐ Community Visioning
- ☐ Multidisciplinary Team Participation

- [ ] Environmental Stewardship Policy
- [ ] Adopted CSS Policy
- [ ] Adopted Aesthetic Policy
- [ ] Innovative Public Involvement Techniques
- [ ] Consultation with Environmental Resource Agencies
- [ ] Use GIS to identify high-value community and environmental resources
- [ ] Other (Please Specify)

2. Please provide contact names and a list of corridor visioning plans, transportation long-range and/or subarea plans utilizing the principles of CSS in your region.

3. This survey is a screening tool for determining best practices of the integration of CSS into the transportation process.
We may contact you for further information.
Please provide us with your contact information below:

Thank you for your participation!

Name	
Organization	
Title	
Email	
Telephone	

Appendix C:
Toolkit Materials

Guiding Principles

At the 1998 workshop "Thinking Beyond the Pavement," a set of context sensitive solutions (CSS) principles for project development was developed. These principles have shaped Federal transportation policy guidance, and a number of transportation industry groups have worked to widely publish the principles and provide guidance for mainstreaming them into the transportation decision-making process. State and regional agencies have adopted CSS and have launched programs to integrate CSS into the programming, design, construction, and maintenance of transportation projects. Truly, a national movement is underway that is shaping the way we think about and meet our transportation needs.

Yet, in order to more fully integrate CSS into the entire transportation decision-making process, CSS should begin well before the early stages of project development, during transportation planning. It is at this stage that basic transportation policy is developed, communities and regions articulate a vision for their future, and decisions are made as to how current problems will be addressed while also anticipating future needs and solutions. A CSS approach to transportation planning means a commitment to meaningful stakeholder participation, and keeping the human and natural context foremost in mind, which will produce a plan for a transportation system that will be an asset to the community and/or region.

To help planning agencies and the public accomplish this goal, the Federal Highway Administration (FHWA) has provided a toolkit designed to help planners and the public integrate CSS into transportation planning. The materials include basic information, discussion, and examples of current practices to provide guidance and insight. We suggest that you begin with the CSS Principles for Transportation Planning. These principles are applicable to all transportation planning efforts, from State long-range plans, to metropolitan planning organization (MPO) long-range transportation plans, to local corridor plans. They are not specific to any particular type of plan or planning agency. Those familiar with CSS will recognize many of these principles, as many of them parallel the CSS principles for project development. This is in recognition of the fact that there are strong linkages between planning and project development. Details and discussion of each principle are provided in Question & Answer format. The toolkit also includes a series of Fact Sheets and Case Studies from across the country, highlighting agencies already applying CSS principles in their planning process and documents. A Glossary of terms and abbreviations is also included.

FHWA is committed to the advancement of CSS nationwide and supports planning agencies and the public in their efforts to understand, adopt, and implement CSS in transportation planning. As part of that commitment, FHWA will continue to support research addressing transportation planning, including the enhancement of community and social benefits of highway transportation and improvements in the quality of the natural environment by reducing highway-related pollution, protecting and enhancing ecosystems, and strengthening linkages between NEPA and planning. Integrating CSS in transportation planning will help the transportation industry move closer to meeting FHWA's highest priorities for the nation, the Vital Few Goals. Additionally, the application of CSS will help agencies meet the requirements for planning set forth in the current Federal transportation legislation SAFETEA-LU.

For More Information on Integrating CSS in Transportation Planning

- FHWA and Context Sensitive Solutions Web site: http://www.fhwa.dot.gov/csd/index.cfm
- AASHTO Center for Environmental Excellence Context Sensitive Solutions Web site: http://environment.transportation.org/environmental_issues/context_sens_sol/recent_dev.aspx
- Context Sensitive Solutions.org: http://www.contextsensitivesolutions.org/
- FHWA Vital Few Goals: Safety: http://safety.fhwa.dot.gov/
  - Congestion Management: http://www.fhwa.dot.gov/congestion/index.htm
  - Stewardship/Streamlining: http://environment.fhwa.dot.gov/strmlng/index.asp
- Information on SAFETEA-LU from FHWA: http://www.fhwa.dot.gov/safetealu/index.htm

INTEGRATING Context Sensitive Solutions In Transportation Planning

The CSS Product

Qualities of Excellence in a Transportation Plan

Guiding Principles

1. Identification of the problem statement during transportation planning is derived from a collaborative process involving stakeholders, documents, and available data.
2. The problem statement takes into consideration safety for both the user and the community.
3. The transportation plan is in harmony with the regional and communities' visions and is sensitive to the human and natural environment.
4. The diversity of the various communities' visions is integrated into the transportation plan.
5. The transportation plan involves an efficient and effective use of resources, and is adopted according to any applicable planning update cycles.
6. The transportation plan gives consideration to avoiding and/or minimizing disruption to the community.
7. Transportation goals are consistent with the communities' visions and the adopted transportation plan meets or exceeds the transportation goals and objectives.
8. The transportation plan provides planning products that can feed directly into project planning to improve quality or reduce time to complete the project development process, including, but not limited to data, stakeholder contacts, hot issues, and agreements.

The CSS Process

Characteristics of the Planning Process Contributing to Excellence

Guiding Principles

1. Communication with all stakeholders is open, honest, early, and continuous.
2. The multidisciplinary team(s) is (are) fully representative of the human and natural environment as well as the communities' perspectives of a good quality of life and important issues.
3. The transportation plan includes an upfront pre-planning process that allows all formal partners, including, but not limited to, environmental agencies and community representatives, to participate in the early identification of issues that should be considered during the transportation planning process.
4. The transportation plan evaluates multimodal, operational, and innovative strategies, and the recommended plan addresses all transportation needs, including, but not limited to, safety, access/mobility, and air quality issues.
5. The adopted transportation plan is based on adopted CSS policy and includes explicit support for CSS.
6. The transportation planning process is based on a comprehensive public involvement/participation plan based on meaningful opportunities for input.
7. The landscape, community, and valued resources are understood before analysis of the transportation system begins or potential transportation solutions are explored.
8. A full range of user-friendly tools for communicating transportation plan options are used to effectively present information.
9. Limitations to the quantity or quality of data and information are recognized, and strategies to manage any gaps are implemented. The final plan and the transportation planning process are thoroughly documented.
10. The transportation planning process includes identification/consideration of adopted municipal, state and federal agency plans relevant to the transportation planning process, including, but not limited to, those for land use, water/sewer, watershed management, economic development, and mitigation.

INTEGRATING
Context Sensitive Solutions
In Transportation Planning

TOOLKIT
Principles
Fact Sheets
Case Studies
>Q&A

A solid understanding of the principles of context sensitive solutions (CSS) is needed in order to integrate CSS into transportation planning. A CSS approach means a commitment to meaningful stakeholder participation, and keeping the human and natural context foremost in mind, which will produce a plan for a transportation system that will be an asset to the community and/or region. The information presented here offers discussion of various aspects of each principle, describing how each is applicable with practical suggestions for implementation in a Question & Answer format. Additional information on CSS in transportation planning is available from the Federal Highway Administration (FHWA) website: [insert project url]

(Note: question numbers correspond to the CSS principles available at [insert principles url])

Process: The Planning Effort

1. What are the characteristics of communication with stakeholders when CSS principles are applied to the transportation planning process?

Communication with stakeholders should be open, meaning that all views are heard and honored. Open communication requires that a culture of respect be cultivated among all participants and teams. Communication should also be honest. This honesty must characterize the technical information included in the process; the constraints that must be recognized, including fiscal constraints; and the motivations/interests of stakeholders in the process. Communication must also be initiated early in the process so that stakeholders have time to digest information and contribute to the process as well as shape the plan from the very beginning. Yet communication does not end there. It should be continuous so that any subsequent changes, new information, and the final plan are communicated.

Noteworthy Practices: New Hampshire; Seattle Region

2. What is a multidisciplinary planning team? What interests should it represent?

A multidisciplinary team is a group of individuals, representing a range of interests, professions, perspectives, stages of life, resources, and geographic areas, who have come together to work toward developing a plan that will represent all groups. It should represent all aspects of context, both human and natural. Thus, team members will likely include, but not be limited to, local government officials, natural resource agencies, community/neighborhood groups, sports/recreation groups, and advocacy groups as well as transportation professionals and planners. Including the project development staff at this stage is an excellent way to help ensure that the work done during planning is carried through to project development and delivery. Operations and maintenance staff can offer input on the long-term feasibility of plan recommendations. The precise composition of the team will depend on the specific planning context and type of plan under development, but every effort should be made to have all interests represented on the team from the start. It may be that a very large team can operate more effectively if it is organized into smaller subgroups.

3. How should a CSS approach influence pre-planning activities?

CSS should influence even preplanning activities by involving all formal planning partners in an early identification of issues to be addressed in the planning process. Involving resource and other agencies early in the planning process will help streamline transportation decision making, decreasing the time required to complete environmental requirements while still planning for environmentally sound projects and programs. The formal partners involved at this early stage should include resource agencies, governmental entities, and community organizations. For some planning efforts, these formal partners may be identified in regulations (e.g., the current SAFETEA-LU requirement that MPOs consult with state and local agencies responsible for land-use management, natural resources, environmental protection, conservation, and historic preservation). Even if an agency has specific requirements for consulting planning partners, additional partners may need to be included in order to represent the full range of issues. Taking a context-sensitive approach means being open to including these additional partners as needed.

Noteworthy Practices: Seattle Region

4. How should CSS shape the strategies evaluated in the transportation plan?

A CSS-driven planning process will evaluate a range of strategies to address mobility needs. Although transportation planning in many parts of the United States has traditionally focused on planning for strategies to accommodate the growing travel demand of private auto users, there are many other ways to manage travel demand. With transportation funding becoming tighter and water/air quality becoming an issue in more and more areas, finding alternatives to new or expanded roadways will be an increasingly important task for transportation planners. Depending on the particular context, the transportation plan could investigate multimodal strategies; congestion management strategies, including pricing or intelligent transportation systems (ITS); travel demand management programs; and improving system operation through coordinated land-use planning and development. Alternative strategies may also involve finding new ways to finance transportation projects and programs, or cultivating new partnerships for operating programs.

Noteworthy Practices: Anchorage Region; New Hampshire; Savannah Region

5. How should an official CSS policy be linked to transportation planning?

When top officials of a planning agency and local leaders embrace the ideas of CSS, and follow through with practical support for integrating CSS into planning, this establishes a more productive framework for transportation planning. Formally adopting CSS as a policy helps ensure that there is continuity over time and through long-range transportation plan update processes. It gives the professional planning team confidence that its efforts to engage all stakeholders will be supported and, conversely, assures stakeholders of a high-level of commitment to seeking their input and planning according to their goals. Another reason that every agency should have an adopted CSS policy is that CSS is the current FHWA policy for transportation agencies. State DOTs and MPOs should also note that many CSS principles are in line with current transportation legislation (SAFETEA-LU).

Noteworthy Practices: Chicago Region; New Hampshire; Savannah Region; Anchorage Region

6. How should CSS shape the public involvement/participation plan for a transportation planning effort?

A CSS-driven planning approach will be based fundamentally on the opportunity for meaningful and respectful public participation and outreach. Yet it requires moving beyond simply collecting and recording public

comments. Genuine public involvement means that members of the public are part of the decision-making process. Even after the transportation plan is complete, continuing to involve the public in evaluating the success of the planning process, including the degree to which the CSS principles were applied, is very useful. A post-planning evaluation that includes diverse stakeholder perspectives, as well as the assessment of the planning agency, will help point to areas that need improvement before the next planning cycle.

Involving the public in an efficient yet thorough and transparent manner requires a comprehensive public involvement/participation plan. Such a plan would outline the types of events needed as well as how they will be scheduled, advertised, managed, and documented. Neighborhoods and interest groups that the planning team invites should be specifically identified. Particular care should be taken to see that any groups that have had little or no involvement in prior transportation planning efforts, or who may not normally be involved in civic affairs, are fully integrated. The public involvement/participation plan should note any cultural norms that will influence how they will respond to invitations or affect their participation. As the planning effort proceeds, it may be useful to revisit the public involvement/participation plan to see if outreach efforts need to be redirected or increased to meet the goal of full stakeholder participation.

Noteworthy Practices: Anchorage Region; Lansing Region

7. What elements of context should be considered? When should they be investigated?

There are three broad categories of context that should be the starting point for any planning effort. First, the landscape, which includes the combination of natural and man-made features that together produce the unique characteristics and qualities of a place, should be understood by the planning team. Second, the characteristics, qualities, and function of the communities, which can be neighborhoods, towns, urbanized areas, or regions, should be understood, as these factors will be important influences on the transportation plan and planning process. Valued resources are the third type of context. Resources can be natural (e.g., a unique stand of trees or a sensitive riparian zone), cultural (e.g., vernacular architecture or a local farming economy), or human (e.g., community action groups or any current direction of demographic change). CSS requires that consideration of context go beyond recognizing elements that are protected by law, such as historic sites or threatened species, although such elements are also an important part of the planning context. Using GIS is an excellent way to access, coordinate, and analyze many different kinds of spatial data. Aside from using "official" maps and data, local knowledge should be collected to define context.

This investigation should precede any transportation solutions that are proposed or even explored. In fact, a transportation planning process that is truly responsive to context will not even begin to analyze or define the transportation problems prior to understanding the context. Mechanically approaching transportation deficiencies with a ready-made, formulaic solution in mind can produce projects and practices that are out of step with the surrounding setting.

Noteworthy Practices: Savannah Region

8. How can CSS shape the tools used to communicate various transportation plan options?

During the transportation planning process, a variety of tools can be used to convey possible scenarios. Tools can be technologically advanced, such as demonstrating changes in traffic flows graphically using micro-simulation, or simple, such as poster maps. Using a range of tools is also important because a single communication tool will likely fail to reach all groups who need to understand the proposals for their future transportation system. The planning team should show imagination and flexibility in presenting transportation

options with a combination of tools that could include maps; data tables; photos of current conditions alongside photo visualizations; field visits; tours by alternative modes; websites; and facilitated, interactive exercises. To some extent, the scale of the planning effort will determine the techniques used, yet for every plan, large or small, communication must be effective for the stakeholders it needs to reach.

Noteworthy Practices: Daytona Beach Region; Anchorage Region; Nevada I-15

9. How does CSS improve transportation planning when data are limited? What documentation should a CSS-driven process produce?

Transportation planning requires tremendous data inputs; yet, even detailed data collection will remain an abstraction of reality. Projecting future travel requires reliance on these imperfect data, with all their limitations in quality and quantity (completeness). Yet if the transportation plan uses the context as the point of departure and is based on a genuine visioning process, data limitations will be less of an obstacle, and data can be augmented through outreach to particular groups.

The resulting transportation plan is one type of documentation. However, all public-involvement events, decisions, partnership agreements, data collection/compilation work, and committee meetings should also be documented. As far as possible, and where the law and trust are not violated, documentation should be readily available to all planning partners. This transparency will lend credibility to the transportation plan, the process, and the planning agency. Good documentation is a way to carry forward institutional memory within planning agencies, help move the transportation plan into project development, track commitments, improve the efficiency of future planning efforts, and develop consistency in including stakeholders over time. Documentation should be in an accessible format and location.

Noteworthy Practices: St. Louis Region

10. How can a CSS-driven transportation planning process improve overall planning coordination?

In the same way that transportation systems have substantial interaction with the natural and human environment, transportation planning must interact and coordinate with other planning efforts. Coordinated planning improves efficiency across agencies as other planning efforts may involve similar visioning exercises, community outreach efforts, and data collection. This coordination and integrating is an important part of a CSS approach to transportation planning. The value of planning coordination is embodied in the requirements in the current transportation legislation (SAFETEA-LU), which has increased requirements for consultation with other entities. The Executive Order 13274, signed in 1992, also requires Federal agencies to improve interagency cooperation on transportation projects. FHWA notes that integrated planning includes linking short- and long-range transportation planning and corridor-level planning studies performed by State and local governments with resource agency and land-use planning processes, and with project-specific environmental reviews, approvals, and permitting processes.

Noteworthy Practices: Albany Region; Tennessee

Product: The Transportation Plan

1. How can CSS improve the development of the problem statement for transportation plans?

At the outset of the transportation planning process, a problem statement is developed that identifies the various transportation issues that need to be addressed in the transportation plan. The problem statement frames the scope and breadth of each aspect of the plan. A CSS approach means that even this very early task is approached collaboratively. By pulling together information (data, other plans and reports) and the various stakeholder perspectives, the problem statement(s) will serve as a foundation for a plan that will truly be responsive to the local context.

Noteworthy Practices: New Hampshire

2. How can CSS improve the safety aspects of the transportation plan?

Safety has long been the highest priority for transportation agencies. CSS also gives considerable weight to safety, with safety as one of the important principles that should be part of any planning effort. In the past, the focus was largely on vehicular traffic safety, but in recent years transportation professionals have begun to think about safety more broadly. A CSS approach supports safety by influencing the transportation plan to consider a full range of safety considerations for all modes and users as well as the surrounding community and even wildlife populations that interact with the transportation system. It can mean that the idea of safety is expanded to include supporting healthy lifestyles through improving access to needed services, promoting nonmotorized modes, and specifically attending to the needs of special populations, such as the elderly, children, or persons with disabilities.

Noteworthy Practices: Chicago Region; St Louis Region

3. How does CSS improve the articulation of a community/regional vision? How can CSS improve the relationship between the transportation plan and the environment?

When the transportation plan is in harmony with the vision of a community and/or the larger region, it serves to show what the implementation of the vision will look like, how it will change the patterns of travel and time use for residents, what will change, and what will be preserved. In this way, the plan helps clarify the vision, showing how the ideas expressed in the vision will be translated into tangible infrastructure or into changes in system management/operations. In some places, there may be little or no land-use planning, and the community vision may be undocumented, poorly articulated, or conflicting projects and programs are proposed. In such cases, a transportation planning agency may collaborate with communities to help develop and focus a vision that allows for consistent policies and proposals.

A transportation plan driven by CSS principles will be sensitive to the human and natural environment. The plan will adhere to the idea that environmental, scenic, aesthetic, historic, and natural resources valued by the community should be preserved. This means going beyond the minimum regulatory requirements. It will require developing innovative strategies, carefully analyzing the tradeoffs involved, and perhaps making hard choices. Yet the community vision and values will always anchor the transportation plan's recommendations.

Noteworthy Practices: Albany Region

4. How does CSS aid in integrating diverse visions into a single plan?

CSS requires a strong commitment to public involvement/participation and to taking a collaborative approach. This is particularly important when a transportation plan must reconcile differences in visions and goals between communities (in a region) or between neighborhoods (within a single community). This can be accomplished in a number of ways. One approach is to reach consensus on a larger vision that still accommodates a range of needs and desires. Another approach is to ensure that the plan includes projects and programs that can accommodate the full range of needs of all groups. Still, in many cases not all views can be accommodated. In such cases, the dissenting views should be honored and the reasons for deciding to pursue other options clearly stated.

5. How does CSS improve the efficiency of the transportation planning process?

Many people have a perception that using a CSS approach will take more time and resources, and negatively affect planning agencies' efficiency. This need not be the case. A CSS approach may, however, necessitate a reallocation of resources with more investment in the early phases. Collaboratively involving a full range of stakeholders also means the potential to coordinate data and information. Efficiency gains are also realized when early collaboration streamlines the process, with shortened timetables for review and requirements. This is in keeping with the FHWA policy goal of exercising good stewardship over resources, including financial resources. A good public-involvement/participation plan takes time to develop, yet it also will mean that the planning effort has focus and direction from the outset and can save time in later phases of developing the plan. Transportation plans that are truly excellent examples will demonstrate all the qualities of excellence and still meet the deadlines for deliverable documents.

6. How can a CSS approach help address the issue of community disruption in connection with transportation plan recommendations?

A transportation plan often proposes considerable changes to a transportation system. This can have profound effects on the landscape; land-use patterns; travel patterns; and access to jobs, needed services, and educational opportunities. Although some disruption is probably inevitable, the transportation plan should give attention to minimizing disruption. When disruptions are anticipated to be largely temporary in nature, for example in connection with construction, the plan should carefully consider in what order projects should be built and how each project should be phased. When disruption will be more permanent, perhaps displacing residents or businesses, the plan should carefully explain the tradeoffs involved and the benefits that will be realized for all groups affected as well as for the transportation system as a whole.

Noteworthy Practices: Greensboro Region

7. In what ways can CSS improve the overall quality of the transportation plan?

By involving a broader range of stakeholders, considering a full range of alternatives, and taking a collaborative approach, applying CSS in transportation planning will help develop a plan that is closely tied to the community vision. The set of recommendations in the plan should also meet or exceed the transportation goals and objectives, yet still meet Federal requirements that it be in line with the financial resources available for implementation (i.e., meet the requirement of "fiscal constraint"). Together, these two accomplishments will indicate that the transportation plan is of high quality as a policy and implementation document.

Noteworthy Practices: Tampa Region

8. What is the role of CSS in establishing or strengthening the connection between transportation planning and project development?

Many of the tradeoffs involved with developing a project or program that is in harmony with the human and natural environment will have been carefully and thoroughly considered in the transportation planning process. Transportation planning also involves the compilation of vast amounts of data, including contact information for stakeholders who should be brought into the project development process. The plan may have triggered some interagency agreements that have implications for project development, or the transportation planning process may have revealed some "hot" issues that will need particular care and attention. This is an important component of streamlining, a Federally supported initiative that promotes the coordination of multiple and overlapping environmental reviews, analyses, and permitting actions required during project development. Strengthening the connection between transportation planning and project development can improve overall efficiency, stakeholder involvement, and help ensure that the delivered project or program carries forward the CSS qualities of the transportation plan.

Noteworthy Practices: Anchorage Region; Nevada I-15; Greensboro Region

For More Information:

- FHWA CSS website: http://www.fhwa.dot.gov/csd/index.cfm
- AASHTO CSS website: http://environment.transportation.org/environmental_issues/context_sens_sol
- Online Resource Center for CSS: http://www.contextsensitivesolutions.org
- FHWA Vital Few Goals:
  - Safety: http://safety.fhwa.dot.gov
  - Congestion Management: http://www.fhwa.dot.gov/congestion
  - Stewardship/Streamlining: http://www.environment.fhwa.dot.gov/strmlng/index.asp
- Information on SAFETEA-LU from FHWA: http://www.fhwa.dot.gov/safetealu

New Visions 2021

Capital District Transportation Committee
Albany Region, New York

"New Visions 2021" is the long-range plan for the capital region of New York State. The plan addresses dramatic increases in travel demand in the region from recent decades. These increases have been tied to dramatic residential and employment suburbanization, a pattern that reflects a developing knowledge/high-tech sector. Other important employment sectors are education and government, with large numbers of workers employed by State government and the region's universities and colleges. The region has a number of unique natural areas and parklands that are important recreational and environmental resources for the Northeast.

The Capital District Transportation Committee (CDTC), the region's MPO, directs comprehensive regional planning in several dimensions. This is complicated, however, by the presence of 79 general purpose units of government in the region that are primarily responsible for land-use decisions. Still, the region has been able to develop a vision of enhancing quality of life, building strong communities that are connected in a cohesive metropolitan area, supporting economic and social interaction, and improving environmental quality, while reducing the per capita costs for transportation investments. CDTC's work on a New Visions 2030 plan includes a greater effort to integrate transportation planning and design with land-use development and economic initiatives at the regional and local level.

CSS Highlights

- **In Harmony with the Regional and Communities' Visions, and Sensitive to the Human and Natural Environment:** The CDTC recognized that building infrastructure to accommodate the upward trend in auto travel demand was clearly incompatible with the regional vision. A strong regional consensus emerged from the "New Visions" plan that the region's quality of life, mobility, and economic vitality are all dependent upon improved land-use planning and on better integration of land-use development and the transportation system. Using a creative technique called "backcasting," CDTC determined that it could meet its future social, economic, and environmental goals only if transportation actions were combined with aggressive land-use and demand-management actions. The policy of using traffic backcasting keeps the plan in step with the vision. It assumes success of the plan, and as goals and objectives are met, the region is kept on track to achieve its vision.
- **Process Includes Identification and Consideration of Adopted Plans Relevant to Transportation Planning:** Beyond the coordination with community and economic development plans, transit plans, and traffic demand management programs, the plan gives substantial consideration to the transportation-land use connection. Through a program called Linkage, the CDTC has deepened this connection in the planning process by providing assistance with local jurisdictions' planning efforts. Thus far, CDTC has funded 50 collaborative, jointly-funded studies, valued at over $3 million, under the Linkage program. Recognizing that collaborative and coordinated planning is crucial to achieving regional transportation system goals, Linkage is considered part of implementing the plan.

For More Information

Capital District Transportation Committee
http://www.cdtcmpo.org
"New Vision 2021" available online at:
http://www.cdtcmpo.org/rtp2021/nvtoc.htm

2030 Regional Transportation Plan for Northeastern Illinois

Chicago Metropolitan Agency for Planning

Chicago Area Transportation Study
Chicago Region, Illinois

The Chicago Area Transportation Study (CATS) serves as the metropolitan planning organization (MPO) for the Chicago region. In the fall of 2006, CATS staff merged with the Northeastern Illinois Planning Commission to integrate land-use and transportation planning, thus forming the Chicago Metropolitan Agency for Planning (CMAP). Already one of the largest metro areas in the United States, the Chicago region's population is projected to increase by 1.8 million by 2030. Growth in population and development is anticipated both in established and newly urbanizing areas.

The region has a diverse population, including groups that have been traditionally under-represented in the transportation planning process. In order to better include these groups in the 2030 plan, CATS partnered with the Center for Neighborhood Technology, a community development organization, during the public-involvement process to tap their considerable experience with and knowledge of minority and low-income communities.

The Chicago region remains an important national and international trade and transportation hub. The transportation system's freight facilities include 20 major rail/truck terminals, 3 major water-terminal clusters, and 17 public-use airports. These facilities are important factors in planning for the region's economy, travel safety, and environmental quality and thus receive consideration throughout the plan. The region has a serious air-quality problem, and is addressing ground-level ozone and particulate pollution. Consideration is also given to other types of valued natural resources that may be affected by transportation improvements. These resources are mapped along with the various recommended projects and improvements, ensuring they are considered during project development. Aging transportation infrastructure is also an important issue for the region. The plan discusses the need to balance maintaining existing infrastructure with keeping open options for flexible responses to changing travel patterns.

CSS Highlights

- **Based on Adopted CSS Policy:** The plan expressly includes the CSS principles of enhancing quality of the environment and of communities in the recommendations made for the regional transportation system. The plan positions CSS in the regional planning process by highlighting the fact that regional facilities are hosted by communities. A major plan objective is to encourage project implementation that uses CSS principles, especially in urban areas where impacts to established communities can be substantial, complex, and numerous. In introducing major capital projects, the plan notes the need for "thorough context-sensitive design and management and operations plans."
- **Safety for Both the User and the Community:** Among the major concepts that came out of the plan development process was that regional transportation policy should promote public health and safety beyond lowering crash rates. In response, the plan calls for consideration of air- and water-quality impacts, includes design recommendations to improve safety for nonmotorized users, and promotes walking and cycling as a part of healthier lifestyles. The plan recommends that projects should routinely accommodate nonmotorized modes on arterials, provide the facilities that will support "Safe Routes to School," and take special care to correct and avoid hazards created by vehicular traffic in community settings or shared-use facilities.

For More Information

Chicago Metropolitan Agency for Planning
http://chicagoareaplanning.org
2030 Regional Transportation Plan available online:
http://www.sp2030.com
Center for Neighborhood Technology
http://www.cnt.org

Regional 2030 Transportation Plan

Tri-County Regional Planning Commission
Lansing Region, Michigan

The Tri-County Regional Planning Commission (TCRPC) is the metropolitan planning organization (MPO) for an area that includes 75 jurisdictions, 3 counties, and a population over 450,000 in south central Michigan. The region has historically been a major center for auto and auto parts manufacturing. Although General Motors remains a significant employer in the region, the economy has diversified into government, health care, insurance/banking, and education. This last sector is led by the Michigan State University, with 10,500 employees and 45,000 students. The shifting economic structure has recently played a role in sparking urban revitalization projects in Lansing's urban core. Like many urbanized regions, the region faces air- and water-quality issues. Construction and agricultural sediment runoff have damaged streams, an important issue to the region's game fishermen. The region was designated as a non-attainment area for eight-hour ozone levels in 2004.

The region was selected for a national demonstration project funded under the Federal Transportation Community Systems Preservation Pilot Program to integrate land-use and transportation planning at the regional scale. This project, "Regional Growth: Choice for Our Future," used scenario analysis to develop a regional vision which, in turn, became the basis for the transportation plan that is linked to a land-use planning framework of "smart growth" (called "wise growth" in the region).

CSS Highlights

- **Based on a Comprehensive Public Involvement/Participation Plan:** TCRPC refined a number of often-used tools, including newsletters, website, toll-free telephone hotline, logo/slogan development for all materials, and open houses/public forums. For example, media announcements were timed to promote forums or plan milestones. A local television station hosted and broadcast coverage of the first round of public forums, raising the visibility and the credibility of the effort. Speakers training and a guidebook were provided to project speakers at public meetings including local officials and other stakeholders. All speakers were carefully trained and used a guide to ensure consistency and quality of presentations at formal meetings, neighborhood associations, business groups, and even informal gatherings. Some 60,000 printed placemats helped spread the word about important process milestones.

  In addition to these methods, TCRCP used high-tech tools. Visual choice polls with real-time electronic voting equipment were used to gather information about, and gauge community support for, community design choices related to project outcomes from focus groups. This strategy resulted in a remarkable 92 percent of participants, randomly selected citizens and public officials, reaching consensus on community values and goals. The imagery used in this process was carried forward to help communicate how the region will look as a result of implementing the plan.

  Aside from collecting comments and input at meetings, TCRCP used a professional survey research firm along with public relations professionals to conduct a telephone survey. The survey was administered to residents and local officials to gauge public opinion on land use and transportation needs and priorities as well as to highlight any differences between public opinion and officials' positions. Targeted surveys were also administered to residents who had relocated from urban areas to lower density fringe and rural areas to determine the factors involved in their location choices and the implications of those choices for the transportation system and project design.

For More Information

Tri-County Regional Planning Commission
http://www.tri-co.org

2025 Long-Range Transportation Plan

Hillsborough County Metropolitan Planning Organization
Tampa Region, Florida

Located midway along the west coast of Florida, Hillsborough County is approximately 2,719 km^2 (1,050 mi^2) of land and 62 km^2 (24 mi^2) of inland water area. The county's population reached just over 1,177,000 in 2006 with the City of Tampa, the largest of the incorporated cities in Hillsborough County accounting for 28 percent of that total. Aside from the jurisdiction's three municipalities, 84 percent of the area is unincorporated. The region's population is projected to reach over 1,532,000 by the year 2025. The region's economy is dominated by a service sector, consisting of health, administrative support, educational, and staffing services.

Hillsborough County is served by several transportation systems, including an international airport and a seaport. The Tampa International Airport (TIA) and the Port of Tampa play a significant role in the county's economy. More than 17 million international and domestic passengers pass through TIA annually. Additionally, the Port of Tampa is the 12th largest cargo port in the nation in terms of total annual tonnage and moves nearly half the annual tonnage of all seaborne freight passing through Florida annually. Busy cruise ship terminals also play an important role in transportation planning.

The Hillsborough County Metropolitan Planning Organization (MPO) cooperates with three adjoining counties and the Florida Department of Transportation in transportation modeling. In 1993 these agencies, along with the Tampa Bay Regional Planning Council, formed the MPO Chairs Coordinating Committee, a regional decision-making entity. This committee established Florida's first regional conflict resolution process for MPOs to work towards better regional cooperation.

CSS Highlights

- **Goals are Consistent with the Communities' Visions:** The plan references the land-use plans for the various cities and towns in the region, noting the differences between their land-use/development and community goals. Tampa has planned to accommodate sizable new development as well as some infill in established areas. Plant City, with an economy based on agriculture, manufacturing, and distribution, seeks to maintain its traditional residential neighborhoods and development patterns, while promoting commercial infill development. The unincorporated parts of the county have planned for clustered employment, service, and residential development. These divergent goals and development patterns are accommodated in the plan.

  The goal of supporting the economic vitality of the region is to be met in part by a policy of providing facilities concurrently with development and encouraging coordinated intelligent transportation systems (ITS) between jurisdictions. The goal of promoting accessibility and mobility options is to be met by providing multimodal terminals in major activity centers. In areas where development patterns do not support fixed-route transit, paratransit or other appropriate services are to be provided. The goal of enhancing the environmental quality and quality of life is to be pursued by ensuring that transportation plans support local development goals and respect the priorities of local residents. Rather than setting forth a blanket approach, the plan is built on goals that embrace the region's diverse priorities, histories, and visions of the future.

For More Information

Hillsborough County MPO
http://www.hillsboroughmpo.org
"2025 Long-Range Transportation Plan" available:
http://www.hillsboroughmpo.org/pubmaps/folderlrtp/pubmaps/folderlrtp

Metropolitan Planning Organization 2030 Long Range Transportation Plan

Chatham Urban Transportation Study
Savannah Region, Georgia

This plan addresses the current and future transportation needs for the Savannah region, home to 240,000 people. The population is projected to increase 26 percent by 2030, and new development is anticipated to occur in the suburban areas. The Chatham Urban Transportation Study (CUTS) serves as the metropolitan planning organization (MPO) for the region. The Chatham County coastline is dotted with saltwater mashes, which provide important habitat for wildlife, offer scenic benefits, and help buffer flooding from storm surges. Thus, the protection of these marshes has important environmental and safety benefits. An additional transportation safety consideration is ensuring efficient evacuation for all residents, including those without access to a private vehicle, when hurricanes threaten. Aside from the issues of congestion and safety related to automobile traffic, the transportation system must accommodate significant volumes of freight movement. The Port of Savannah is a busy and expanding container operation. In 2002, 1.1 million containers moved through Savannah, a 30-percent increase in just two years, with capacity expected to continue to increase. Supporting the current and future economic importance of the port will require ongoing investments to improve intermodal connections between ships and trucking and rail routes. These connections are also a high priority for military purposes, as the port is a major national defense center. The City of Savannah is well known for its historic architecture and streetscapes, which bring thousands of visitors and millions of dollars to the region. Thus, the economic vitality of the region requires close attention to aesthetics for all proposed transportation projects and programs.

CSS Highlights

- **Landscape, Community and Valued Resources Understood Before Analysis or Solutions Explored:** The plan uses the transportation amenity plan (TAP) as a starting point. The TAP was a planning initiative begun by the CUTS staff in response to past objections to road projects. In the TAP, specific road segments are mapped as amenity corridors. These corridors are "constrained" with respect to capacity projects. Phase 1 corridors are identified for conservation of existing assets, such as canopy trees, palm trees, scenic vistas, and historic roadways. Phase 2 corridors are priorities for landscaping projects on recently built and new roadways as well as for installing community gateways. The two phases represent a commitment not only to preserving existing valued streetscapes, but also to ensuring that new facilities will add to the inventory of aesthetically pleasing streetscapes. These corridors were "constrained" for the purposes of the congestion management system (CMS), as well as in the "2030 Long Range Transportation Plan (LRTP)," and substantial capacity improvements are not proposed for these roadways. Instead, management strategies will be pursued to maintain acceptable levels of service. As a result, the LRTP does not alleviate all problems on poorly congested corridors, reflecting an approach that placed the community cultural/historical values ahead of the transportation analysis and proposed solutions.
- **Evaluates Multimodal, Operational, and Innovative Strategies:** The plan includes recommendations for increased transit investment for the existing bus service, and recommends starting streetcar and water taxi service as ways to reduce congestion in the historic center of Savannah. Projects that improve transit facilities and/or service are given additional points in the prioritization for funding. The plan also includes a number of recommended improvements for bicycles, based on an assessment and project prioritization carried out by a citizen advisory committee.

For More Information

Chatham Urban Transportation Study
http://www.thempc.org/Transportation.htm
"MPO 2030 LRTP" available online at:
http://www.thempc.org/documents/Transportation/TransportationPlans/2030LRTP.pdf

Legacy 2025

East-West Gateway Council of Governments
St. Louis Metro, Missouri and Illinois

The East-West Gateway Council of Governments is the metropolitan planning organization (MPO) for the St. Louis region. In recent decades, the population in the eight-county region has grown modestly as large numbers of residents have moved from the urban core of the City of St. Louis to suburban counties. This, combined with declines in manufacturing, has left the core with considerable numbers of vacant buildings with hazardous building materials (including asbestos) and brownfield sites, which have negative effects on the human and natural environment.

The region has made good progress toward complying with EPA air-quality standards for ozone, but has continuing problems with other categories of pollutants. As St. Louis lies at the confluence of two major rivers and is centrally located in the United States, the region has long been an important freight center. Most of the region's freight moves by truck, yet rail and barge play an important role in moving bulk commodities; the Port of St. Louis is the second largest inland port in the United States by tonnage, and there are seven primary rail-to-truck transfer points in the region.

"Legacy 2025," the long-range transportation plan (LRTP) for the region, clearly maps the connections between serving the freight sector and moving toward the goal of increasing economic competitiveness and improving the number of and access to jobs and educational opportunities. Maintaining reliable and affordable transit service is important for inner-city, low-income residents. Yet regional transit faces declining ridership, shrinking revenues, and aging fleets. In a region facing a number of challenges, the plan takes a positive yet realistic tone and a fiscally conservative stance by focusing on preserving existing infrastructure and improving operations.

CSS Highlights

- **Safety for Both the User and the Community:** The plan documents and analyzes high crash rates for all modes. The plan also includes a section on transit safety, which includes injuries at transit stops, personal security issues (e.g., crime), and incidents involving transit vehicles. The plan approaches travel safety by first framing the specific safety issue, rather than assuming that the solution lies solely with infrastructure changes. The Haddon Matrix, a simple tool for determining appropriate strategies to improve transportation safety, is adapted to identify policies and actions that will address safety holistically. Linking the matrix with the crash data analysis reveals that the most effective way to improve travel safety in the region will be to focus on driver behavior factors in addition to making infrastructure improvements.

- **Limitations to Data and Information are Recognized, and Strategies to Manage Gaps Implemented/Plan and Process are Thoroughly Documented:** The importance of freight to the region's economy means that the transportation plan must give close attention to freight issues. Yet the freight industry has been reluctant to participate in the planning process, declining to provide data that it considers proprietary. To remedy this situation, the MPO collected information via a survey of freight firms about general concerns and an aerial survey of truck density on major highways. These data have informed the development of a priority goods movement network (PGMN)—a map of important shippers, receivers, and facilities. Despite the lack of comprehensive freight data, the PGMN allows the LRTP to include freight needs in the evaluation criteria for proposed projects.

For More Information

East-West Gateway Council of Governments
http://www.ewgateway.org
"Legacy 2025" & the "Legacy 2030 Update" available:
http://www.ewgateway.org/trans/longrgplan/longrgplan.htm

2030 Long Range Transportation Plan

Greensboro Urban Area Metropolitan Planning Organization
Greensboro Region, North Carolina

Greensboro is one of the major urban centers in North Carolina's Piedmont Triad, which lies in the north central portion of the state. In 2000, the Greensboro Urban Area Metropolitan Planning Organization's (GUAMPO) jurisdiction had a population of 310,000, projected to rise to over 490,000 by 2030. Some 41,000 of the current population are students at one of the 11 institutions of higher education in the region. Greensboro was historically a major center for textile, cigarette, and furniture manufacturing, but these sectors have dramatically declined in the last 30 years. Today, the business services sector has become increasingly important, with insurance claims processing and financial services firms topping the list of major employers. With two Interstates (I-40 and I-85) converging just south of the City of Greensboro, freight and logistics firms also employ substantial numbers of Greensboro-area residents. The region lies at the headwaters of the Cape Fear River, which makes stormwater runoff an important concern. This major watershed must handle runoff from several other urbanized areas, yet must also provide habitat for several threatened species. The Greensboro area has also been designated a moderate non-attainment area for eight-hour ozone pollution.

CSS Highlights

- **Planning Products Feed Directly into Project Planning:** The plan includes a screening of projects for anticipated impacts to natural and community resources as well as for proximity to protected populations. As explained in the plan, this screening represents an important step toward more coordinated transportation decision making in three ways. First, it serves as a "fatal flaw" analysis to prevent wasting time and resources on projects that face serious obstacles. Second, it allows for a system-level assessment of impacts so that the interaction among projects can be considered. This brings consideration of indirect and cumulative effects of projects into the plan. Third, the screening helps identify issues and projects that will require further analysis, allowing project studies to focus on critical issues and to minimize the potential for unanticipated problems to crop up later. This early screening element will inform the project development process, initiating the environmental impact analysis and focusing resources on resolving important issues. The results of the screening are presented in a series of maps and matrices. The maps overlay the plan's projects, by time horizon (2004, 2014, and 2030) and by project type (e.g., grade separation, new location), on environmental and socio-cultural features, and on environmental justice populations. A matrix for each horizon year's projects presents the magnitude (minor, moderate, major) and types of impacts on 12 categories of resources, plus the proximity to and types of positive and negative effects anticipated for any protected population group.
- **Plan Gives Consideration to Avoiding or Minimizing Disruption:** The plan notes that the projects in the recommended plan are organized into three groups, by their horizon year. The projects are staged in a logical fashion not only to maximize construction efficiency, but also to minimize disruptions. The projects are presented in a series of three successive maps that use a color-coded system to show where the majority of construction will occur during each time period. Concern with disruption is also a major consideration in the decision whether to recommend widening major arterials.

For More Information

GUAMPO
http://www.greensboro-nc.gov/Departments/GDOT/divisions/planning/metro/
"2030 Long Range Transportation Plan" available at:
http://www.greensboro-nc.gov/Departments/GDOT/divisions/planning/longrange/LRTP.htm

2025 Long Range Transportation Plan Update

Volusia County Metropolitan Planning Organization
Daytona Beach Area, Florida

The Volusia County Metropolitan Planning Organization (MPO) serves Volusia County and part of Flagler County along Florida's eastern coast between Jacksonville and Cape Canaveral. The total land area is approximately 3,885 km^2 (1,500 mi^2), with a population of 510,000. The rapid growth in Flagler County between 1990 and 2000, when Flagler was the eighth fastest-growing county in the United States, may mean that the MPO jurisdiction will be expanded in coming years.

As part of a greater metropolitan area of East Central Florida, the region is situated at the intersection of two major Interstate highways, providing access to the third largest consumer region in the United States with a population of over 17 million. International airports in Daytona Beach and Orlando, railroads, and nearby port facilities enhance the area's cost-effective and logistically important location. Seasonal traffic is also a factor for the region, particularly for beach vacation periods and auto racing events at the International Speedway in Daytona Beach. The pressures stemming from the popularity of the region's beaches require close attention to beach management and conservation programs to protect habitat for birds, manatees, and five species of sea turtles.

CSS Highlights

- **Range of User-Friendly Tools for Communicating Options:** The Volusia County MPO has a strong commitment to increasing the citizen involvement in transportation planning. This is reflected in a citizens outreach program that features two "games." The first game, "Strings and Ribbons," was used by the MPO during the development of the plan. This game is a public outreach technique developed and first used for updating the Charlotte County-Punta Gorda (Florida) long-range transportation plan. In the Strings and Ribbons game, teams of players must use their allotted budget to "buy" projects and improvements for specific locations on the map. The game begins with the projects in the five-year capital improvement plan, but players can change the listed projects. Using play money and color-coded materials for types of projects, each team of players produces a map of projects that the budget will cover. The game encourages collaborative discussion of transportation issues, and the choices of projects reveal citizen's priorities for type of project (e.g., roadway, bike, pedestrian, transit, beautification) and level of improvements. This allows new ideas and a full range of perspectives to be included as well as revealing consistencies and inconsistencies between technical level of service analysis and public opinion. This game does more than improve the quality of public input. It also conveys the options and tradeoffs that are necessary in transportation planning.

  The second game is the "Virtual Budget Game," played individually on a computer. The Virtual Budget Game allows players to provide input about how they feel their transportation tax dollars should be spent. Each player can compare their results with the results of all those who have played thus far.

For More Information

Volusia County MPO:
http://www.volusiacountympo.com
Strings and Ribbons results available at:
http://www.vcmpo2025.com/Revised_SR_Presentation.pdf
Virtual Budget Game information available at:
http://www.vcmpo2025.com/virtualbudgetgame.html

Destination 2030

Puget Sound Regional Council
Greater Seattle Region, Washington

The Puget Sound Regional Council (PSRC) serves as the metropolitan planning organization (MPO) and growth management entity for a 16,286-km^2 (6,288-mi^2) region. The region is a complex jurisdiction including 4 counties, 4 port authorities, 6 transit agencies, 8 Federally-recognized Tribes, and 82 cities, including Seattle, Tacoma, Everett, Bremerton, and Bellevue. The region had a population of 3.5 million in 2000, and has projected a population of 4.6 million by 2030. Approximately 85 percent of the region's residents are in urbanized areas. The region has long been a center for the aerospace industry, and although this sector has somewhat declined in strength in recent years, high-technology sector jobs have continued to draw workers and their families. "New Economy" firms that rely more on communication and connectivity than on physical proximity to markets or suppliers are influencing the region's urban form.

The region lies between the Cascade and Olympic mountain ranges and is bisected by the Puget Sound. These landscape features create a dramatic setting but also constrain development and the transportation system. The combination of growth and constraints has led to severe congestion. A Texas Transportation Institute study that measured congestion by comparing the time required for the same trip taken during peak-hours compared to off-peak times found that only Los Angeles had more congestion than the Seattle region.

The PSRC also develops and maintains regional growth and economic strategies. The MPO works to strengthen the linkages between these planning efforts and transportation planning. One of the major themes in the region's land-use planning efforts has been the encouragement of more compact urban development at designated "centers." This planning policy has been supported through substantial transportation investment to connect "centers" by transit, roadways, and other means.

CSS Highlights

- **Upfront Pre-planning Process:** Before initiating the formal transportation planning cycle, the PSRC conducts formal interviews and organized meetings with all the region's jurisdictions to collect information on local issues. The PSRC also gains insight into the local conditions and community goals through the required review of local comprehensive plans as the regional growth management entity. This pre-planning work helps ensure that the concerns of all cities in the region are heard before a region-wide problem statement is developed.
- **Communication is Open, Honest, Early and Continuous:** Aside from the formal meetings described above, the PSRC holds early events to initiate dialogue with interest groups and the general public. These meetings allow the MPO to detect disconnects between officials' views and local policy and the concerns of citizens. Once the planning process is underway, committees representing a range of issues and groups are formed. One of the goals of the PSRC is to coordinate land-use and transportation planning. Thus, the various planning and policy divisions work to maintain connections between these two areas of planning and policy. These divisions constitute internal stakeholders, and the PSRC seeks to coordinate the efforts of all divisions across projects and technical and advisory committees. Taken together, this approach brings the views of local officials, citizens, and other regional planners to bear on the long-range transportation plan.

For More Information

Puget Sound Regional Council
http://www.psrc.org
"Destination 2030" available at:
http://www.psrc.org/projects/mtp/d2030plan.htm

PLAN Go

Tennessee Department of Transportation

"PLAN Go" is Tennessee's first statewide transportation plan that addresses the needs for all modes. The plan, developed by the Tennessee Department of Transportation (TDOT) and adopted in 2005, seeks to address the State's projected transportation needs over a 25-year planning horizon.

According to the U.S. Census Bureau, Tennessee ranks among the 15 fastest growing states. The population of Tennessee is expected to grow nearly 40 percent by the year 2030, to nearly 8 million persons, rising at a rate of one to two percent per year. Fully 20 percent of the population is projected to be persons aged 65 and older. Much of the State's development has been suburban, and statewide there is a trend away from the typical suburb-to-city commuting pattern, with increasing trips between suburbs and even city-to-suburb commuting patterns.

Tennessee's economic success has been built on its central location and excellent highway and Interstate system. Despite having nearly 200 river ports, truck traffic dominates the freight system. For 85 percent of the State's communities, trucks provide the only means of delivery. The plan observes that there are opportunities to expand river freight traffic, including international freight movements.

Tourism brings additional strains to the transportation system. The plan reports that in 2002, there were 38.9 million person trips for tourism purposes in the state; 87 percent of tourism travel was by private auto. The vast majority of other types of trips are also by auto, with only 1.6 percent of work trips taken by non-motorized modes and an even smaller share by transit. The existing travel patterns have had important implications for air quality. The new EPA air quality standards will mean that 18 of the state's 95 counties will be non-attainment areas.

CSS Highlights

- **Process Included Identification and Consideration of Adopted Plans Relevant to Transportation Planning:** In order to develop a truly multimodal plan, TDOT updated recent statewide plans for aviation, transit, and rail, extending their time horizons so that they were coordinated with "PLAN Go." A new statewide bicycle/pedestrian plan was also developed as a supporting document.

  TDOT moved past the artificial demarcation of State boundaries with respect to the movement of goods and people. The eight States bordering Tennessee were surveyed to identify major transportation programs and projects near the Tennessee border, or any new programs that could be of interest or importance to Tennessee's planning process. The anticipated impacts of any expansion of major highways coming into Tennessee from other States were considered. Multimodal solutions, new technologies, and other programs that were being implemented in neighboring States were also investigated, as large-scale projects such as rail systems, major bridges, and new highways often require cross-border cooperation. The process behind "PLAN Go" offers an excellent example of planning coordination across boundaries to enhance coordination and help ensure that large transportation investments are made in the most effective way possible.

For More Information

Tennessee DOT
http://www.tdot.state.tn.us
"PLAN Go" available at:
http://www.tdot.state.tn.us/plango/pdfs/plan/PlanGoSummary.pdf

Anchorage Bowl 2025 Long-Range Transportation Plan

Anchorage Metropolitan Area Transportation Solutions, Alaska

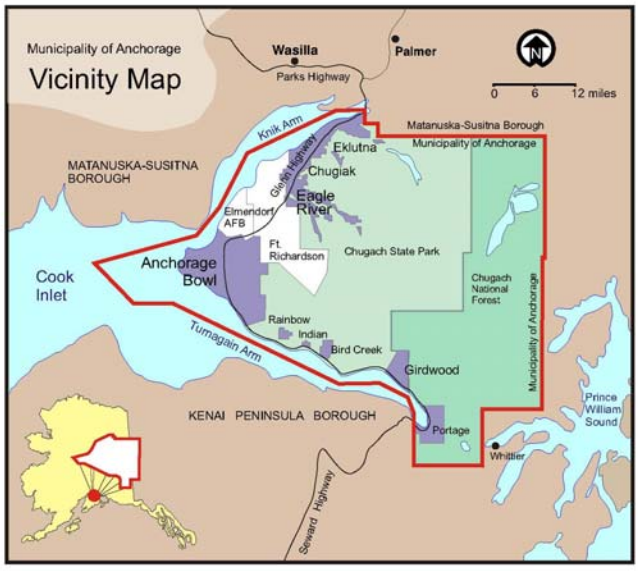
Introduction

This long-range transportation plan (LRTP) addresses the current and future transportation needs for the City of Anchorage. The plan was developed by the Anchorage Metropolitan Area Transportation Solutions (AMATS), the metropolitan planning organization (MPO) serving Anchorage, and was adopted in December 2005. AMATS is somewhat unique in that it contains a small part of a single jurisdiction, the Anchorage Bowl area of the Municipality of Anchorage (MOA). Still, the LRTP must address some complex planning issues, and one of the central recommendations of the plan is that a corridor be constructed to connect the existing major highways that carry traffic into and out of central Anchorage. Currently, the Glenn and Seward Highways are connected by the city's arterial system, where traffic signals and turning traffic, combined with heavy traffic volumes result in considerable peak-period congestion. Yet, constructing a major connector through existing neighborhoods while minimizing negative impacts to the city's trademark scenic vistas presents a major challenge.

The "Anchorage Bowl 2025 LRTP" proposes a highway-to-highway connection project to address congestion and lack of mode choice that is in keeping with many of the expressed desires of the community. Rather than simply recommending that the connector be built, the plan takes a proactive stance and addresses stakeholder concerns about project design and alignment from the outset.

One of the goals of CSS is to include stakeholders at all stages of the transportation decision-making process. Using a CSS approach at the early stages of the long-range transportation planning process initiates collaborative processes and relationships that can carry forward into the project development process. By addressing stakeholder concerns about how project design can affect communities at the long-range planning stage, AMATS showed a commitment to public involvement throughout the transportation decisionmaking process. The "Anchorage Bowl 2025 LRTP" offers the opportunity to investigate several key areas and highlights a number of ways that CSS can be integrated into long-range transportation planning:

- Can a plan strengthen the bridge between community vision and the early stages of project development?
- How can the plan document itself effectively convey community preferences in project design?
- How can a transportation plan help promote and support the use of CSS in project development?
- Can CSS play a role in streamlining processes?



Map courtesy of AMATS

The Planning Context

Some 40 percent of the population of the state of Alaska lives in Anchorage. The MOA is home to over 288,000 people, double the 1972 population. In recent years, development has shifted toward the Chugiak-Eagle River area and the Matanuska-Susitna (Mat-Su) Borough. The Mat-Su Borough is outside the AMATS jurisdiction, and little formal planning coordination exists between the Borough and AMATS. These two areas are expected to double the current number of households by 2025 and continue to strengthen their economic ties with the Anchorage Bowl area. Currently, all commuters from these areas must use the Glenn Highway to reach the Anchorage Bowl.

Most of the development in the Anchorage region has been at relatively low densities with only a few areas with housing densities of greater than 10 dwelling units per acre. Employment density is similarly spatially dispersed. The increase in and distribution of the rising population has led to stresses on the transportation network, including substantial peak-hour congestion and challenges for effective public transit service.

> *"Develop a balanced multi-modal transportation system based on Anchorage 2020 guidance (goals, policies, strategies, and maps) that serves as a catalyst to enhance the quality of life enjoyed by the current and future residents of Anchorage."*
>
> **LRTP Citizen Roundtable Committee Goal**

Anchorage's comprehensive plan, "Anchorage 2020," was adopted in 2001. As part of the groundwork for "Anchorage 2020," a survey of 1,500 residents was conducted, asking about the most important attributes of their city. Three of the highest ranked attributes related to the natural setting of the city: trails/parks/greenbelts/open space, outdoor and recreational opportunities, and accessibility to the wilderness. Clearly, Anchorage residents highly value the scenic assets of the region. Reflecting these values, the "Anchorage 2020 Community Vision" states that Anchorage is a "northern community built in harmony with our natural resources and majestic setting." The plan directs a shift toward more concentrated land-use patterns with clusters of higher density employment centers.

Although "Anchorage 2020" focuses on land-use planning and development patterns, it includes some guidance for transportation improvements in recognition of the close linkage between land use and transportation. More importantly, the vision and goals articulated in "Anchorage 2020" became the foundation of the LRTP process, and basing the LRTP on "Anchorage 2020" was the overarching goal of the 2025 LRTP citizen roundtable committee. Goals more specific to the transportation system were developed through Transvision, the visioning process that kicked off the LRTP process. Each of the seven transportation planning goals is presented in the plan with a discussion of how it is linked to and in harmony with "Anchorage 2020." Aside from the transportation plan goals, the projects included in the LRTP also drew from the "Anchorage 2020" plan. The high value the community placed on the city's natural setting, which came out during the Anchorage 2020 process, was incorporated into the LRTP by carefully considering the viewshed impacts of any proposed projects as well as including consideration of improvements to the region's extensive recreational trail/bikeway system.

CSS Principles Applied

- **Planning Products Feed Directly into Project Planning:** A key component of the LRTP is the completion of the Glenn-Seward Highway Connection. This project will address the major route into and through the city for commuters, freight, and visitors alike. The proposed Glenn-Seward Highway Connection recognizes the importance of addressing capacity issues, but emphasizes that the project should be designed in keeping with the priorities of the city and the nearby neighborhoods.

  The plan states that the corridor be constructed as a new, high-capacity expressway, depressed and buried wherever the topography allows. The conceptual design of the corridor seeks to minimize residential and business displacement, maintain or re-establish local street and trail system

connectivity, and provide airspace for parks. The plan also emphasizes that the connector design must minimize negative effects on highly valued scenic vistas.

The plan includes considerable detail on how project design should be approached, including examples of alignments, cross-sections, and bridge/culvert design. Locations where the natural topography would allow the corridor to be constructed below the most important viewpoints to minimize visual impacts are identified. The LRTP recognizes one neighborhood's desire for revitalization and expansion of its commercial district through careful routing of the connector to support economic development plans and the associated land use/development. Specific surface street connections needed to maintain or re-establish neighborhood connectivity are identified. Including this level of detail in the LRTP gave assurance to the neighborhoods that their needs were recognized and that their concerns would shape the project from the start.

Initially, Alaska Department of Transportation and Public Facilities (DOT & PF) staff expressed some trepidation about including a relatively high level of project detail at such an early point. The concern was that making early decisions about alignment and design would place constraints on the project that would complicate engineering and design later on. This concern has been largely set aside as DOT & PF staff have recognized that addressing community concerns from the outset is an advantage. Carrying the project concepts that were developed during the LRTP process forward into project design and engineering will help ensure that their work will be supported rather than challenged. In fact, as the connector project concept has gained momentum, at least one senior DOT & PF engineer has decided to postpone his retirement for the opportunity to work on the project, recognizing that it will present an interesting and exciting challenge.

Including project details that will directly inform the project planning and development process, thereby reassuring nearby neighborhoods that their concerns were heard, was a critical factor in securing support for this important project outside the DOT & PF as well. The neighborhood support for the concept of the project that developed during the LRTP process led to the mayor's office lending support for the connector. The political support for the project brought financial support as well. In fact, it was one of the affected neighborhoods that lobbied the State legislature for funding, and secured $7 million for preliminary engineering.

> *"CSS starts with the plan."*
>
> **Jon Spring, AMATS**
> **Transportation Planner**

The initial part of the connector project scheduled to be built is the Bragaw Street/Glenn Highway Interchange. The concepts from the LRTP were carried forward into the project development process for the interchange. Some of those concepts are repeated in the vision for the interchange project: reconnecting communities that the corridor currently bisects, protecting neighborhoods by eliminating cut-through traffic, providing safe alternatives for pedestrian and non-motorized traffic, and involving the community in the design process. The request for proposal (RFP) that the DOT & PF developed for the interchange (i.e., the document that describes the final design and construction parameters that contractors will be required to meet) includes the concepts and ideas that were developed during the LRTP process and refined during a public outreach effort focused on the interchange project. The design-build contract is scheduled to be awarded in the spring of 2007, and the completion of substantial construction is anticipated for the fall of 2009.

Using a CSS approach to transportation planning meant close attention to community needs and goals in the LRTP, which led to including design concepts in the LRTP, which in turn have been fed into the project development process. In this way, the "Anchorage Bowl 2025 LRTP" provided a bridge between the community vision articulated in both the LRTP and "Anchorage 2020," and the design of the Bragaw Street/Glenn Highway Interchange.

> *"The input from our community has resulted in not only viable technical solutions, but livable, credible, responsive solutions for all of Anchorage."*
>
> **"Anchorage Bowl 2025 LRTP"**

- **Based on Comprehensive Public Involvement/Participation Plan:** The planning process began with a high-profile public forum that included transportation professionals, the mayor, and other speakers. A citizen roundtable committee was convened with members recommended by the mayor's office and the DOT & PF. Committee members represented business, academic, youth, institutional, environmental, and other interest groups. This committee was charged with representing and communicating with their constituencies. Additional input was gathered through formal and informal stakeholder interviews representing all modes, economic sectors, system users, and neighborhoods. A series of open house meetings was held, including one outside the AMATS jurisdiction in recognition that commuters from outside the boundary were also stakeholders. Local and State government officials were also kept updated and participated in work sessions.

  Media campaigns used print and broadcast media to advertise events and relay information. A newspaper insert was distributed across the region that discussed transportation issues and advertised open house events. The citizen roundtable committee members were also involved in the publicity campaign, giving interviews and offering press statements.

- **Range of User-Friendly Tools for Communicating Options:** The "2025 LRTP" graphically presents the complex Glenn-Seward Highway Connection project on a single page with a full-color schematic diagram that combines photos and photo simulations with text to describe the opportunities to fit this major project into its urban context. An additional map notes the number of vehicles projected to be removed from surrounding streets, thus conveying how the project will improve conditions across the system. The recommendations specific to the Glenn Highway corridor are also presented by combining notes on site-specific elements with a corridor map. The various multimodal projects, transportation demand management (TDM) programs, and interchange and road improvements are shown mapped directly to the corridor. The range of presentation methods helps convey not only where projects will be located, but also how they will look and feel.

- **Based on Adopted CSS Policy:** AMATS is unusual among MPOs in that it has a formally adopted CSS policy (the policy refers to "context sensitive design" reflecting a past focus on project development). A grass-roots advocacy group, the Anchorage Roads Coalition, recognized CSS as a way to improve decision-making processes, and spearheaded a campaign to gain neighborhood committee support for an official CSS policy. In 2004, the technical advisory committee of AMATS signed a resolution requesting that the MOA Department of Public Works and the Alaska DOT & PF use a context sensitive approach to project design, promote fuller stakeholder involvement throughout the decision-making process, and review policies and procedures to implement CSS as an integral part of doing business. In the "2025 LRTP," AMATS further integrated CSS into its activities by applying CSS to the long-range planning process and product. The plan document supports AMATS' adopted CSS policy by promoting greater application of CSS among its partner agencies. For example, the plan states that the MOA's road classifications should be updated to reflect CSS best practices in planning, design, and operation.

- **Evaluates Multimodal, Operational, and Innovative Strategies:** Aside from the major construction project recommended to complete the Glenn-Seward Highway connection, the LRTP includes a number of non-construction projects. In fact, the first major plan recommendation is a "call to action" to effectively manage the existing system. The recommended strategies include improving signal timing and transit operations efficiency, responding quickly to resolve bottlenecks for transit and traffic, initiating corridor management plans, and upgrading the MOA signal system to include intelligent transportation system (ITS) technologies.

  The existing Glenn Highway corridor is targeted for a number of programs and projects to manage congestion. The plan highlights the use of improved transit service, including express bus service and park-and-ride facilities, employer-based TDMs and van- and carpool programs, corridor and incident management programs for commuters and freight operators, phasing in high-occupancy vehicle (HOV) lanes, and notes that the idea of commuter rail should be considered as a long-term possibility.

Outside the Glenn Highway corridor, other multimodal plan recommendations include developing a bike plan to address the needs of bike commuters. As mentioned above, Anchorage has an extensive recreational trail network that, while well-used, does not meet the travel needs of bike commuters. The commuter bike plan will focus on improving connectivity of on-street bicycle facilities. The plan also recommends a number of planning policy priorities for pedestrians. In many cases, recommended road projects in the plan include improvements to complete links for cyclists and pedestrians, on roadways, and on the trail system.

The importance of snow removal in maintaining accessibility to transit facilities is emphasized to better serve current transit riders and attract new riders. The wintry climate is also noted as a consideration in managing congestion. The construction season in Anchorage is brief, so the scale and number of construction projects underway at the same time can be large. The plan notes that more attention needs to be given to scheduling, construction zone management, and public information to ease construction-related congestion.

Since the adoption of the LRTP, AMATS has initiated a transit study that will focus on a high-performing transit corridor. The study will analyze bus delays and make recommendations for optimizing stops and prioritizing signals with the goal of demonstrating a 30-percent time savings over auto trips on the same route. The corridor slated for study also happens to be slated for a roadway reconstruction project, which should improve the potential for coordinating and implementing the study findings.

Lessons Learned

One of the components of the 2025 LRTP public involvement/participation process was the citizen roundtable committee. The office of the mayor of Anchorage and the Alaska DOT & PF appointed over 40 individuals to serve on the committee. While having many citizens interested in serving on an advisory committee is commendable, some of the committee members felt they had not had equal opportunity to speak and cited the large size of the committee as the reason. This points to the importance of balancing the need for keeping the size of the group small enough to allow all members to fully participate yet large enough to bring all perspectives to the table. It also highlights the need to adopt carefully structured ground rules for larger groups to ensure full and equitable participation.

Since the 2025 LRTP process, AMATS has begun a smaller-area plan for the Midtown area of Anchorage. Early in this planning effort, AMATS conducted one-on-one interviews with stakeholders to understand their perspectives and general attitudes. These interviews have proved to be an effective way to compile a list of committed individuals to serve on an advisory board, with a balance across various constituencies. A similar strategy might prove effective for convening citizen committees for future updates of the LRTP.

Challenges Ahead

Anchorage faces a number of significant transportation challenges in the future. The "2025 LRTP" repeatedly notes the pressing need to manage rising congestion levels, recommending a suite of policies and programs in addition to some major construction projects. Many of these programs rely on changes in individuals' travel patterns to have any appreciable effect. Experience has shown that changes in travel behavior, especially shifts away from single-occupancy vehicles, are difficult to effect, and significant policy and planning coordination are required to bring them about. Certainly, the studies underway will provide AMATS with important insights into how to move plan recommendations for transit, bike, and pedestrian travel into implementation. Effectively managing congestion will also require a long-term commitment to the Anchorage 2020 comprehensive plan and to planning coordination.

The plan also faces a challenge in connection with the potential land-use changes related to the proposed Knik Arm Crossing, a two-mile, tolled bridge project that would directly connect Anchorage with substantial amounts of developable land on the north side of the Knik Arm waterway. The bridge could potentially trigger a massive shift in development patterns. The project can also expect environmental and community opposition and will likely

require the formation of a public-private partnership to cover the financial costs. Without a doubt, if the Knik Arm Crossing project moves forward, the next update of the AMATS LRTP will face a very different planning context.

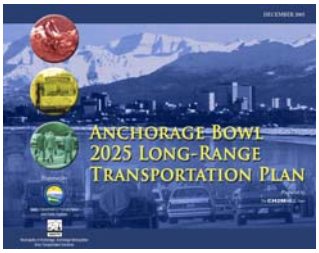
The increasing development and population growth in the nearby Mat-Su Borough and Chugiak-Eagle River areas present perhaps the greatest challenge to the region's transportation system. The LRTP notes the importance of regional collaboration. Instituting a collaborative planning and policy relationship would be an important step toward improving outcomes for the transportation system and lobbying for State funding for infrastructure projects. Regional cooperation should shape future transportation planning in the region, whether the Mat-Su Borough establishes its own MPO in the future or becomes part of AMATS.

In Closing

The "Anchorage Bowl 2025 LRTP" faces considerable challenges to its full implementation and the realization of all of its goals. By taking a CSS approach to long-range planning, however, the plan has laid a solid foundation for implementation. The efforts of the public and of the AMATS staff are already being carried forward into the project development phase of several major projects. For example, the concepts for the Glenn-Seward Connector will play an important role in shaping project outcomes that offer the most benefits possible to all stakeholder groups. More generally, the CSS-driven process used by AMATS during the 2025 LRTP shows a commitment to broad-based discussion of transportation issues in the region. Such discussion will serve the region well as it moves forward and continues to address complex transportation questions in the future.

For More Information:

AMATS website: http://www.muni.org/transplan/index.cfm
The Glenn Highway Projects website: http://www.theglennhighway.com
FHWA CSS website: http://www.fhwa.dot.gov/csd/index.cfm
AASHTO CSS website:
http://environment.transportation.org/environmental_issues/context_sens_sol
Online Resource Center for CSS: http://www.contextsensitivesolutions.org



I-15 Landscape and Aesthetics Corridor Plan

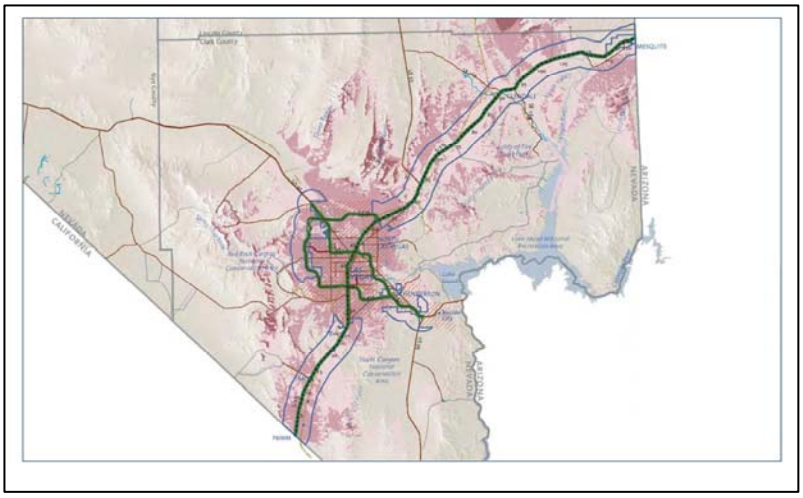
Nevada Department of Transportation

The "I-15 Landscape and Aesthetics Corridor Plan" is a part of the Nevada Department of Transportation's (NDOT) statewide landscape and aesthetics program. In 2002, NDOT adopted a master plan, "Pattern and Palette of Place," which set forth overall landscape and aesthetics policies, as well as the process for implementing those policies and guidelines in corridor planning and project development. The plan offers complete detailed guidelines for some 370.15 km (230 mi) of roadway from California to the Arizona border, including beltways and crosstown links within the Las Vegas Valley.

The initial impetus for the landscape and aesthetics program came from then-State Attorney General and member of the State Transportation Board Frankie Sue Del Papa. Extending an interest in a statewide tree-planting program, Del Papa recognized the importance of attractive gateways and roadways for economic development. Local residents had lodged complaints about the appearance of some NDOT facilities, even newly constructed ones. In the Las Vegas area, some of the dirt infields surrounding interchanges and overpasses were also contributing to high levels of airborne-particulate pollution. Generally, NDOT resources had been committed to construction of new facilities while landscaping and aesthetics were low priorities. Yet when the agency initiated the master-plan process and opened a dialogue with the public, it discovered how important issues of highway aesthetics were to communities across the State.

To address the issue in a meaningful way, NDOT recognized the need for a plan that not only provided high quality design proposals, but also a plan that was practical and could be implemented. An important component of feasibility is financial feasibility. The "I-15 Corridor Plan" recognizes financial constraints by including not only estimated construction costs, but also estimates of maintenance costs. Attention to life-cycle costs is critical because NDOT faces a constrained budget coupled with rapid growth and the associated demand for new or expanded facilities. This means that NDOT cannot afford to install or maintain landscape designs that require extensive labor, materials, or irrigation. Balancing the fiscal, environmental, and community elements, the plan sets forth a range of options for each segment of the corridor that are in keeping with the human and natural environment, along with estimates of life-cycle costs. This holistic, long-term approach stems from a focus on understanding the context of the corridor and a commitment to blending with and enhancing the context. The "I-15 Corridor Plan" offers an example of how a CSS approach to corridor planning can provide substantial benefits for all stakeholders, including those within the DOT:

- How can a transportation plan be in harmony with a variety of visions in a region?
- How can a corridor plan inform not only project development, but also promote the long-term sustainability of those projects?
- What are some effective ways to convey the vision and principles of a plan?



Map source: "I-15 Landscape and Aesthetics Corridor Plan," courtesy of NDOT.

Planning Context

The I-15 corridor was one of Nevada's first corridors to be planned under the program. This corridor crosses southern Nevada, one of the fastest growing regions in the United States. When the "I-15 Corridor Plan" was published, the Las Vegas Valley was gaining an average of 6,000 new residents every month with a projected population of nearly 3 million by 2020. Despite the existence of an urban growth boundary around Las Vegas and its suburban communities, land will continue to be available for development, as some 109.27 km^2 (27,000 a) of publicly owned land inside the boundary is scheduled for auction to the private sector over the next two decades. Other sizable developed areas include the casino-dominated settlements of Primm and Jean near the Nevada-California border, and Mesquite near the Nevada-Arizona border. The rest of the corridor planning area is lightly settled, and much of the adjacent lands are owned by Federal agencies (Bureau of Land Management, Bureau of Indian Affairs, and the Department of Defense).

The region is a major tourist destination. Las Vegas draws some 35 million visitors per year (2003). Aside from Las Vegas, the I-15 corridor serves other tourist attractions, including the Grand Canyon, Lake Mead, Hoover Dam, and the Desert National Wildlife Refuge. Although many think the entire state of Nevada is a desert, in fact, it is highly diverse in climate, culture, demographics, and population densities. There are also important and valued natural resources within the corridor planning area, including desert bighorn sheep populations and unique Joshua Tree plant communities. Many of the natural areas are protected, with substantial lands designated as Areas of Critical Environmental Concern (ACECs) by the Bureau of Land Management, some of which are directly adjacent to the I-15 right of way. Careful protection of riparian areas is also needed, which are especially vulnerable and valuable in the arid climate.

The diversity of Nevada's natural and human environmental contexts made it clear from the start that a single design palette would fail to be in context with all State roadways. NDOT needed to produce more than one plan to appropriately address the needs of these diverse regions and communities. The approach, therefore, is a series of corridor plans that adhere to the basic premises, policies, and guidelines established in the master plan. The master plan provides the overarching guidance for NDOT's landscape and aesthetics program, and includes goals beyond the merely decorative. Highway landscape and aesthetics projects seek to improve safety for users, enhance environmental health, preserve communities' identities, and support the State's tourism economy by providing a pleasant driving experience. Plan updates are anticipated every five years for the master plan and every five to ten years for the corridor plans.

> *"Today it is the policy of the state of Nevada to consider landscape and aesthetics along with all other design factors in all transportation projects; . . . communities, the public, other permitting agencies, and the private sector are encouraged to be involved in the planning, design, construction, and maintenance of transportation projects. Such a partnership will help ensure Nevada's highway system expresses the unique heritage, culture, and environment of the State and its communities."*
>
> **"I-15 Landscape and Aesthetics Corridor Plan"**

NDOT partnered with the Landscape Architecture and Planning Program at the University of Nevada, Las Vegas (UNLV), during the master planning process. The UNLV group not only brought their professional expertise to the table, they also convened the technical review committee, organized research teams, and wrote the master-plan document. For the "I-15 Corridor Plan," NDOT continued to work with UNLV and statewide transportation advisory and review boards, but also retained the services of consultants. NDOT specified that the composition of the consultant team was to be truly multidisciplinary, with landscape architects, civil engineers, planners, designers, graphics professionals, a professional facilitator, and a web designer.

> *"The public said they would rather have 25 miles that fit the context and looked nice than 26 miles of ugly road."*
>
> **Lucy Joyce Mendive,**
> **NDOT Landscape Architect Supervisor**

From the beginning, consultants and stakeholders were told that the focus of the planning effort was to celebrate the uniqueness of Nevada's communities and to ensure that any recommendations were consistent with the communities' desires and needs. To fulfill this goal, the "I-15 Corridor Plan" relied heavily on stakeholder input, representative technical review committees, as well as detailed studies by professionals. An extensive public outreach effort brought together diverse histories, cultural values, and the characteristics of unique landscapes which the planning team used as the foundation for a plan that reflects the context of each segment of I-15, while providing some overall themes for the entire corridor. The adopted plan has been endorsed by 25 entities, including the municipalities along the corridor, resource agencies and advocacy groups, business and development interest groups, departments of public works and water management, and regional planning agencies. The plan has also been recognized by the American Society of Landscape Architects.

CSS Principles Applied

- **In Harmony with the Regional and Communities' Visions/Sensitive to the Human and Natural Environment:** The road segments included in the "I-15 Corridor Plan" traverse diverse landscapes that range from the bright lights and intense development of the Las Vegas Strip to the subtle topography and color palette of the Mojave desert. The plan recommends treatments that recognize these differences, yet also seek some unity across the entire corridor. For example, base colors for hardscape elements are different for each major segment, and yet coordinate with one another, while the range of accent colors remains the same across the entire corridor. Any accent color can be selected for any segment. The plan states that community gateways should be planned and designed in collaboration with State and local agencies and local stakeholder groups so that the community's uniqueness and identity is expressed, while corridor-wide softscape palettes would bring consistency to the entire corridor. The plan balances specifications for designs with flexibility.

  Sensitivity to the human and natural environment is expressed in a number of ways in the plan. One example is the recommendations for landscaping. The plan recommends the removal of existing turf at a number of interchanges, to be replaced with native or desert-adapted species, along with ground treatment (e.g., soil stabilizers and rip-rap) for erosion/dust control and improved drainage. Only drip irrigation systems are recommended when needed for individual plants, and some locations are planned to include water recovery systems. Thus, the planned landscaping will be in harmony with the desert color palette, climate, and water resource budget. Sensitivity to the human environment is expressed in the recommendations against overlighting. The plan states that lighting should be adequate to meet safety standards. It also recommends that current standards be studied and adjusted if they go beyond safety needs. The recommendations that sound walls and other structures be treated with color and graphics also reflects sensitivity to community desires and provides opportunities to convey cultural themes.

  Design recommendations reflect the specific community context of each segment of the corridor. In the open desert areas, design recommendations include using the subtle shades of the surrounding geology and plant life. Yet dramatic design is encouraged where appropriate, especially in the Las Vegas segment. The plan states that at the gateway to the Las Vegas strip, structures, plantings, and lighting should meet the design objectives of emphasizing this unique destination with "intense, edgy and over-the-top design" for structures and transportation art, keeping in mind that many visitors will arrive at this point after dark.

- **Planning Products Feed Directly into Project Planning:** Aside from including thorough details on specific design elements, the plan includes considerable information on the principles and ideas that lie behind the specifics. These principles can be used to guide the myriad unique and specific decisions that will have to be made for each project. The plan provides the basis for project design and sets out the basic ideas that will shape any project's aesthetic elements. This brings a time savings in the project development process as the basic aesthetic design work was done during the corridor planning phase. The investment NDOT made in understanding the corridor contexts and developing high-quality design recommendations that are buildable is paying dividends during the project development process.

> *"We see a real time savings, as 10 to 20 percent of the design is taken care of up front. And the more projects we do, the more money we save."*
>
> **Rand Pollard,**
> **NDOT Assistant Chief Road Design Engineer**

- **Range of User-Friendly Tools for Communicating Options:** The plan describes four types of softscaping, presenting the information in a systematic yet very user-friendly way. Schematic descriptions of each type are shown in representative color photos and in diagrams of prototypical road segments and interchanges. Each type is given a color code that is used consistently through the plan document. The set of design options for structures and hardscapes is similarly presented. These schematic designs are then linked to specific locations and corridor segments. Specific road segments are mapped, showing towns, nearby sites of interest, and the general design approach for each part of the segment. A longitudinal diagram of the segment is also included with color coding to indicate the specific type of softscaping and hardscaping recommended for each road mile. The diagrams include design considerations and goals that were important in shaping the recommendations. Locations where welcome centers, scenic overlooks, and rest areas are appropriate are identified. The design philosophy and guidelines for each of these locations are outlined. Throughout, plan recommendations use the context as a point of departure for the design of structures, site layouts, plantings, transportation art, and signage. The diagrams and maps convey tremendous amounts of information clearly and concisely, and the photo examples help users visualize the design options.

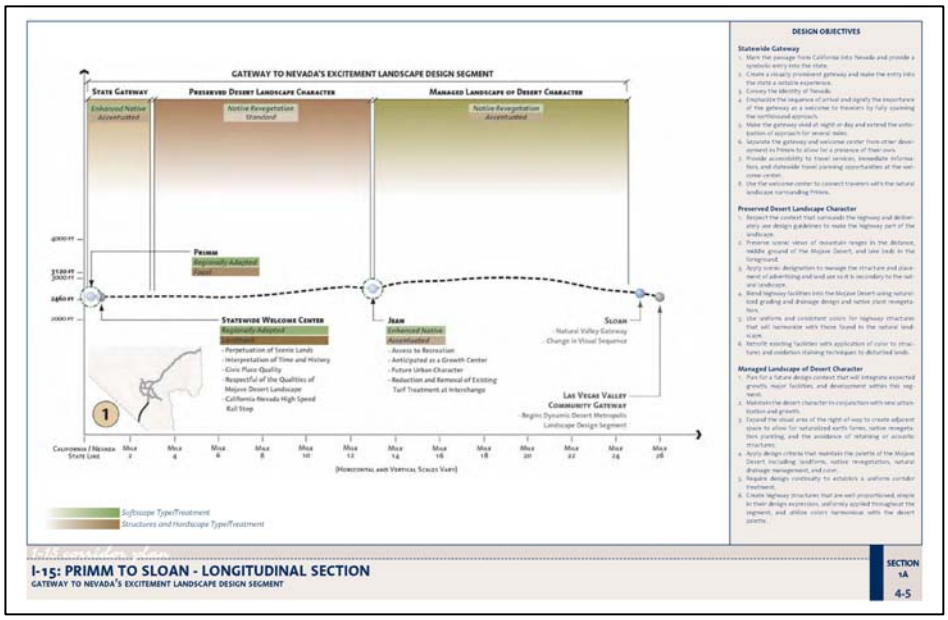


Diagram source: "I-15 Landscape and Aesthetics Corridor Plan, courtesy of NDOT.

"The DOT's basic funding premise should be maintenance first, which is key to achieving the lowest life-cycle costs of our infrastructure. We must have the foresight and courage to truly consider maintenance costs upfront."

Jim Souba,
NDOT Chief Maintenance Engineer

Since project costs are a critical factor in selecting aesthetic treatments, the plan also includes cost estimates for construction and maintenance. Costs are presented clearly, and the plan includes an explanation of how they are to be interpreted in keeping with the NDOT statewide program that allocates up to three percent of a project budget to landscape and aesthetics. If a community wishes to have a more elaborate design, NDOT will enter into a partnership agreement with the local jurisdiction. In these agreements, the local jurisdiction provides funding towards installation and maintenance, and NDOT carries out the maintenance. Including maintenance costs is an important part of planning for the entire life cycle of a project. This level of transparency about costs builds trust and brings local officials and the general public into the decision-making process in a very practical way.

Lessons Learned

The landscape and aesthetics program required attention to an aspect of highway design that had not had a high priority within NDOT. There continues to be concern among some NDOT divisions about the potential for increased project costs and greater demands on staff. While the issue of staff resources was addressed to some extent by the State legislature when it funded a landscape architect position within NDOT, some resistance remains. Still, the program is overcoming that resistance as it gains popularity with the public, draws positive media attention, and gathers political support among high-level NDOT officials and elected leaders.

"If we plant a tree that dies because we can't afford the maintenance, that leaves a worse impression than never planting the tree. To succeed, we must both understand and plan for these long-term costs."

Jim Souba,
NDOT Chief Maintenance Engineer

While the "I-15 Corridor Plan" includes details on costs for the various types of aesthetic treatments it recommends, experience is showing that these cost estimates are not always accurate. Tracking costs for landscape and aesthetics is complicated because they are accounted for in many different ways on projects. The NDOT Maintenance Division is currently conducting a study of maintenance costs within the State and across the country with the goal of improving the NDOT maintenance management system. Cost data collected by the study will be fed back into project planning and design as well as corridor plans and plan updates. Improving the accounting for landscape and aesthetics costs will help ensure the long-term sustainability of projects. It will also strengthen the overall landscape and aesthetics program by providing better information to local agencies so they can make sound and sustainable decisions when entering into partnership agreements.

Challenges Ahead

No doubt the greatest challenge for implementing the plan will be securing long-term funding for maintenance. Although the State has specified a formula for funding design and construction, there is no dedicated source for maintenance. Without securing long-term commitments from local agencies/municipalities, enhanced landscape and aesthetics treatments may have the effect of increasing the workload of the NDOT Maintenance Division without increasing funding for maintenance. Therefore, the landscape architects and designers for each project must take care not to add additional maintenance work and costs without a secured partnership. This will require attention to partnership and funding issues during the public outreach process for each project. Consistent application of funding policies across the corridor and the State will be needed to build trust in the plan and the process among all stakeholders.

One of the benefits of having a degree of consistency throughout a corridor is efficiency gains for maintenance. When the colors and treatments are consistent throughout a corridor, maintenance crews need to carry fewer paint colors and types of equipment and tools. Yet in some cases, there is pressure to deviate from the plan recommendations. This pressure typically comes from large commercial developments. Many of their installations include water-hungry palm trees and turf that are inappropriate for the context and not in keeping with the corridor plan design principles. To attain the vision of a coherent, cohesive design across the entire corridor, consistent application of design standards will need to be enforced. This will require a commitment to the overall landscape and aesthetics program and to the corridor plan vision by NDOT and the entities that regulate development and land use.

Although the "I-15 Corridor Plan" faces challenges to implementation, the plan is proving to be a useful document. By taking a CSS approach to understanding and working with the full context of the corridor, the plan responds to the needs of the public, resource agencies, NDOT staff, and design and construction contractors. The benefits of including attractive aesthetic design in roadway design will continue to be realized as more of the I-15 corridor is built in compliance with the plan recommendations that include careful attention to long-term physical and financial sustainability.

For More Information:

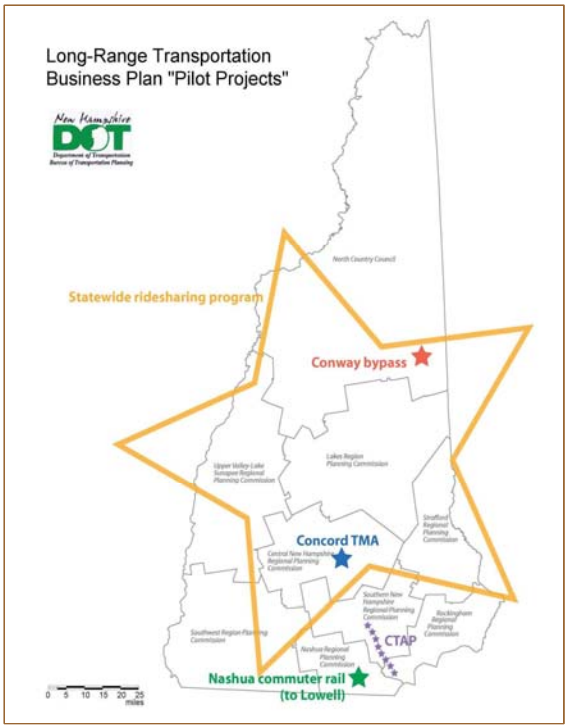
- NDOT Landscape and Aesthetics Program: www.ndothighways.org
- FHWA CSS website: www.fhwa.dot.gov/csd/index.cfm
- AASHTO CSS website: http://environment.transportation.org/environmental_issues/context_sens_sol
- Online Resource Center for CSS: www.contextsensitivesolutions.org

New Hampshire Transportation Business Plan

Citizen Advisory Committee to the New Hampshire Department of Transportation

In the fall of 2004, the New Hampshire Department of Transportation (NHDOT) convened a citizen advisory committee (CAC) to develop a strategic plan for transportation investment and management as a part of the State long-range transportation plan (LRTP) process. Rather than the traditional scenario of the State DOT developing the policy framework for the LRTP and accepting public input on the issues, the NHDOT turned over the visioning process and development of the problem statement to the CAC. Thus, the "New Hampshire Transportation Business Plan" is the first citizen-generated strategic plan for a State's long-term transportation goals and priorities. The evaluation measures that will be used to evaluate current and system performance and the performance of various combinations of future system improvements will be based on the factors that were identified as important to the public during the development of the "Transportation Business Plan." This technical analysis will be added to the "Transportation Business Plan," together comprising the State's LRTP.

One of the principles of context sensitive solutions (CSS) is that stakeholders should be involved in the decision-making process in a genuine, open, and honest way. In developing the "Transportation Business Plan," NHDOT went far beyond simply listening to and documenting the public's concerns; NHDOT charged the CAC with the task of policy development. The resulting document lays out the tensions and tradeoffs inherent in making transportation choices in a clear manner, utterly free from transportation jargon. This outcome reflects the most important challenge faced by the NHDOT and the CAC during the LRTP process: effective communication. Additionally, by utilizing representatives of charitable and advocacy groups in the CAC, NHDOT was able to take advantage of the connections these organizations already had in communities across the State, thus broadening the base of stakeholders who became involved in the process. Yet, to convince these individuals and organizations to participate, NHDOT had to convince them that transportation planning issues were important to them and to their respective constituencies. The "New Hampshire Transportation Business Plan" and the process through which it was generated offer the opportunity to investigate several crucial aspects of public involvement and outreach:



- How can the planning process encourage clear and continuous communication with stakeholders?
- What are the advantages of partnering with organizations in developing a transportation plan?
- How can a problem statement be developed through collaboration?
- How can the ideas and perspectives of stakeholders be translated into innovative, long-range strategies?
- How can the adoption of CSS be integrated into transportation planning recommendations?

The Planning Context

New Hampshire is home to some 1.2 million persons, a population somewhat older than the national average (39 years compared to 35), and is projected to continue along an overall aging trend. Additionally, the 25 percent of residents who do not drive is also expected to increase, representing a growing group that will require special attention to ensure they can access needed services and not become socially isolated.

Most of the State's population growth is expected to be concentrated in the "southern tier," the counties in the south and especially the southeast. New Hampshire is seeing an increasing number of Interstate commuters; the plan reports that 82,000 residents work in Massachusetts, and 23,500 Massachusetts residents commute to jobs located in New Hampshire (2000 figures). This group illustrates a trend towards longer commute distances that contribute to congestion on a regional scale.

In the northern counties, growth is expected to be slower, although this region has substantial numbers of vacation/second homes, and expects to see increasing development of this type in coming years. Although the northern region does not generally experience congestion issues, heavy seasonal variation in visitors, especially during the autumn, creates unique problems for transportation system management. Additionally, maintaining the condition of existing roads and bridges along the New Hampshire-Vermont border are important factors in promoting and sustaining the northern region's economic development.

> *"Transportation is not an end in itself; its purpose is to serve common community aspirations for a better quality of life. Unfortunately, transportation is increasingly becoming a threat to quality of life in New Hampshire, not its handmaiden. Unless forceful action is taken now to reverse this trend, our quality of life will deteriorate. This is particularly true with respect to three of our greatest community assets: our small town character, the prosperity of our growing small cities, and the beauty of our great outdoors."*
>
> **"New Hampshire Transportation Business Plan"**

Overall, the plan expresses concern over land use and current development patterns. In many parts of the State, development threatens to damage or eliminate iconic New England land- and townscapes valued by residents and visitors. Farmlands and open space face increasing fragmentation, posing difficulties for maintaining viable family farms and sustaining natural habitat areas. Residents and organizations had been concerned about these changes, and the related effects on quality of life. For NHDOT, the key to engaging stakeholders in the transportation planning process was to convince them of the link between transportation and these other issues, and of how resolving transportation issues could be a catalyst for broader change.

Carol Murray, NHDOT commissioner, spearheaded the effort to put the CAC in the "driver's seat." Among NHDOT's goals for the process was to use the planning process to further the NHDOT transition to a "new transportation environment in which we must consistently apply best business practice to the delivery of our services to our core customer—the citizens." The 24-member CAC proved to be an active and deeply committed group that raised awareness of transportation issues within their own organizations and among the general public. CAC members also learned a great deal about the transportation decision-making process and the value of partnering with the NHDOT. The resulting plan documents the initial discussion, which is intended to lay a foundation for a statewide conversation about transportation, growth, land use, and the future of the state of New Hampshire.

CSS Principles Applied

- **Communication is Open, Honest, Early, and Continuous:** When the CAC was organized, one of the explicit goals was that the CAC would contribute towards NHDOT's strategic goal of developing a "culture of respectful communication." However, the CAC and NHDOT quickly realized that simply initiating contact and discussion were not sufficient. At a very basic level, the two groups were unable to understand one another. One of the ways this communication gap was addressed was through an inreach committee. The inreach committee included DOT staff, regional planning commission members, and some CAC members. The original idea was that this group would deal with the more technical aspects of the process. In practice, the inreach committee served as a liaison between the DOT and the CAC.

> *"The first meetings were really tough. We realized that we spoke a different language, with lots of acronyms. It was really an eye opener. We needed to figure out how to communicate with people."*
>
> **Carol Murray, NHDOT Commissioner**

> *"Like any process that has been around a long time and has its own institutions, it has a language of its own . . . We need to think carefully about what we are doing by closing people out. Even the term CSS is completely opaque. It's only useful in DOT terms—it's about projects and engineering."*
>
> **Lew Feldstein, Chair CAC**

Aside from working with NHDOT staff, the CAC was heavily involved in the outreach to the general public. The CAC developed much of the material that was presented to the public, and hosted approximately 20 public meetings. This brought out a different sector of the general population, than had past NHDOT-hosted outreach activities. As a result, the input gathered at those meetings came from a broader cross section of the population, increasing its validity and completeness. This arrangement also meant that the group charged with developing the plan directly heard the perspectives of the community, improving the flow of information and ideas, and helping the CAC fully incorporate public input in its plan recommendations. A consultant was also engaged specifically to work with the CAC and to help ensure that the message conveyed to the public was well developed and on point.

The plan document offers evidence of the "culture of respectful communication" in its inclusion of dissenting views among CAC members. These views were not ignored or eliminated through majority rule. Instead, dissenting views are presented as a part of the plan, not relegated to a subsidiary "minority report." This inclusion strengthens the document itself, providing evidence that the recommendations were thoroughly discussed in a truly open forum. Further, this approach will likely bring benefits in the future. When stakeholders know that their views, even if they are out of step with the majority, will be recognized, documented, and honored, they will be far more likely to participate in future planning efforts and more likely to approach those efforts with a collaborative mindset.

The plan also addresses the issue of communication in its recommendations for the statewide NHDOT policy. It calls for clarifying the language and information used in transportation decision making so that the process is more transparent and accessible. This clearly stems from the CAC members' own experience, many of whom were new to the process.

- **Identification of Problem Statement Derived from a Collaborative Process:** In addition to setting forth a vision, the "Transportation Business Plan" constitutes the problem statement for statewide transportation planning. The framing of the State's transportation needs was one of the charges given the CAC, and from the start, the CAC worked to understand the perspectives of the public. These perspectives were important factors shaping the recommendations and proposals in the plan.

The CAC itself was the result of a collaborative partnership between NHDOT and community organizations and advocacy groups. A wide range of perspectives were brought together on the CAC, including natural resource interests, transit agencies, community development organizations, State

and county political leaders, freight industry groups, public health promotion organizations, non-profit service groups, and DOT officials. Hearing such diverse voices, the CAC found that transportation issues could not be treated simplistically or in isolation, but rather noted that a broad discussion about growth, development, and quality of life is needed to effectively cope with transportation issues.

NHDOT found that simply extending an invitation to these organizations did not ensure their participation. In fact, it took some 18 months to convince Lew Feldstein to chair the CAC, as representative of the New Hampshire Charitable Foundation (NHCF). He, in turn, had to convince the board of directors of the NHCF. In the end, the most convincing argument was that there are important links between land use and transportation. For the NHCF, which had long been looking for an appropriate and effective avenue to address community and quality of life issues, participating in the CAC offered an opportunity do so through the transportation planning process.

> *"At the internal presentations, the slide that was most effective was the one that discussed quality of life and then quality of transportation, and we explained how we thought about the two together."*
>
> **Ansel Sanborn, NHDOT**

Similarly, some NHDOT staff struggled to understand the reasoning behind turning to a citizen-driven, long-range planning process. Some also questioned the composition of the CAC. Up to that time, the agency had been adopting a CSS approach in project development, seeking to include all perspectives, generally by convening a hand-picked steering committee, although the agency had found that some perspectives were missed using this approach. The proposal to have a representative of a charitable grants organization head up the CAC, however, went far beyond previous practice and met with some internal resistance. DOT staff also questioned the value of including a representative of Easter Seals on the CAC, although she proved to be very supportive of the process, recognizing how important transportation issues are for her constituency, the elderly and disabled. As it had been for the CAC members and their organizations, the most convincing point was that the LRTP process was going to look at the interaction between quality of life and quality of transportation, an interaction that was echoed in the structure of the process, by bringing groups not usually involved in transportation issues into the transportation decision-making process. Despite the initial resistance, NHDOT's outreach to such organizations proved very fruitful, and brought together a group of strong and committed advocates with considerable knowledge about community issues.

- **Evaluates Multi-modal, Operational, and Innovative Strategies:** Recommendations in the plan are organized by the policy level for which they are appropriate: town/city, region, or State, so that the ideas and vision behind the plan can be applied holistically. The goal is to better coordinate transportation planning and project development between various jurisdictions and levels of government (local, regional, State). Throughout the plan recommendations, the links between transportation and land use are emphasized.

  The plan includes strong recommendations that NHDOT support transit system improvements and transit-oriented development (TOD). One of the specific recommendations is a call for Interstate cooperation on transit and TOD plans. The plan also recommends that connectivity of local roads be improved to help keep traffic off State roads. This would also preserve the traditional street patterns of New Hampshire towns, or even repair street grids that have been disconnected. Partnering with the private sector to develop demand management programs or even employer-based and -funded transit service. Other recommendations were directed towards improving regional and State transportation planning, including better engaging the public, making the process more transparent with clearer language, and developing a statewide GIS database.

  Another major recommendation is that NHDOT adopt policies that focus on maintaining and managing existing infrastructure. The plan recommends a "wellness" program that funds small projects, delivered in shorter time frames to maintain the overall health of the State system, with the goal of heading off the need for big projects with very long time frames and high costs. At the regional level, recommendations include corridor management plans that include agreements between various agencies and jurisdictions.

  An additional innovative recommendation is for changes in the performance measures used for evaluating projects or system performance. The plan suggests moving away from a focus on vehicle speed and capacity toward more "people-oriented measures," including travel-time reliability,

increased choices, and lower travel costs for households. This recommendation could have a profound effect on how transportation decisions are made. By reframing transportation purposes and needs, it may reconcile transportation with other quality-of-life elements valued by New Hampshire residents.

- **Based on Adopted CSS Policy:** NHDOT has made substantial investment in CSS training for staff and implementing CSS in project development. Yet, project managers faced difficulties in applying CSS principles at the project level because the LRTP from which they were working was not well coordinated with a CSS approach. By taking a CSS-driven approach to the LRTP process, NHDOT hopes to develop an LRTP that will coordinate better with a CSS-driven project development process, with the goal of consistently focusing on customers in all DOT activities.

  In keeping with this, the "Transportation Business Plan" includes the recommendation that CSS be adopted as State policy. The CAC called CSS "common sense solutions," language they felt would be more understandable to those outside NHDOT. More specifically, the plan calls for NHDOT to allow flexibility in highway design and design speeds so that project design can be more responsive to context. This idea is bringing a positive response from NHDOT engineers, who view this as an opportunity to do "real engineering work" instead of cookie-cutter applications of standards.

Lessons Learned

The "New Hampshire Transportation Business Plan" highlights the critical importance of carefully attending to the quality of communication in the planning process. The transportation industry is known for the extensive use of acronyms and technical lingo, a situation that stems from its roots in engineering. However, if transportation planning agencies want to develop plans that fit with the needs, preferences, and vision of communities, the issues must be clearly conveyed. Planning agencies should be flexible in developing public outreach materials and processes so that genuine public participation and input is not blocked or distorted because of language issues. Clearly, an attitude that public involvement is something to be "gotten through" must be eliminated in order to integrate CSS into transportation planning.

Using consultants to help develop the plan and facilitate the process is a common practice and can be very efficient and productive. However, the relationships between the consultant, the DOT and the CAC must be clearly defined. The CAC found it very helpful to have a consultant dedicated to assisting them with their work. This gave the group confidence when recommending something new for New Hampshire, as this consultant brought up-to-date information on innovative practices from across the Nation to the discussion. On the other hand, members of the CAC expressed some frustration with disconnects between their work and some of the work done by a second consultant for whom the NHDOT was the primary client. One possible way to remedy this situation would be to include the CAC in the selection of all consultants, and to have all relationships between the various entities clearly defined from the start.

Challenges Ahead

Implementation of the "Transportation Business Plan" recommendations will be a challenge. Since the point of departure for the entire LRTP process was the land use-transportation connection, many of its recommendations call for greater planning coordination and planning capacity building. This means, of course, that many of the plan recommendations actually fall outside the control of NHDOT, although the plan is careful to point out where NHDOT can be instrumental in influencing outside agencies and processes. NHDOT will be responding to the CAC plan recommendations with specific responses, the first step towards implementation of the plan.

An important part of plan implementation lies in ensuring that the discussions and engagement that came out of the planning process are carried forward. The investment that NHDOT made in the transportation planning process will no doubt encourage the continuity of public engagement on transportation issues. NHDOT is already seeing benefits from the partnerships that formed during the process, especially with respect to the community technical assistance program. Still, the approach was very new, and involved a relatively small number of highly committed individuals. In order to fully implement and sustain this innovative, citizen-driven planning process, NHDOT will need to embrace the ideas of CSS as an institutional policy rather than relying on a handful of individuals in the organization to ensure its continuity. The LRTP staff at NHDOT will need to continue to work with stakeholders within the DOT and to cultivate a high level of commitment to accomplish this.

"One of the questions we always got at the public meetings was 'What will you do with this? Where is it going?'"

Ansel Sanborn, NHDOT Planning Administrator

"This is certainly not useful if it's a one-time thing . . . We need the DOT involvement. They must be interested in continuing to engage with us. We need to constantly remind DOT that they need us and that we're interested."

Lew Feldstein, Chair CAC

"The key is getting the conversation going. Now we have to keep it going."

Carol Murray, NHDOT Commissioner

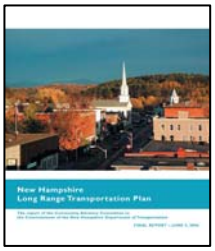
In Closing

The "New Hampshire Transportation Business Plan" offers an example of an innovative approach to long-range transportation planning. The plan is a first in the Nation for turning over development of long-term transportation policy to a citizen advisory group. The level of commitment to this idea and the process of involving the CAC are commendable. Despite the difficulties and uncertainties of the process, the participants felt it was well worth doing. Asked if such a process is repeatable in other places, Murray stated, "Not only is it repeatable, but it *should* be done."

The plan also provides an excellent example of how to broaden and deepen public engagement, and of how a planning effort that is deeply committed to improving not only quality of transportation, but also quality of life, can produce rich insights and a breadth of plan recommendations that promise tremendous payoffs.

For More Information:

- NH DOT website: www.nh.gov/dot/index.htm
- NH DOT Transportation Business Plan website: www.nhtranplan.com
- NH Charitable Foundation website: www.nhcf.org
- FHWA CSS website: www.fhwa.dot.gov/csd/index.cfm
- AASHTO CSS website: http://environment.transportation.org/environmental_issues/context_sens_sol
- Online Resource Center for CSS: www.contextsensitivesolutions.org



Glossary of Key Terms

AASHTO (American Association of State Highway and Transportation Officials) - A nonprofit, nonpartisan association representing highway and transportation departments in the 50 States, the District of Columbia, and Puerto Rico. It represents all five transportation modes: air, highways, public transportation, rail, and water.

Alternative Modes of Transportation - Forms of transportation other than single-occupant automobiles. Examples include rail, transit, carpools, bicycles, and walking.

Capacity - A transportation facility's ability to accommodate a moving stream of people or vehicles in a given time period.

Comprehensive Plan - An official document adopted by a local or regional government that describes the general, long-range policies on how the community's future development should occur; typically covers land use, transportation, and community facilities.

Corridor - A broad geographical band that follows a general directional flow connecting major sources of trips that may contain a number of streets, highways, and transit route alignments.

Department of Transportation (DOT) - When used in conjunction with a State name, refers to the state agency responsible for planning, building, and maintaining all state roads.

Design-build - A procurement or project delivery arrangement whereby a single entity (a contractor with subconsultants, or team of contractors and engineers, often with subconsultants) is entrusted with both design and construction of a project. This contrasts with traditional procurement where one contract is bid for the design phase and then a second contract is bid for the construction phase of the project.

Environment - Used alone, refers to both the natural and man-made elements of our surroundings.

Environmental Impact Statement (EIS) - Report developed as part of the National Environmental Policy Act requirements, which details any adverse economic, social, and environmental effects of a proposed transportation project for which Federal funding is being sought. Adverse effects could include air, water, or noise pollution; destruction or disruption of natural resources; adverse employment effects; injurious displacement of people or businesses; or disruption of a desirable community or regional growth.

Environmental Justice (EJ) - Environmental justice assures that services and benefits allow for meaningful participation and are fairly distributed to avoid discrimination. There are three fundamental environmental justice principles: (1) to avoid, minimize, or mitigate disproportionately high and adverse human health and environmental effects, including social and economic effects, on minority populations and low-income populations; (2) to ensure the full and fair participation by all potentially affected communities in the transportation decision-making process; and (3) to prevent the denial of, reduction in, or significant delay in the receipt of benefits by minority and low-income populations.

Environmental Protection Agency (EPA) - The Federal regulatory agency responsible for administering and enforcing Federal environmental laws, including the Clean Air Act, the Clean Water Act, the Endangered Species Act, and others.

Federal Highway Administration (FHWA) - A branch of the U.S. Department of Transportation that administers the Federal-Aid Highway Program and provides financial assistance to States to construct and improve highways, urban and rural roads, and bridges. It administers the highway transportation programs of the U.S. Department of Transportation under pertinent legislation.

Fixed-Route Service - Term applied to transit service that is regularly scheduled and operates over a set route; usually refers to bus service.

Fixed Guideway - A mass transportation facility using and occupying a separate right of way or rail for the exclusive use of mass transportation vehicles or other high-occupancy vehicles.

Geographic Information System (GIS) - Computerized data management system designed to capture, store, retrieve, analyze, and display geographically referenced information. GIS can display attributes and analyze results electronically in map form.

High-Occupancy Toll Lane (HOT Lane) - A vehicle lane reserved for high-occupancy vehicles (HOVs), but may be used by low- or single-occupancy vehicles upon payment of a toll.

High-Occupancy Vehicle (HOV) - Vehicles carrying two or more people. The number that constitutes an HOV for the purposes of HOV highway lanes may be designated differently by different transportation agencies.

Infrastructure - In the transportation planning context, physical structures that serve as transportation facilities.

Intelligent Transportation Systems (ITS) - The application of advanced technologies to improve the efficiency and safety of current and future transportation systems.

Intermodal - The ability to connect, and the connections between, modes of transportation.

Land Use - Refers to the manner in which portions of land or the structures on them are used, i.e., commercial, residential, retail, and industrial.

Long-Range Transportation Plan (LRTP) or Regional Transportation Plan (RTP) - A document resulting from regional or statewide collaboration and consensus on a region or state's transportation system, and serving as the defining vision for the region's or state's transportation systems and services. In metropolitan areas, the plan indicates all of the transportation improvements scheduled for funding over a minimum of the next 20 years.

Metropolitan Planning Organization (MPO) - Regional policy body, required in urbanized areas with populations over 50,000, and designated by local officials and the governor of the State. Responsible for cooperating with the State and other transportation providers for carrying out the metropolitan transportation planning requirements of Federal highway and transit legislation.

Mode - A specific form of transportation, such as automobile, subway, bus, rail, or air.

Multi-Disciplinary Team (MDT) - A group of persons from diverse professions and viewpoints, organized to represent a range of interests and to combine skills to produce a plan or project.

Multimodal - The availability of transportation options using different modes within a system or corridor.

NEPA (National Environmental Policy Act) - Legislation passed in 1969 that established a national environmental policy requiring that any project using Federal funding or requiring Federal approval, including transportation projects, examine the effects of proposed and alternative choices on the environment before a Federal decision is made.

Non-attainment Area - Any geographic area that has not met the requirements for clean air as set out in the Clean Air Act of 1990.

Paratransit - A variety of smaller, often flexibly scheduled-and-routed transportation services using low-capacity vehicles, such as vans, to operate within normal urban transit corridors or rural areas. Services usually cater to the needs of persons for whom standard mass transit services would serve with difficulty or not at all. Common patrons are the elderly and persons with disabilities.

Project Development - The phase a proposed project undergoes once it has been through the long-range planning process. The project development phase is a more detailed analysis of a proposed project's social, economic, and environmental impacts and various project alternatives. After a proposal has successfully passed the project development phase, it may move to preliminary engineering, design, and construction.

Protected Population - A group listed for consideration under environmental justice guidelines.

Public Participation - The active and meaningful involvement of the public in the development of transportation plans and programs.

Public Transit - Passenger transportation service, usually local in scope, that is available to any person who pays a prescribed fare. It operates on established schedules along designated routes or lines with specific stops and is designed to move relatively large numbers of people at one time.

Regional Planning Organization (RPO) - An organization that performs planning for multijurisdictional areas. MPOs, regional councils, economic development associations, and rural transportation associations are examples of RPOs.

Rural Planning Organization (RPO) - An agency given the mandate to conduct transportation planning and programming for rural areas.

SAFETEA-LU (Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users) - The Federal surface transportation legislation that authorizes programs for highways, highway safety, and transit for 2005-2009.

Stakeholders - Person or group affected by a transportation plan, program, or project. Person or group who believes they are affected by a transportation plan, program, or project. Residents of affected geographical areas.

Transportation Decision Making - General term for the various institutions and processes that plan, design, and build transportation facilities and systems.

Transportation Demand Management (TDM) - Programs designed to reduce demand for transportation through various means, such as the use of transit and alternative work hours.

Transportation Improvement Program (TIP) - A document prepared by a metropolitan planning organization that lists projects to be funded with FHWA/FTA funds for the next one- to three-year period.

Appendix D:
Matrix of Case Studies and Fact Sheets by CSS Principle Highlighted

CSS Principle	Area-Specific Plan/Study (e.g., downtown, university)	Construction/ Operations/ Maintenance Plan	Facility-Specific Plan/Study (e.g., interchange, bypass, specific corridor)	Freight Plan/Study	Long-range or Master Plan/Study (State, MPO, county, city)	Network System Plan/Study (e.g., freeways, arterials, thoroughfares)	Pedestrian Plan/Study Bike Plan/Study	Safety Plan/Study (e.g., Strategic Hwy Safety Plan)	Transit Plan/Study	Other
Product										
1. Identification of the problem statement during transportation planning is derived from a collaborative process involving stakeholders, documents, and available data.					New Hampshire DOT					
2. The problem statement takes into consideration safety for both the user and the community.					Chicago Metro Agency for Planning; East-West Gateway COG, St. Louis, MO/IL					
3. The transportation plan is in harmony with the regional and communities' visions and is sensitive to the human and natural environment.			I-15, Nevada		Capital District Transp. Commission, Albany, NY					
4. The diversity of the various communities' visions is integrated into the transportation plan.										
5. The transportation plan involves an efficient and effective use of resources, and is adopted according to any applicable planning update cycles.										
6. The transportation plan gives consideration to avoiding and/and or minimizing disruption to the community.					Greensboro Urban Area MPO, Greensboro, NC					
7. Transportation goals are consistent with the communities' visions and the adopted transportation plan meets or exceeds the transportation goals and objectives.					Hillsborough County MPO, Tampa FL					
8. The transportation plan provides planning products that can feed directly into project planning to improve quality or reduce time to complete the project development process, including, but not limited to, data, stakeholder contacts, hot issues, and agreements.			I-15, Nevada		Greensboro Urban Area MPO, Greensboro, NC; Anchorage, AK					

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Process										
1. Communication with all stakeholders is open, honest, early, and continuous.					Puget Sound Regional Council, Seattle, WA; New Hampshire DOT					
2. The multidisciplinary team(s) is (are) fully representative of the human and natural environment as well as the communities' perspectives of a good quality of life and important issues.										
3. The transportation plan includes an upfront preplanning process that allows all formal partners, including, but not limited to, environmental agencies and community representatives, to participate in the early identification of issues that should be considered during the transportation planning process.					Puget Sound Regional Council, Seattle, WA					
4. The transportation plan evaluates multimodal, operational, and innovative strategies, and the recommended plan addresses all transportation needs, including, but not limited to, safety, access/mobility, and air quality issues.					Chatham Urban Trans. Study, Savannah, GA; Anchorage, AK; New Hampshire DOT					
5. The adopted transportation plan is based on adopted CSS policy and includes explicit support for CSS.					Chicago Metro Agency for Planning, Anchorage, AK; New Hampshire DOT					
6. The transportation planning process is based on a comprehensive public-involvement/participation plan that is based on meaningful opportunities for input.					Tri-County Regional Planning Comm. Lansing, MI; Anchorage, AK					
7. The landscape, community, and valued resources are understood before analysis of the transportation system begins or potential transportation solutions are explored.					Chatham Urban Trans. Study, Savannah, GA					
8. A full range of user-friendly tools for communicating transportation plan options are used to effectively present information.			I-15, Nevada		Volusia County MPO, FL; Anchorage, AK					
9. Limitations to the quantity or quality of data and information are recognized, and strategies to manage any gaps are implemented. The final plan and the transportation planning process are thoroughly documented.					East-West Gateway COG, St. Louis MO/IL					
10. The transportation planning process includes identification and consideration of adopted municipal, State and Federal agency plans relevant to the transportation planning process, including, but not limited to, those for land use, water and sewer, watershed management, economic development, and mitigation.					Capital District Transp. Comm. Albany, NY; Tennessee DOT					